

Fifth session of the Preparatory Commission
3 April 2011, Abu Dhabi, United Arab Emirates

16 August 2011

REPORT OF THE FIFTH SESSION OF THE PREPARATORY COMMISSION FOR THE INTERNATIONAL RENEWABLE ENERGY AGENCY

	Document Title	Document Number	Page
	Report of the Fifth session of the Preparatory Commission for IRENA	PC.5/SR	2
Annex 1	Agenda of the 5th session	PC.5/1	8
Annex 2	List of observers	PC.5/CRP.1	10
Annex 3	Provisional Rules of Procedure of the Assembly and of the Council	PC.5/DC.1/Rev.1	12
Annex 4	Multilingualism	PC.5/DC.11/Rev.1	34
Annex 5	Establishment of committees	PC.5/DC.10/Rev.1	36
Annex 6	Staff Regulations	PC.5/DC.2/Rev.1	41
Annex 7	Staff Provident Fund	PC.5/DC.3/Rev.1	59
Annex 8	Secondment of personnel	PC.5/DC.4	65
Annex 9	Financial Regulations	PC.5/DC.5/Rev1	67
Annex 10	Transfer of assets and liabilities from the Preparatory Commission to IRENA and recommendations on other transitional arrangements	PC.5/DC.6	81
Annex 11	Agreement on Privileges and Immunities	PC.5/DC.8	89
Annex 12	Proposed Work Programme and Budget for 2011	PC.5/DC.7/Corr.1/Rev.1	90
Annex 13	Provisional agenda of the first session of the Assembly	A/1/L.1/Rev.1	138
Annex 14	Annual report of the Interim Director-General – 2010	PC.5/2	140
Annex 15	Report on the activities of the Preparatory Commission	PC.5/3	159
Annex 16	Credentials committee report	PC.5/6	183

Report of the fifth session of the Preparatory Commission for the International Renewable Energy Agency

Agenda item 1: Opening of the session

1. The fifth session of the Preparatory Commission (Commission) for the International Renewable Energy Agency (IRENA) was held at the Abu Dhabi National Exhibition Centre, Abu Dhabi, United Arab Emirates, on 3 April 2011. It was attended by representatives from 154 countries out of which 134 were Members of the Commission.
2. Mr Ogunlade Davidson (Sierra Leone), elected as Chair by the Commission at its fourth session, opened the session at 09:30. He said that the meeting was the culmination of a lengthy and detailed preparatory process aimed at launching IRENA as an important international organisation in the domain of renewable energy, a view echoed by the Interim Director-General. He thanked the Government of the United Arab Emirates for its welcome and hospitality.
3. He also requested the representative of Japan to convey the heartfelt sympathies of the Commission to his Government and people for the tragedies suffered as a result of the recent earthquake and tsunami.

Agenda item 2: Organization of work

(a) Adoption of the agenda (Document PC.5/1)

4. The Chair proposed the addition of three new items to the provisional agenda of the Commission on: establishment of committees, agreement on privileges and immunities, and approval of the provisional agenda of the first session of the Assembly of IRENA. The Commission adopted the agenda as amended.

5. The Commission agreed to a request from Greece to circulate an information note concerning Isle-Pact, a project for the holistic promotion of renewable energies in islands, especially those in Europe, and to a subsequent illustrated presentation of the project being made.

(b) Election of officers

6. The Chair and Vice-Chairs for the fifth session had been designated by the Commission at its fourth session, namely the representative of Sierra Leone as Chair and the representatives of Guatemala, Norway, Pakistan and Tonga as Vice-Chairs. The representative of Mexico was elected as Rapporteur.

(c) Appointment of a credentials committee

7. Five members of the credentials committee were appointed at the proposal of the Chair, namely Argentina, Norway, Philippines, Samoa and United Arab Emirates.

(d) Participation of observers (Document PC.5/CRP.1)

8. The Commission approved the list of observers for the fifth session of the Commission.

Agenda item 3: Report of the Chair of the Administrative Committee

9. Mr Karsten Sach, Chair of the Administrative Committee, in presenting the final report of the Administrative Committee, reported that excellent progress had been made during the Committee's seventh and final meeting the previous day. The draft decisions before the Commission had been approved by the Committee, whose members had demonstrated a constructive approach in discussing the items on its agenda.

Agenda item 4: Provisional Rules of Procedure of the Assembly and of the Council (Documents PC.5/DC.1/Rev.1 and PC.5/DC.11/Rev.1)

10. Mr Guy Lentz, Chair of the Working Group on Governance, said that broad consensus had been reached in the Group on the draft Provisional Rules of Procedure of the Assembly and of the Council (document PC.5/DC.1/Rev.1). The only exception was the issue of multilingualism, which had yet to be resolved. Discussions on a draft decision on the subject, contained in document PC.5/DC.11/Rev.1, were continuing. One representative requested additional time for further consultations, as the outcome of those discussions would have a bearing on language-related parts of the text in the draft Provisional Rules of Procedure. Another representative expressed the view that a reasonable and cost-effective use of IRENA's resources should be the paramount consideration when it came to finalizing the issue in a manner acceptable to all concerned parties.

11. Regarding the membership of the Council, one representative proposed that one third of its members be replaced annually and that the period of office of the Chair should be extended from six months to at least one year, if not two, in the interest of continuity. The Commission took note of those proposals, agreeing that they would best be revisited, bearing in mind that the draft rules of procedure were provisional.

12. Following informal consultations, a consensus was reached to delete the words "and language" and "language and" from the titles of section XI and section IX of the draft Provisional Rules of Procedure of the Assembly and of the Council respectively, and to delete Rules 72 and 73 of the draft Provisional Rules of Procedure of the Assembly, and Rules 46 and 47 of the draft Provisional Rules of Procedure of the Council.

13. One member expressed concern that the establishment of committees could diminish the responsibilities of the Secretariat, and would detract from the Council's sovereignty.

14. The Commission agreed to forward the draft Provisional Rules of Procedure of the Assembly and of the Council, as amended, to the Assembly.

Agenda item 4bis: Establishment of committees (Document PC.5/DC.10/Rev.1)

15. The Chair of the Working Group on Governance introduced a draft decision on the establishment of committees. Annex 1 of the document set out the draft rules of procedure of committees, which might be reviewed in connection with the relevant provisions of the draft Provisional Rules of Procedure of the Assembly and of the Council. Annex 2 specified three committees to be established in order to assist the Council in its work.

16. In the ensuing discussion, several Members expressed strong support for the proposal to establish a technical committee, given the importance of technical and technological barriers to the deployment of renewable energy, in particular in developing countries. The benefits of technology transfer and the sharing of information, expertise and experience among all Members of IRENA were highlighted. It was recalled that elements of the proposed programme of work related to technology, technical barriers and knowledge management. One representative pointed out that it would be difficult to establish a technical committee until strategy and policy were more clearly defined, and establishing the terms of reference for such a committee at such short notice could be problematic. It was also stated that equitable geographical representation in the committees should be ensured.

17. Following further comments, it was agreed that the preamble to the draft decision should be amended to highlight the need to set up an additional committee dealing with technical and technological issues. A revised draft decision would be circulated at a later stage.

Agenda item 5: Staff Regulations (Document PC.5/DC.2/Rev.1)

18. The Commission agreed to forward to the Assembly the draft Staff Regulations for IRENA.

Agenda item 6: Staff Provident Fund (Document PC.5/DC.3/Rev.1)

19. The Commission agreed to forward to the Assembly the draft Principles of a Staff Provident Fund of IRENA. It also decided to recommend that the Assembly appoint Germany and Kenya as the two Members to serve on the Management Board of the Staff Provident Fund.

Agenda item 7: Secondment of personnel (Document PC.5/DC.4)

20. The Commission agreed to forward to the Assembly its recommendation to maintain in force the Secondment Regulations adopted by the Commission at its second session (PC.2/DC.6) until a final decision would be taken by the Assembly on the regime, following a review by the Director-General of issues requiring clarification. One member said that in order to maintain a high standard of quality and efficiency of the Secretariat, full use should be made of seconded personnel.

Agenda item 8: Financial matters**(a) Financial Regulations** (Document PC.5/DC.5/Rev.1)

21. Mr ‘Akau’ola, Chair of the Working Group on Legal Issues, introduced a draft decision on the Financial Regulations for IRENA. The Administrative Committee had been unable to finalize its deliberations on the treatment of any cash surplus due to the transitional nature of the current year, or on regulations concerning future external audits. With regard to the former, one member of the Commission proposed that the text state that surplus cash for the year 2010 be handled in accordance with the Preparatory Commission’s financial regulations, as many countries have already paid, but were still in the process of ratification.

22. Following informal consultations, a consensus was reached on draft Regulation 4.5 (Cash surplus) and it was agreed that a special provision for handling cash surplus for 2011 would be reflected in the context of the decision on the Work Programme and Budget. It was agreed that Regulation 13.8 (External audit) required further consideration, and that the draft Financial Regulations should be forwarded to the Assembly.

(b) Audit (Document PC.5/4)

23. The Interim Director-General summarized the report of the independent external auditor on the 2010 accounts of the Agency (document PC.5/4). The report stated that significant irregularities had been detected in the accounts for the first 10 months of 2010 but that effective remedial action had been taken during the last two months of the year by the new management. The Interim Director-General also summarized the report of the annual audit undertaken by the Office of the Auditor General of Norway, which confirmed that, for the last two months of 2010, the revenues, expenditures, assets, liabilities and changes in equity as disclosed in the financial statements conformed to internationally agreed accounting practices and standards.

24. The Chair of the Administrative Committee recalled that the Financial and Organizational Review Team, in its report, had requested a publicly-tendered audit.

25. The Commission took note of both reports.

Agenda item 9: Annual report of the Interim Director-General on the implementation of the 2010 Work Programme and Budget (Document PC.5/2)

26. The Interim Director-General said that his report covered only the last two months of 2010, which had been taken up largely with institutional and management issues. Nevertheless, some aspects of the programme of work had been implemented, including setting up projects on knowledge management, policy support and capacity development, and identifying cooperation opportunities and synergies with other agencies. A brain-storming session had been held with experts in renewable energy in order to stimulate discussions on strategies and on the Work Programme for 2011.

27. The Commission took note of the report.

Agenda item 10: Transfer of assets and liabilities from the Preparatory Commission to IRENA and recommendations on other transitional arrangements (Document PC.5/DC.6)

28. The Chair of the Subcommittee on Budget and Transition introduced the draft decision outlining the transition from the Commission to the full-fledged Agency.

29. The Commission approved the transfer of assets and liabilities of the Commission to IRENA and recommended that the Assembly implement the transitional arrangements as specified in the decision.

Agenda item 11: Host country agreements

30. A representative of the Interim Secretariat reported that a consolidated final draft host-country agreement between Germany and the Agency had been made available to Members on the Agency's web site. The Commission recommended that the Assembly authorize the Director-General to sign the final text.

31. The interim headquarters agreement drawn up between the United Arab Emirates and the Commission would end on 5 April 2011. A small technical working group, comprising representatives of Tonga, United Arab Emirates, United States of America and the Secretariat, would amend the agreement and draft a proposal to transfer it from the Commission to the Agency. The Commission recommended that the Assembly authorize the Director-General to sign the Agreement when finalized.

Agenda item 11 bis: Agreement on privileges and immunities of the International Renewable Energy Agency (Document PC.5/DC.8)

32. The Chair of the Working Group on Legal Issues introduced a draft decision recommending to the Assembly to prepare a draft agreement on privileges and immunities for approval at its second session. The Commission agreed to the draft decision and recommended to the Assembly to task the Director-General and the Council to produce a draft agreement for approval at the second session of the Assembly.

Agenda item 12: Report on the activities of the Preparatory Commission (Document PC.5/3)

33. The Chair of the Commission introduced the report, which he said would be revised and completed in light of developments before 4 April 2011, especially reflecting the 7th meeting of the Administrative Committee and the 5th session of the Commission. On that understanding, the Commission took note of the report and agreed to forward the report to the Assembly.

Agenda item 13: Proposed Work Programme and Budget for 2011 (Document PC.5/DC.7/Corr.1/Rev.1)

34. The Interim Director-General introduced the draft proposed programme of work, drawing particular attention to the requirements for the strategic positioning of the Agency and the core elements of the three subprogrammes. IRENA had specific roles to play in providing support to developing and developed countries, each of which had its own problems and strengths. Given the highly ambitious nature of its mandate and the scale of the challenges it faced, IRENA could not be expected to work in isolation. It needed the full cooperation and support of other entities already active in the field, while avoiding any duplication, together with the knowledge, experience and resources of a rapidly expanding stakeholder community; that called for a well-run, transparent and accountable organization capable of tackling the core issues and commanding the confidence of Members. The Interim Secretariat had therefore conducted consultations with Members and other stakeholders aimed at strengthening the institutional base and building a strong and balanced programme framework. The discussions of the Administrative Committee and the Commission over the previous two days had shown Members' expectations and the unprecedented degree of enthusiasm and commitment they had expressed inspired confidence that the ambitious goals of the draft programme of work could be achieved.

35. The Chair of the Administrative Committee drew attention to the relevant draft decision on the budget, with its annexed scale of assessments. IRENA was on the threshold of becoming a full-fledged international organization, and many Signatory States had indicated their intention to ratify the Statute in 2011. The proposed text contemplated that Members and Signatory States alike would be asked to contribute to the core budget, in line with the conditions set out in paragraphs 5 and 6 of the draft decision; that any cash surplus remaining at the end of the year would be shared out among all contributing Members and Signatory States; and that the Director-General would be authorized to transfer up to 15% of the funding allocated to a particular subprogramme to other subprogrammes.

36. In the ensuing discussion, several members of the Commission expressed their support for the Proposed Work Programme and Budget for 2011, and encouraged IRENA to strike a balance between activities that would have immediate results and those that would pave the way for future developments. IRENA should serve as a forum for exchange of information amongst and between Members. The Commission agreed on the importance of sharing experience and transferring best practices in the promotion of renewable energy, and in particular off-grid energy development. Many

members gave examples of their national efforts to promote renewable energy and expressed willingness to share their experiences and expertise with others. One member recommended the establishment of an independent energy access fund and an international energy access centre. Another requested that the word “South” before “Pacific Islands”, in the first bullet point in paragraph 35, be deleted.

37. The Commission agreed to forward the Proposed Work Programme and Budget for 2011, as amended, to the Assembly.

Agenda item 14: Appointment of the Director-General of the International Renewable Energy Agency

38. The Commission held a secret ballot in closed session to elect one candidate to be recommended to the Assembly for the position of Director-General. The Commission recommended that the Assembly decide to appoint Mr Adnan Amin as Director-General. Mr Amin thanked the Commission for the trust it had placed in him.

Agenda item 15: Approval of the provisional agenda of the first session of the Assembly
(Document A/1/L.1 and Add.1)

39. The Chair presented the provisional agenda of the first session of the Assembly, and said that three supplementary items would be added on: multilingualism, the establishment of committees, and privileges and immunities. Item 17 on the election of the external auditor would be deleted. One member pointed out that time would be needed to gather the candidatures for committee membership and that the item on the establishment of committees should therefore be placed at the end of the draft provisional agenda.

40. The Commission approved the provisional agenda of the first session of the Assembly, as amended.

Agenda item 16: Any other business

41. Nothing to report.

Agenda item 17: Credentials committee report (Document PC.5/6)

42. The Commission took note of the report of the credentials committee presented by its Chair, Mr Alfredo Morelli (Argentina).

Agenda item 18: Adoption of the session report

43. The Commission took note of the report of its fifth session presented by the Rapporteur.

Agenda item 19: Closure of the session

44. After the customary exchange of courtesies, the Chair declared the fifth and final session of the Commission for IRENA closed at 20:05.

Fifth session of the Preparatory Commission
3 April 2011

Agenda of the fifth session of the Preparatory Commission for IRENA

PLENARY, 3 April 2011	Document number
1. Opening of the session	
2. Organisation of work	
a. Adoption of the agenda	PC.5/1
b. Election of officers	
c. Appointment of a credentials committee	
d. Participation of observers	PC.5/CRP.1
3. Report of the Chair of the Administrative Committee	
4. Provisional Rules of Procedure of the Assembly and of the Council	PC.5/DC.1/Rev.1 PC.5/DC.11/Rev.1
4bis Establishment of committees	PC.5/DC.10/Rev.1
5. Staff Regulations	PC.5/DC.2/Rev.1
6. Staff Provident Fund	PC.5/DC.3/Rev.1
7. Secondment of personnel	PC.5/DC.4
8. Financial matters	PC.5/DC.5/Rev.1 PC.5/4
9. Annual report of the Interim Director-General on the implementation of PC.5/2 the 2010 Work Programme and Budget	PC.5/2
10. Transfer of assets and liabilities from the Preparatory Commission to IRENA and recommendations on other transitional arrangements	PC.5/DC.6
11. Host Country Agreements	
11bis Agreement on Privileges and Immunities	PC.5/DC.8
12. Report on the activities of the Preparatory Commission	PC.5/3
13. Proposed Work Programme and Budget for 2011	PC.5/DC.7/Corr.1/ Rev.1
14. Appointment of the Director-General of IRENA (closed session)	

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| 15. Provisional agenda of the first session of the Assembly | A/1/L.1/Add.1 |
| 16. Any other business | |
| 17. Credentials committee report | PC.5/6 |
| 18. Adoption of the session report | PC.5/7 |
| 19. Closure of the session | |

Fifth session of the Preparatory Commission

03 April 2011

List of observers

No.	Organisation/State
1	Belgium
2	Belize (applicant for membership)
3	Bhutan
4	Boston University - Pardee Center
5	Brazil
6	Burundi
7	Canadian Renewable Energy Alliance (CanREA)
8	China
9	Citizen Action Association
10	Clean Energy Business Council
11	Collectif pour la Defense du Droit a l'Energie (CoDDAE) - Collective for the defence of right to energy access
12	Cuba
13	Ernst & Young
14	European Renewable Energies Federation (EREF)
15	European Renewable Energy Council (EREC)
16	German Renewable Energy Federation (BEE)
17	Global Wind Energy Council (GWEC)
18	Hungary
19	Indonesia
20	International Clean Energy Consortium (OCEC), International Energy Sustainable Organization (ISEO)
21	International Hydropower Association
22	International Institute for Non-Aligned Studies
23	International Network for Sustainable Energy (INFORSE)
24	International Union for Conservation of Nature (IUCN)- Commission on Environmental Law
25	IRENA-Hungary Association
26	Lao People's Democratic Republic
27	League of Arab States
28	Masdar
29	Myanmar
30	New Energy and Industrial Technology Development Organization (NEDO)

31	Norwegian Institute for Air Research- NILU
32	PricewaterhouseCoopers
33	REN21
34	Renewable Energy and Energy Efficiency Partnership (REEEP)
35	Russian Federation
36	Saint Lucia
37	Saudi Arabia
38	Singapore
39	Solomon Islands
40	Chinese Taipei
41	Thailand
42	The International Institute for Sustainable Development (IISD)-Reporting services
43	The International Organization of La Francophonie (OIF)
44	The Social Justice Committee of Montreal (SJC)
45	Turkmenistan
46	Tuvalu
47	Ukraine
48	Venezuela, Bolivarian Republic of
49	Viet Nam
50	World Future Council Foundation
51	World Wind Energy Association (WWEA)

Fifth session of the Preparatory Commission
03 April 2011

Decision on the Draft Provisional Rules of Procedure of the Assembly and of the Council

The Preparatory Commission for the International Renewable Energy Agency at its fifth session,

Recalling that the Preparatory Commission has to develop draft Rules of Procedure of the Assembly and of the Council of the International Renewable Energy Agency (“Agency”) in accordance with paragraph 10 b. of the Resolution on Establishing a Preparatory Commission for the Agency for consideration by the Assembly,

Recognizing that the procedural issues to be addressed at the initial stages of the Agency are numerous and complex,

Recognizing also that some of these issues will be temporary or evolve quickly after the first Assembly,

Emphasizing the need for a mechanism to review and adjust the Rules of Procedure to the requirements of the Assembly and of the Council, particularly in view of the fast-changing composition of the membership of the Agency,

Taking note of the proposed draft Provisional Rules of Procedure of the Assembly, and of the draft Provisional Rules of Procedure of the Council, annexed hereto,

Decides to submit the annexed draft Provisional Rules of Procedure of the Assembly (Annex 1) and of the Council (Annex 2) to the Assembly for approval at its first session, pursuant to Article IX paragraph A of the Agency’s Statute,

Decides to recommend to the Assembly that it mandates the Council to review the provisional Rules of Procedure of the Assembly and of the Council and to recommend to the Assembly at its second session draft Rules of Procedure for the Assembly and the Council.

Annex 1

Draft Provisional Rules of Procedure of the Assembly

I. SESSIONS

A. REGULAR SESSIONS

Rule 1 Frequency of sessions

The Assembly of the International Renewable Energy Agency (hereinafter referred to as "the Agency") shall meet annually unless it decides otherwise. The session shall be convened on a date set by the Assembly at its previous regular session.

Rule 2 Notification of sessions

The Director-General of the International Renewable Energy Agency (hereinafter referred to as "the Director-General"), on behalf and under the authority of the President of the Assembly (hereinafter referred to as "the President"), shall notify all Members of the Assembly at least 90 days in advance of each regular session, of the opening date, place and expected duration thereof.

B. SPECIAL SESSIONS

Rule 3 Summoning by the Assembly

Special sessions of the Assembly shall be convened when decided by the Assembly or as otherwise provided for in these Rules.

Rule 4 Summoning at the request of the Council

Special sessions of the Assembly shall be convened not later than 60 days after the receipt by the President of a request for such a session from the Council of the International Renewable Energy Agency (hereinafter referred to as "the Council"), unless specified otherwise in the request.

Rule 5 Summoning at the request of Members

Any Member of the Assembly may request the President to convene a special session of the Assembly. The President shall immediately inform the other Members of the Assembly of the request, communicate to all Members the estimated costs and relevant administrative and logistical considerations in relation to the hosting of a special session and inquire whether they concur with it. If within 30 days of the date of the communication one third of the Members concur with the request, a special session of the Assembly shall be convened by the President not later than 60 days after the receipt of such concurrence.

Rule 6 Notification of special sessions

The Director-General, on behalf and under the authority of the President, shall notify all Members of the Assembly at least 30 days in advance of each special session, of the opening date, place and expected duration thereof.

C. GENERAL

Rule 7 Place of sessions

Sessions of the Assembly shall take place at the seat of the Agency unless the Assembly decides otherwise.

Rule 8 Financial implications

The actual additional costs directly or indirectly associated with holding a session away from the seat of the Agency shall be borne by the Government hosting that session.

Rule 9 Written procedure

As may be required in extraordinary circumstances for the fulfillment of its powers and functions, the Assembly may act by means of proxy letter, e-mail or such other method of communication in which the participation of each member of the Assembly may be facilitated and the votes of each member of the Assembly may be recorded, subject to procedures determined by the Assembly in a separate decision whereby the provisions of the Statute concerning quorum and majorities as well as other relevant provisions of these Rules shall be fully respected.

II. AGENDA**A. REGULAR SESSIONS****Rule 10 Provisional agenda**

The provisional agenda for all regular sessions of the Assembly shall be drawn up by the Director-General with the approval of the Council and under the authority of the President and shall be sent by him or her to all Members of the Assembly not later than 30 days in advance of the session.

Rule 11 Contents of the provisional agenda

The provisional agenda for each regular session should generally include:

- (a) All items the inclusion of which has been decided by the Assembly at a previous session;
- (b) All items proposed by the Council, including those which were brought to the attention of the Council by the Director-General;
- (c) Items proposed by Members of the Assembly;
- (d) Election of members to the Council;
- (e) The draft annual report of the Secretariat, submitted by the Council, concerning the activities of the Agency, and such other reports as the Council deems necessary or which the Assembly may request;
- (f) The draft work programme, organisational chart and budget of the Agency, submitted by the Council, for the ensuing financial period;
- (g) The External Auditor's report, the annual audit of the Agency and reports of any other audit activity that may have been conducted during the reporting period;
- (h) If required, the draft scale of assessments to be paid by Members;
- (i) The opening date, venue and anticipated duration of the next regular session of the Assembly; and
- (j) Other items required by the Statute of the International Renewable Energy Agency (hereinafter referred to as "the Statute").

Rule 12 Supplementary items

A Member of the Agency, the Council, the Director-General, in agreement with the Council, may, not later than 30 days before the date set for the opening of any regular session, request the inclusion of supplementary items in the agenda. With the approval of the President, such items shall be placed on a supplementary list, which shall be communicated to Members at least 21 days before the opening of the session.

Rule 13 Approval of the agenda

At each session the provisional agenda and the supplementary list, if applicable, shall be submitted to the Assembly as soon as possible after the opening of the session.

Rule 14 Additional items

Any items of an important and urgent character, proposed by a Member, which have not been placed on the provisional agenda pursuant to Rule 10 of these Rules or on the supplementary list pursuant to Rule 12 of these Rules, shall be referred to the President, who shall report promptly thereon to the Assembly. Such items may be placed on the agenda if the Assembly so decides.

B. SPECIAL SESSIONS**Rule 15 Provisional agenda**

The provisional agenda for all special sessions of the Assembly shall consist only of those items proposed for consideration in the decision or the request for holding the special session and shall be drawn up by the Director-General with the approval of the Council and under the authority of the President and shall be sent by him or her to all Members of the Agency together with the notification of the special session.

Rule 16 Approval of the agenda

The provisional agenda for each special session shall be submitted to the Assembly as soon as possible after the opening of the session for approval.

Rule 17 Additional items

Any items of an important and urgent character, proposed by a Member or the Council, which have not been placed on the provisional agenda pursuant to Rule 15 of these Rules shall be referred to the President, which shall report promptly thereon to the Assembly. Such items may be placed on the agenda if the Assembly so decides.

C. GENERAL**Rule 18 Explanatory memoranda**

Each item proposed for inclusion in the agenda shall be accompanied by such supporting documents as necessary to support the Assembly's consideration of the issue.

Rule 19 Circulation of supporting documents

All draft reports, decisions, programme and budget of the Agency and other documents relating to the provisional agenda of the session shall be sent by the Director-General to each Member of the Assembly no later than 30 days in advance of the session. All supporting documents shall at the same time be made available on the Agency's website, with the exception of those documents that are decided to be confidential by the Assembly or the Council based on the criteria in Rule 71. The latter may only be made available on the password-secured area of the Agency's website.

III. REPRESENTATION OF MEMBERS AND PARTICIPATION OF OBSERVERS**Rule 20 Composition of delegations**

Each Member of the Agency shall be represented at the Assembly by one representative, who may be accompanied by as many alternates and advisers as may be required by the delegation. The representative and all such alternates and advisers shall constitute the Member's delegation to the Assembly.

Rule 21 Alternates

Each representative may designate any alternate in his or her delegation to act in his or her place during the Assembly.

Rule 22 Representation on committees and other subsidiary organs of the Assembly

Each representative may designate any member in his or her delegation to act for his or her delegation on any committee or other subsidiary organ of the Assembly on which his or her delegation is represented.

Rule 23 Participation of observers

Signatories, applicants for membership, and other entities to whom observer status may be granted by the Assembly under Article VII of the Statute, should inform the President, who shall place such request for observer status on the agenda of the Assembly for its consideration.

IV. CREDENTIALS**Rule 24 Submission of credentials**

The credentials of each representative and the names of the persons constituting the Member's delegation shall be submitted to the Secretariat if possible not less than seven days in advance of the session which the delegation will attend. The credentials shall be issued by the competent authority of the Member.

Rule 25 Examination of credentials

A Credentials Committee shall be appointed at the beginning of each session. It shall consist of nine members, which shall be appointed by the Assembly on the proposal of the President. The Committee shall elect its own officers. It shall examine the credentials of all representatives and report without delay to the Assembly. Meetings of the Credentials Committee shall be held in private unless decided otherwise by the Committee.

Rule 26 Provisional admission to a session

Pending a decision upon their credentials, representatives shall be entitled to participate provisionally in the session. Any representative to whose admission a Member has made objection shall be seated provisionally with the same rights as other representatives until the Credentials Committee has reported and the Assembly has given its decision.

V. PRESIDENT, VICE-PRESIDENTS, RAPPOREUR AND OTHER OFFICIALS**Rule 27 Election of President and Vice-Presidents**

The Assembly shall elect a President and four Vice-Presidents, having due regard to equitable geographical representation.

Rule 28 Period of office

At the end of each session, the Assembly shall designate a President and four Vice-Presidents that will then formally be elected at the beginning of the next session of the Assembly. At the beginning of each meeting of the Assembly, the Assembly shall confirm the designation made at the previous meeting and so elect a President and four Vice-Presidents from among its membership. For the purpose of a smooth transition and continuity of work, the designated President and/or Vice-Presidents shall work in collaboration with the elected President and/or Vice-Presidents to the preparation of the next Assembly only if the latter so agrees.

Rule 29 Voting

The President shall not vote, but may appoint another member of his or her delegation to vote in his or her place.

Rule 30 Acting President

If the President is absent during a meeting or any part thereof, or whenever he or she deems that for the proper fulfilment of the responsibilities of the office of President he or she should not preside over the Assembly during the consideration of a particular question, he or she shall appoint one of the Vice-Presidents to take his or her place, who, while acting as President, shall have the same powers and duties as the President.

Rule 31 Rapporteur and other officials

At the beginning of each Assembly session, the President shall propose to a Member of the Assembly to act as Rapporteur. The President shall also appoint other officials, having due regard to equitable geographical representation. With the assistance of the Secretariat, the Rapporteur will be responsible for the recording and transcription of the proceedings of the meeting, the preparation, review and approval of the minutes, and such other related duties and responsibilities as may be assigned by the President.

Rule 32 Vacancies

A vacancy in the office of any official shall be filled in the same manner in which the original holder of that office or position was appointed or selected. Individuals selected or appointed to fill vacant positions shall hold such positions for the unexpired term of their predecessor.

VI. COUNCIL AND SECRETARIAT**Rule 33 Representation of the Council**

The Council shall be represented at the Assembly by its Chair or by such person or persons serving at the Council that are appointed by him or her.

Rule 34 Role of the Director-General

The Director-General shall participate without the right to vote at all sessions of the Assembly and of its committees and other subsidiary organs, or he or she may designate a member of the Secretariat to represent him or her at any such sessions. The Director-General or his or her representative may, with the approval of the President, make oral or written statements to such sessions.

Rule 35 Duties of the Secretariat

- (a) The Director-General shall provide the staff required by the Assembly, its committees and other subsidiary organs and shall be responsible for all the necessary arrangements for the sessions of the Assembly, its committees and other subsidiary organs.
- (b) This shall include the receipt, reproduction and distribution of documents of the Assembly, its committees and other subsidiary organs; the maintenance of documents of the Assembly in the archives of the Agency; the publication of reports of the sessions of the Assembly; the distribution of all documents of the Assembly to the Members of the Agency; and the performance of all other work which the Assembly, its committees or other subsidiary organs may require.

VII. SUBSIDIARY ORGANS OF THE ASSEMBLY

Rule 36 Establishment of subsidiary organs

The Assembly may, in accordance with Art. IX. paragraph G. subparagraph 5 of the Statute set up such committees or other subsidiary organs as it deems necessary for the performance of its functions. In establishing such organs the Assembly shall also agree on their terms of reference, number of members, tenure and deliverables. Subsidiary organs should be reviewed annually by the Assembly to determine whether they should be continued or their terms of reference modified. Subsidiary organs created by the Assembly may include experts nominated by Members as well as independent experts, if appropriate.

Rule 37 Officials

Each subsidiary organ of the Assembly shall elect its own Chair and other officials. These officials shall be elected on the basis of equitable geographical representation, experience, personal competence and gender balance.

Rule 38 Reference of agenda items to subsidiary organs

Agenda items relating to the same category of subjects shall be referred to the subsidiary organ or organs dealing with that category of subjects.

VIII. CONDUCT OF BUSINESS AT SESSIONS OF THE ASSEMBLY

Rule 39 Public and closed sessions of the Assembly

- (a) Sessions of the Assembly and all subsidiary organs shall be held in public. In its discretion, the Assembly may conduct its business in closed sessions (Members and alternates only) if extraordinary circumstances so require. Where the Assembly determines that substantial parts of sessions are to be closed, the Secretariat must provide at least 7 days notice to Members and observers. This cannot preempt the right of the Assembly to declare parts of a session closed during the course of a session.
- (b) Subject to any decision of the Assembly, the Director-General shall make appropriate arrangements for the admission of representatives of the press and of other information agencies to public sessions of the Assembly.

Rule 40 Functions of the President during Assembly sessions

In addition to exercising the powers which are conferred upon him or her by these Rules, the President shall declare the opening and closing of each session of the Assembly, shall direct its discussions, ensure observance of these Rules, accord the right to speak, put questions and announce decisions. He or she shall rule on points of order and, subject to these Rules, shall have control of the proceedings of the Assembly and over the maintenance of order at its sessions. The President may propose to the Assembly the limitation of the time to be allowed to speakers, the limitation of the number of times each representative may speak on any question, the closure of the list of speakers or the closure of the debate. He or she may propose the suspension or adjournment of the session or the adjournment of the debate on the item under discussion. The President, in the exercise of his or her functions, shall remain under the authority of the Assembly.

Rule 41 Speeches

No representative may address the Assembly without having previously obtained the permission of the President. Subject to Rule 42 of these Rules, the President shall call upon speakers in the order

they signify their desire to speak. The President may call a speaker to order if his or her remarks are not relevant to the subject under discussion.

Rule 42 Precedence

The President may accord precedence to the Chair of the Council and to the Chair or other officer of a committee or any other subsidiary organ of the Assembly, for the purpose of explaining a report or recommendations submitted to the Assembly. He or she may also accord precedence to the Director-General or his or her representative.

Rule 43 Points of order

During the discussion of any matter, a representative may rise to a point of order, and the point of order shall be immediately decided by the President in accordance with these Rules. A representative may appeal against the ruling of the President. The appeal shall be immediately put to the vote and the Presidents' ruling shall stand unless overruled by a majority of the Members present and voting. A representative rising to a point of order may not speak on the substance of the matter under discussion.

Rule 44 Time-limit on speeches

The Assembly may limit the time to be allowed to each speaker and the number of times each representative may speak on any question. When debate is limited and a representative has spoken his or her allotted time, the President shall call him or her to order without delay.

Rule 45 Closing of list of speakers and right of reply

During the course of a debate the President may announce a list of speakers and, with the consent of the Assembly, declare the list closed. He or she may, however, accord the right of reply to any representative if a speech delivered after the list has been closed makes this desirable.

Rule 46 Adjournment of debate

During the discussion of any matter, a representative may move the adjournment of the debate on the item under discussion. Permission to speak on the motion shall be accorded only to two representatives in favour of and to two opposing the adjournment, after which the motion shall be immediately decided. The President may limit the time to be allowed to speakers under this Rule.

Rule 47 Closure of debate

A representative may at any time move the closure of the debate on the item under discussion, whether or not any other representative has signified his or her wish to speak. Permission to speak on the motion shall be accorded only to two representatives opposing the closure, after which the motion shall be immediately decided. If the Assembly is in favour of the closure, the President shall declare the closure of the debate. The President may limit the time to be allowed to speakers under this Rule.

Rule 48 Suspension or adjournment of the session

A representative may at any time move the suspension or the adjournment of the session. The President may limit the time to be allowed to the speaker moving the suspension or adjournment of the session. No discussion on such motions shall be permitted and they shall be immediately decided.

Rule 49 Order of procedural motions

Subject to Rule 43 of these Rules, the following motions shall have precedence in the following order over all proposals or motions before the session:

- (a) To suspend the session;

- (b) To adjourn the session;
- (c) To adjourn the debate on the item under discussion; and
- (d) To close the debate on the item under discussion.

Rule 50 Decisions on competence

Subject to Rule 49 of these Rules, any motion calling for a decision on the competence of the Assembly to adopt a proposal submitted to it shall be decided upon before a decision is taken on the proposal in question.

Rule 51 Proposals and amendments

Proposals and amendments shall normally be submitted in writing to the Secretariat which shall circulate copies to all delegations. Following the distribution of copies, delegations shall be given reasonable time before proposals are discussed or considered for decision.

Rule 52 Withdrawal of proposals or motions

Any proposal or a motion may be withdrawn by its proposer at any time before voting on it has commenced, provided that it has not been amended by decision of the Assembly. A proposal or a motion thus withdrawn may be reintroduced by any representative.

Rule 53 Reconsideration of proposals or amendments

When a proposal or amendment has been adopted or rejected, it shall not be reconsidered at the same session unless the Assembly so decides. Permission to speak on a motion to reconsider shall be accorded only to two speakers opposing reconsideration, after which the motion shall be immediately put to the vote.

IX. VOTING

Rule 54 Voting and quorum

Voting in the Assembly as well as the quorum shall be consistent with Article IX paragraph F of the Statute.

Rule 55 Methods of voting

The normal method of voting shall be by show of hands. Any representative may request a roll-call, which shall then be taken in the English alphabetical order of the names of the Members of the Agency, beginning with the Member whose name is drawn by lot by the President. The name of each Member shall be called in all roll-calls, and its representative shall reply "yes", "no" or "abstention". The result of the vote shall be inserted in the record of the session.

Rule 56 Conduct during voting

After the President has announced the commencement of a vote, the voting shall not be interrupted until the result has been announced, except on a point of order in connection with the actual conduct of the voting.

Rule 57 Explanation of vote

Representatives may make brief statements consisting solely of explanations of a vote, before the voting has commenced or after the voting has been completed. Similarly, explanatory statements of position may be made in connection with a decision taken without a vote. The President may limit the

time to be allowed for such explanations. The President shall not permit the proposer of a proposal or of an amendment to explain his or her vote on his or her own proposal or amendment.

Rule 58 Division of proposals and amendments

A representative may move that parts of a proposal or of an amendment shall be voted on separately. If objection is made to the request for division, the motion for division shall be first voted upon. Permission to speak on the motion for division shall be accorded only to two representatives in favour and two representatives against. If the motion for division is carried, those parts of the proposal or of the amendment which are subsequently approved shall be put to the vote as a whole. If all operative parts of the proposal or of the amendment have been rejected, the proposal or the amendment shall be considered to have been rejected as a whole.

Rule 59 Voting on amendments

(a) When an amendment to a proposal is moved, the amendment shall be voted first. When two or more amendments are moved to a proposal, the Assembly shall first vote on the amendment deemed by the President to be furthest removed in substance from the original proposal and then on the amendment next furthest removed therefrom, and so on, until all the amendments have been put to the vote. Where, however, the adoption of one amendment necessarily implies the rejection of another amendment, the latter amendment shall not be put to the vote. If one or more amendments are adopted, the amended proposal shall then be voted upon.

(b) A motion shall be considered an amendment to a proposal if it merely adds to, deletes from or revises part of that proposal.

Rule 60 Voting on proposals

If two or more proposals relate to the same question, the Assembly shall, unless it decides otherwise, vote on the proposals in the order in which they have been submitted. The Assembly may, after each vote on a proposal, decide whether to vote on the next proposal.

Rule 61 Equally divided votes

If a vote is equally divided in voting other than elections, the President will give additional time within the session, for reconsideration of the issue before the proposal is once again put to vote. In case the vote is still equally divided, the proposal voted upon shall be considered as not adopted.

X. ELECTIONS

A. ELECTIONS OF OFFICIALS

Rule 62 Secret ballot

Elections shall be by secret ballot unless there is acclamation.

Rule 63 Elections to fill one elective place

When only one elective place is to be filled and no candidate obtains in the first ballot a majority required, a second ballot shall be taken which shall be restricted to the two candidates who obtained the largest number of votes in the first ballot. If in the second ballot the votes are equally divided, the President shall decide between the candidates by drawing lots.

Rule 64 Elections to fill two or more elective places

When two or more elective places are to be filled at one time under the same conditions, those candidates obtaining in the first ballot the majority required shall be elected. If the number of

candidates obtaining the majority required is less than the number of elective places to be filled, there shall be no more than two ballots in respect of each elective place remaining to be filled. If in the first ballot for an unfilled elective place no candidate obtains the majority required, a second ballot shall be taken which shall be restricted to the two candidates who obtained the largest number of votes in the first ballot for that elective place. If in the second ballot for that elective place the votes are equally divided, the President shall decide between the candidates by drawing lots.

Rule 65 Appointment of the Director-General

Designation of the Director-General shall be consistent with Article IX, paragraph I of the Statute. When voting is necessary, it shall be conducted by secret ballot in accordance with Rule 63.

ELECTIONS OF COUNCIL MEMBERS

Rule 66 Elective places to be filled

The President shall communicate to the Members together with the Agenda, the anticipated number of seats on the Council to be filled by election at that session, based on the formula set out in Article X, paragraph A of the Statute. Any adjustment in that anticipated number shall be announced by the President at the opening of such session.

Rule 67 Election

The President shall present to the Assembly candidates for election in accordance with Article IX, paragraph G.1 of the Statute.

Rule 68 Term of office

The term of office of each member shall begin at the close of the regular session at which it is elected and shall end at the close of the second regular session following that election. The term of office of members elected at the first session of the Assembly shall begin immediately after their election.

XI. DOCUMENTATION AND LANGUAGE

Rule 69 Reports

- (a) Reports of sessions of the Assembly shall be issued by the Secretariat and shall contain the text of all recommendations and decisions of the Assembly adopted at that session.
- (b) Reports of meetings of subsidiary organs of the Assembly and their recommendations shall be issued by the Secretariat, unless the Assembly decides otherwise.

Rule 70 Official records

A set of official records shall be maintained by the Secretariat, containing the text of all recommendations and decisions of the Assembly, recommendations of subsidiary organs to plenary sessions of the Assembly, as well as a complete set of all Assembly documents.

Rule 71 Publication of Assembly Documents

As soon as possible, and under terms and subject to exceptions as may be approved by the Assembly or the Council and consistent with the rights of individuals to privacy, the property rights of persons in trade secrets and confidential commercial or financial information, and the need of the Assembly to promote frank internal deliberations, the Secretariat shall make publicly available all documents and records related to and used in support of the activities and decisions of the Assembly. Such documents shall normally be posted on the Agency website and shall include, at a minimum and subject to the

provisions above, the final reports of each Assembly meeting, a record of all Assembly decisions, and all documents supporting the work of the Assembly and its subsidiary organs.

[Rule 72 Language at Assembly sessions¹

(a) English will be the language of the sessions of the Assembly. If requested by a Member, interpretation from English into Arabic, Chinese, French, Russian and Spanish and from these languages into English will be provided during sessions taking place at the seat of the Agency. To this end the Secretariat will use funds allocated for conferences in the host country bid document. Interpretation away from the seat of the organisation will be covered by the government hosting the session.

(b) Any representative may make a speech in a language other than the languages mentioned above provided that, if he or she does so, he or she shall himself or herself provide for interpretation into English.

Rule 73 Language of documents²

English will be the language of documents issued by the Secretariat.]

XII. AMENDMENT OF RULES

Rule 74 Amendments

These rules may be amended by the Assembly in accordance with Article IX. paragraph H.2. of the Statute.

¹ French proposal: “Rule 73 Language at Assembly sessions. Interpretation and translation to and from English, Arabic, Chinese, French, Russian and Spanish will be provided during sessions taking place at the seat of the Assembly.”

² French proposal: delete Rule 74

Annex 2

Draft Provisional Rules of Procedure of the Council

I. MEETINGS

Rule 1 Frequency of meetings

The Council of the International Renewable Energy Agency (hereinafter referred to as “the Council”) shall convene twice a year unless it decides otherwise. The Council shall determine at each meeting the time and place of its next regular meeting. The Council shall meet as often as may be required between regular meetings for the fulfillment of its powers and functions. The Council may be convened on the authority of the Chair, who shall convene a meeting of the Council at the request of the Assembly of the International Renewable Energy Agency (hereinafter referred to as “the Assembly”), or at the request of three members of the Council.

Rule 2 Notification of meetings

No advance notice of the calling of a meeting shall be required when the date and time have been decided by the Council at an earlier meeting. For all other in-person meetings the Director-General of the International Renewable Energy Agency (hereinafter referred to as “Director-General”) in close coordination with the Chair shall notify each representative as far in advance as possible and in any case not less than 30 days in advance, informing of date, place and expected duration, as well as of the provisional agenda and any administrative, financial and logistical considerations for consideration by members.

Rule 3 Place of in-person meetings

Meetings shall normally be held at the seat of the International Renewable Energy Agency (hereinafter referred to as “the Agency”), unless the Council decides otherwise.

Rule 4 Financial implications

The actual additional costs directly or indirectly associated with holding a meeting away from the seat of the Agency shall be borne by the Government hosting the meeting.

Rule 5 Meetings other than in-person

As may be required in extraordinary circumstances for the fulfillment of its powers and functions, the Council may act by means of proxy letter, teleconference, e-mail or such other method of communication in which the participation of each member of the Council may be facilitated and the votes of each member of the Council may be recorded, subject to procedures determined by the Council.

II. AGENDA

Rule 6 Provisional agenda

The Chair in collaboration with the Director General shall prepare the provisional agenda for meetings of the Council. The provisional agenda shall include:

- (a) all items which the Council has previously decided to include in the provisional agenda, including, if necessary, consideration of the draft work programme, organisational chart and budget as well as arrangements for the next session of the Assembly;
- (b) all items referred to the Council by the Assembly;
- (c) reports prepared by the Secretariat of the International Renewable Energy Agency (hereinafter referred to as “the Secretariat”);

- (d) agreements or arrangements with States, international organisations and international agencies on behalf of the Agency, prior to submission for approval to the Assembly;
- (e) such other items as the Chair shall consider it necessary to include, after consultation with the Director General and other members of the Council, as necessary.

Rule 7 Explanatory memoranda

Each matter brought to the attention of the Council shall be accompanied by such supporting documents as appropriate and necessary to support the Council's consideration of the issue.

Rule 8 Circulation of supporting documents

Supporting documents shall be sent to each representative as far in advance as possible, and in any case not less than 30 days before the meeting. All supporting documents shall at the same time be made available on the Agency's website, with the exception of those documents that are decided to be confidential by the Council based on the criteria in Rule 50. The latter may only be made available on the password-secured area of the Agency's website.

Rule 9 Adoption of the agenda

The Council shall adopt the agenda for a meeting at the beginning of that meeting.

III. REPRESENTATION OF MEMBERS**Rule 10 Representatives**

Each member of the Council shall designate one person as its representative. Each representative may be accompanied by alternates and advisers. The representative and all such alternates and advisers shall constitute the member's delegation to the Council. The cost of representation shall be borne by the Member State concerned.

Rule 11 Alternates

Designated alternates may act in place of their representative if so required.

Rule 12 Submission of credentials

The credentials of representatives on the Council shall be submitted to the Director-General before the first meeting which they are to attend. The credentials shall be issued by the competent authority of the member authorizing the representative to perform on behalf of the member the functions indicated in the Statute of the International Renewable Energy Agency (hereinafter referred to as "the Statute"). They shall remain valid for the whole period for which that member was elected unless they are withdrawn or replaced by new credentials. Representatives shall notify the Director-General of the names of the alternates and advisers in their delegations in writing.

Rule 13 Examination of credentials

The credentials of each representative shall be examined through diplomatic channels.

Rule 14 Provisional admission to a meeting

Pending acceptance of the credentials of a representative of a member of the Council in accordance with Rule 13 of these Rules, such representative shall be seated provisionally with the same rights as other representatives.

IV. CHAIR, VICE-CHAIR, RAPPOREUR AND OTHER OFFICERS**Rule 15 Election of Chair and Vice-Chair**

The Council shall elect a Chair and a Vice-Chair, having due regard to equitable geographical representation.

Rule 16 Period of office

At the end of each meeting, the Council shall designate a Chair and a Vice-Chair that will then formally be elected at the beginning of the next meeting of the Council. At the beginning of each meeting of the Council, the Council shall confirm the designation made at the previous meeting and so elect a Chair and a Vice-Chair from among its membership. For the purpose of a smooth transition and continuity of work, the designated Chair and/or Vice-Chair shall work in collaboration with the elected Chair and/or Vice-Chair to the preparation of the next Council if the latter so agrees.

Rule 17 General powers and duties of the Chair

The Chair shall preside at all meetings of the Council. If the Chair is absent during a meeting or any part thereof, or whenever he or she deems that for the proper fulfillment of the responsibilities of the office of Chair he or she should not preside over the Council during the consideration of a particular question, the Vice-Chair shall take his or her place, and shall have the same powers and duties as the Chair. The Chair and the Vice-Chair may at all times participate in the discussions of the Council as representatives and may also vote in that capacity. Alternatively the Chair or the Vice-Chair acting as Chair may designate another member of his or her delegation to participate in the discussion and vote in his or her place. The Chair will maintain close communications among the members of the Council between meetings, and will work closely with the Director General as necessary to ensure Council awareness of the day-to-day business of the Agency.

Rule 18 Rapporteur and other officials

At the beginning of each Council meeting, the Chair shall propose to a member of the Council to act as Rapporteur. The Chair shall also appoint other officials, having due regard to equitable geographical representation. With the assistance of the Secretariat, the Rapporteur will be responsible for the recording and transcription of the proceedings of the meeting, the preparation, review and approval of the minutes, and such other related duties and responsibilities as may be assigned by the Chair.

Rule 19 Vacancies

A vacancy in the office of any officer shall be filled in the same manner in which the original holder of that office or position was appointed or selected. Individuals selected or appointed to fill vacant positions shall hold such positions for the unexpired term of their predecessor.

Rule 20 Representation of the Council at the Assembly

The Chair or such person or persons serving at the Council that are appointed by him or her shall represent the Council at the Assembly.

V. SECRETARIAT**Rule 21 Role of the Director-General**

The Director-General or a representative designated by him or her shall participate, without the right to vote, in all meetings of the Council.

Rule 22 Duties of the Secretariat

The Secretariat shall provide all necessary support to the Council in the performance of its functions. In particular it shall receive, reproduce and distribute documents of the Council and its subsidiary organs; prepare and circulate reports of meetings, decisions adopted by the Council and any other documentation required; maintain custody of documents of the Council in the archives of the Agency; and generally perform all other work which the Council and its subsidiary organs may require.

VI. SUBSIDIARY ORGANS OF THE COUNCIL**Rule 23 Establishment of subsidiary organs**

The Council may, in accordance with Article X paragraph F 9 and subject to Article VIII paragraph B of the Statute set up such committees or other subsidiary organs as it deems necessary for the performance of its functions. In establishing such organs the Council shall also agree on their terms of reference, number of members, tenure and deliverables. Subsidiary organs should be periodically reviewed by the Council to determine whether they should be continued or their terms of reference modified. Subsidiary organs created by the Council may include other Members of the Assembly, experts nominated by Members, as well as independent experts, if appropriate.

Rule 24 Officials and subcommittees

Each subsidiary organ of the Council shall elect its own Chair and other officials. These officials shall be elected on the basis of equitable geographical representation, experience, personal competence and gender balance. Each organ may set up subcommittees or other subsidiary organs, which shall elect their own officials.

Rule 25 Reference of agenda items to subsidiary organs

Agenda items relating to the same category of subjects shall be referred to the subsidiary organ or organs dealing with that category of subjects. Subsidiary organs shall not introduce items outside of the scope of their mandates on their own initiative.

Rule 26 Conduct of business in subsidiary organs

Subsidiary organs shall conduct their business in accordance with the Rules of Procedure of Subsidiary Organs as adopted by the Assembly. Subsidiary organs are encouraged to employ working methods that are efficient and result oriented, avoiding unnecessary formalities and delays.

VII. CONDUCT OF BUSINESS AT MEETINGS OF THE COUNCIL**Rule 27 Open and closed meetings of the Council**

Meetings of the Council shall be open. In its discretion, the Council may conduct its business in closed sessions (members and alternates only) if the Council by a two thirds majority so decides. Where the Council determines that substantial parts of sessions are to be closed, the Secretariat must provide at least 7 days notice to Members and Observers. This cannot preempt the right of the Council to call for closed sessions during the course of a meeting.

Rule 28 Functions of the Chair during Council meetings

The Chair shall declare the opening and closing of each meeting of the Council, direct the discussions, ensure observance of these Rules, accord the right to speak, put questions and announce decisions. He or she shall rule on points of order and, subject to these Rules, have control of the proceedings of the

Council and over the maintenance of order at its meetings. The Chair may propose to the Council the limitation of the time to be allowed to speakers, the limitation of the number of times each representative may speak on any question, the closure of the list of speakers or the closure of the debate. He or she may also propose the suspension or adjournment of the meeting or the adjournment of the debate on the item under discussion. The Chair shall, in exercising his or her functions, remain under the authority of the Council. No representative may address the Council without having previously obtained the permission of the Chair. The Chair shall call upon speakers in the order in which they signify their desire to speak. The Chair may call a speaker to order if his or her remarks are not relevant to the subject under discussion.

Rule 29 Points of order

During the course of debate, a representative may rise to a point of order and the point of order shall be immediately decided by the Chair in accordance with these Rules. A representative may appeal against the ruling of the Chair. The appeal shall be immediately put to the vote and the Chair's ruling shall stand unless overruled. A representative rising to a point of order shall not speak on the substance of the matter under discussion.

Rule 30 Time-limit on speeches

The amount of time to be allowed to each speaker and the number of times each representative may speak on any question may at any time be limited. When debate is so limited and a representative has spoken his or her allotted time, the Chair shall call him or her to order without delay.

Rule 31 Adjournment of the debate

During the debate on any matter, a representative may move the adjournment of the debate on the item under discussion. In addition to the proposer of the motion, two representatives may speak in favour of and two against the motion, after which it shall be immediately voted upon. If the Council is in favour of the adjournment, the Chair shall declare the adjournment of the debate. The Chair may limit the time to be allowed to speakers under this Rule.

Rule 32 Closure of the debate

A representative may at any time move the closure of the debate on the item under discussion whether or not any other representative has signified his or her wish to speak. Permission to speak on the motion shall be accorded only to two representatives opposing the closure, after which the motion shall be immediately put to the vote. If the Council is in favour of the closure, the Chair shall declare the closure of the debate. The Chair may limit the time to be allowed to speakers under this Rule.

Rule 33 Suspension or adjournment of meetings

During the debate on any matter, a representative may move the suspension or the adjournment of the meeting. Such motions shall not be debated but shall be immediately voted upon.

Rule 34 Order of procedural motions

Subject to Rule 29 of these Rules, the following motions shall have precedence in the following order over all proposals or motions before the meeting:

- (a) to suspend the meeting;
- (b) to adjourn the meeting;
- (c) to adjourn the debate on the item under discussion;
- (d) to postpone until a later fixed date a decision on the substance of any proposal; and
- (e) for the closure of the debate on the item under discussion.

Rule 35 Decision on competence

Subject to Rule 34 of these Rules, any motion calling for a decision on the competence of the Council to adopt a proposal submitted to it shall be decided upon before a decision is taken on the proposal in question.

Rule 36 Proposals and amendments

Proposals and amendments shall normally be introduced in writing and handed to the Director-General who shall circulate copies to all the representatives. As a general rule, no proposal shall be discussed or put to the vote unless it has been circulated to all the representatives not later than the day preceding the meeting. The Chair may, however, permit the discussion and consideration of amendments or of motions as to procedure even though such amendments or motions have not been circulated or have only been circulated the same day.

Rule 37 Withdrawal of proposals

A proposal may be withdrawn by its proposer at any time before voting on it has commenced, provided that it has not been amended by decision of the Council. A proposal which has thus been withdrawn may be reintroduced by any representative.

Rule 38 Financial implications

Before a proposal is voted upon, the Director-General shall be requested to provide in writing information on the programme budget implications of that proposal.

VIII. VOTING**Rule 39 Voting and quorum**

Voting in the Council shall be consistent with Article X paragraph D of the Statute. Two thirds of the members of the Council shall constitute a quorum for decision making.

Rule 40 Methods of voting

- (a) Voting on all matters other than elections shall as a rule be by show of hands. Voting in elections shall be conducted by secret ballot.
- (b) Whenever a roll-call vote has been requested, it shall be taken in the English alphabetical order of the names of the members of the Council, beginning with the member of the Council whose name is drawn by lot by the Chair. Each representative shall reply affirmatively or negatively or abstain. The vote of each member of the Council participating in a roll-call vote shall be inserted in the record.

Rule 41 Conduct during voting

After the voting has begun, no representative shall interrupt the voting except on a point of order in connection with the actual conduct of the voting.

Rule 42 Explanation of vote

Representatives may explain their votes, either before or after the voting, except when the vote is taken by secret ballot. The Chair may limit the time for such explanations. The Chair shall not permit the proposer of a proposal or of an amendment to explain his or her vote on his or her own proposal or amendment.

Rule 43 Division of proposals and amendments

A representative may move that parts of a proposal or an amendment shall be voted on separately. If objection is made to the request for division, the motion for division shall be voted upon. Permission to speak on the motion for division shall be given only to two speakers in favour and two speakers against. If the motion for division is carried out, those parts of the proposal or amendment that are subsequently approved shall be put to the vote as a whole. If all the operative parts of the proposal or amendment have been rejected, the proposal or amendment shall be considered to have been rejected as a whole.

Rule 44 Voting on amendments

(a) When an amendment is moved to a proposal, the amendment shall be voted on first. When two or more amendments are moved to a proposal, the Council shall first vote on the amendment deemed by the Chair to be the furthest removed in substance from the original proposal, and then on the amendment next furthest removed there from, and so on, until all the amendments have been put to the vote. Where, however, the adoption of one amendment necessarily implies the rejection of another amendment, the latter amendment shall not be put to the vote. If one or more amendments are adopted, the amended proposal shall then be voted upon.

(b) A motion shall be considered an amendment to a proposal if it merely adds to, deletes from or revises part of that proposal.

Rule 45 Voting on proposals

If two or more proposals relate to the same subject, the Council shall, unless it decides otherwise, vote on the proposals in the order in which they were submitted. The Council may, after each vote on a proposal, decide whether to vote on the next proposal.

[IX. LANGUAGE AND REPORTS³**Rule 46 Language⁴**

English shall be the working language of the Council.

Rule 47 Interpretation from other languages⁵

Any representative may make a speech in a language other than English provided, however, that such a representative shall provide for interpretation into English.]

Rule 48 Reports of meetings

Reports of meetings of the Council shall be prepared by the Secretariat in close cooperation with the Rapporteur who will provide the report to the Chair and Vice-Chair no later than 15 days following adjournment of the Council meeting. The Secretariat shall, immediately upon approval of the Rapporteur and Chair, make such reports available to all Members of the Agency. Reports of Council meeting shall not be official until approved by the Council.

³ French proposal: "LANGUAGES AND REPORTS"

⁴ French proposal: „Rule 46 Languages. As appropriate, the Council will use English, Arabic, Chinese, French, Russian and/or Spanish.“

⁵ French proposal: delete Rule 47

Rule 49 Reports of meetings of subsidiary organs

Reports of meetings of subsidiary organs of the Council shall be made available to all Members upon issuance by those subsidiary organs.

Rule 50 Publication of Council Documents

As soon as possible, and under terms and subject to exceptions as may be approved by the Assembly or the Council and consistent with the rights of individuals to privacy, the property rights of persons in trade secrets and confidential commercial or financial information, and the need of the Assembly to promote frank internal deliberations, the Secretariat shall make publically available all documents and records related to and used in support of the activities and decisions of the Council. Such documents shall normally be posted on the Agency website and shall include, at a minimum and subject to the provisions above, the final reports of each Council meeting, a record of all Council decisions, and all documents supporting the work of the Council and its subsidiary organs.

X. AMENDMENT OF RULES**Rule 51 Amendments**

These rules may be amended by the Council in accordance with Article X. paragraph C. of the Statute, subject to Article IX. paragraph H.2. of the Statute.

Fifth session of the Preparatory Commission

3 April 2011

Decision of the Preparatory Commission on a Draft Decision on Multilingualism

The Preparatory Commission for the International Renewable Energy Agency, at its fifth session,

Recognising that multilingualism promotes unity in diversity and international understanding aiming at peaceful coexistence and at a sustainable world;

Emphasising the need for enhanced international efforts for the promotion of renewable energy worldwide;

Recognising that an international organisation must engender ownership by all its Members;

Noting that English is the working language of the Preparatory Commission;

1. *Decides* to recommend to the Assembly to adopt at its first session the draft decision annexed hereto.

Annex

Draft Decision on Multilingualism

The Assembly of the International Renewable Energy Agency at its first session,

Noting with great satisfaction the historical number of Signatories to the Statute from across the five continents and encouraging further accession to IRENA and further ratifications;

Stressing the need to open IRENA to all parts of the world, including to those States that have signed and/or ratified as well as to those who will join in the future;

Affirming therefore the importance of multilingualism in enabling an inclusive approach for the development of IRENA that benefits all Members;

Expressing gratitude for the commitment of the host country to continue to provide fixed conference service funding for uses determined by the Agency, including interpretation services in all applicable UN languages for the Assembly and policy-making meetings in the host country;

Stressing the need for smooth, cost-effective, gradual and efficient implementation of multilingualism in IRENA;

Underlining the necessity to develop IRENA's institutional, programmatic and operational capacity in order to ensure the effective implementation of its objectives and activities, as stipulated in the Statute;

Acknowledging that according to its Statute, IRENA is composed of three organs of different nature, each with its own role, capacities, working methods and rules of procedure;

Acting pursuant to Article IX, paragraph A of the Statute of IRENA;

Decides

1. to stress the value of multilingualism in its governance processes and in its outreach, and the inclusiveness and participation that this approach promotes.
2. to request the Director-General of IRENA to submit to the Assembly, no later than at its third session, options with concrete measures, including cost implications, aiming at a progressive integration of official UN languages to advance the work of the Agency, based on a reasonable and cost-effective use of the resources of the organisation.
3. to review the progress made in the implementation of the present decision no later than at its sixth session.

Fifth session of the Preparatory Commission

3 April 2011

Decision on the Establishment of Committees

The Preparatory Commission of the International Renewable Energy Agency (“Commission”) at its fifth session,

Acknowledging the work of the various working groups of the Commission in establishing the core policies of the Agency;

Recognizing the need to establish subsidiary bodies of the Council to both complete the development of certain of these core policies and perform other specified tasks between Council meetings;

Referring to Rule 36 of the Provisional Rules of Procedure of the Assembly and Rule 23 – 26 of the Provisional Rules of Procedure of the Council, to be adopted at the first session of the Assembly;

Decides:

1. to submit the Draft Rules of Procedure of Committees (Annex 1) for approval to the Assembly at its first session;
2. to request that the Council review the Draft Rules of Procedure of Committees in connection with the relevant provisions of the Provisional Rules of Procedure of the Assembly and Council;
3. to recommend to the Assembly that it establish the three committees set out in Annex 2 and approve their Terms of Reference; and
4. to recommend that these committees be established for a term to last through the third meeting of the Council, unless otherwise decided by the Council.

Draft Rules of Procedure of Committees**A. Leadership**

1. Notwithstanding the Provisional Rules of Procedure of the Council, the Council will select a chair and vice chair for each committee. The Council shall take the geographic representation of the Agency into account when selecting committee chairs and vice chairs.

2. Representation among committee chairs shall strive to reflect the geographic representation of the Agency. There will be one chair per committee.

3. Committee vice chairs are to be an active part of the committee leadership. Committee chairs will systematically consult with committee vice chairs and, where appropriate and efficient, delegate tasks to the vice chair.

4. Notwithstanding the Provisional Rules of Procedure of the Council, the Council may replace committee chairs and vice chairs when necessary as, for example, when a committee chair is no longer available, or is not adequately fulfilling the role.

5. Because committee chairs must chair the committee meeting without prejudice, they may bring an additional representative to participate as a member of the committee. Where considered necessary by the committee chair, the vice chair of a particular committee may be permitted to bring an additional representative of the constituency to participate as a member of the committee.

6. Committee chairs shall serve for one-year terms, renewable one time.

B. Membership

1. Membership of each committee will be approved by the Council, based on applications made by all Members of the Agency, and, for a transitional period and notwithstanding the Provisional Rules of Procedure of the Assembly and Council, signatories of the Statute. Each Member or signatory may participate as a member in a maximum of two committees.

2. Committees shall only be as large as necessary to accomplish their limited tasks, as set forth in the terms of reference for each committee, and in no event shall exceed 10 members.

3. The Council shall take the geographic representation of the Agency into account when selecting committee membership.

4. Committee membership shall be for a term to last from the meeting of appointment through the end of the second Council meeting following appointment. It is anticipated that, to consider staggered membership in order to provide for continuity of membership, these rules will be reviewed prior to the expiration of the first membership terms.

5. Due to the need to allow for broad participation during the initial period, any Member of the Agency and signatory of the Statute may participate as an observer in any committee until the fifth meeting of the Assembly.

6. The committee chair may decide on additional participation for a committee meeting, only as necessary to allow for the participation of individuals who may have specific technical expertise required by the committee to perform its work.

C. Mandate and Governance

1. The Council shall continuously review the output of committees, assess their effectiveness and make appropriate recommendations regarding their mandates as events require.

2. The Council sets the terms of reference of the committees. Committees shall act only in accordance with these terms of reference, or on matters specifically requested by the Council.

3. In exceptional circumstances, where committees cannot reach consensus, the committee shall develop recommendations by reflecting minority and majority viewpoints, or another similar method to capture the recommendations of the committee membership.

D. Secretariat

1. The Director-General or designee may participate in committee meetings as an observer, including the presentation of written and oral statements.

2. While it is anticipated that committees will operate in a self-sufficient manner and require limited support, the Secretariat will provide necessary logistical and other support to the committee chairs to ensure efficient committee functions.

Terms of Reference

The initial terms of reference for each committee follows below. These terms of reference will be considered and revised as necessary at meetings of the Council.

Finance Committee (FC)

Review and provide advice to the Council on the annual budget proposed by the Secretariat, and, as necessary, any supplemental budgets;

Monitor expenditure of the budget during the course of the year and report to the Council no less frequent than at each of its meetings on financial matters including (1) reports from the Secretariat of unforeseen and extraordinary expenditures (Financial Regulation 3.6), (2) reports from the Secretariat on voluntary contributions (Financial Regulation 7.2);

Review and provide recommendations to the Council (for its consideration for referral to the Assembly) on any investment standards and plan proposed by the Secretariat (Financial Regulation 9.9);

Review requests from the Secretariat and make recommendations to the Council action on requests for transfers between appropriation programs (Financial Regulation 4.6);

Review and consider the reports of the internal and external auditors and report to the Council;

Review IRENA's audited financial statements for each year, and make recommendations to the Council regarding the Statements;

Provide advice to the Council on IRENA's financial regulations and procedures. Issues covered will include fiscal management, financial forecasts, modalities of contributions and procurement standards and implementation.

Providing advice requested by the Council on policy and strategy issues relating to finance and audit.

Governance and Legal Committee (GLC)

Provide advice to the Council at its request on the governance policies and procedures of the Agency. In its initial phase, the Governance and Legal Committee will continue the work of the Preparatory Commission as follows:

- Consider and recommend to the Council final rules of procedure for both the Assembly and the Council based on the provisional rules of procedure for both bodies adopted by the Assembly at its first meeting;

- Consider and recommend to the Council a final policy and structure for secondments, building from the prior work of the Preparatory Commission; and
- Develop and recommend to the Council an Ethics Policy and related policies and documents appropriate for a comprehensive ethics and conflict of interest policy for the Agency, and further recommend for approval necessary adjustments to the Staff Regulations, in particular references to the Code of Conduct.

Review and, in consultation with the Policy and Strategy Committee, make recommendations to the Council on agreements referred to in Articles X(F)(6) and XIV of the IRENA Statute;

Consider arrangements to facilitate the provision of stakeholder input into the governance processes of IRENA; and

Monitor the development of relations between the Agency and its host countries under the various host country agreements, authorize the Secretariat to enter into and amend host country agreements under delegated authority that may be granted by the Assembly, and advise the Council and Assembly on any waiver of immunity that may be requested by any host country.

Policy and Strategy Committee (PSC)

Review and provide recommendations to the Council on the annual draft work programmes and the proposed five-year strategic plan of the Agency, including aligning Secretariat size and functions to the strategic plan;

Develop, in coordination with the Secretariat, detailed and measurable performance metrics for all elements of the annual work programmes and strategic plan, as well as overall operations of IRENA;

Review and provide recommendations to the Council on the draft annual report and other reports that may be prepared by the Secretariat;

Provide advice to the Council, at its request, on the evolution of core policies and overall strategic planning of IRENA, in areas not explicitly GLC and FC;

Review and, in consultation with the Governance and Legal Committee, make recommendations to the Council on agreements referred to in Articles X(F)(6) and XIV of the IRENA Statute; and

In consultation with the FC the PSC review the programmatic aspects of IRENA's budget and provide recommendations on the allocation of financial resources against IRENA's programmes and sub-programmes.

Fifth session of the Preparatory Commission

3 April 2011

Decision on the Staff Regulations for the International Renewable Energy Agency

The Preparatory Commission for the International Renewable Energy Agency, at its fifth session,

Recalling that paragraph 10 (e) of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA) mandated the Commission to prepare documents concerning recruitment of staff;

Having considered the text of the draft Staff Regulations for IRENA annexed hereto;

1. *Endorses* the text of the draft Staff Regulations for IRENA annexed hereto;
2. *Decides* to submit the draft Staff Regulations for IRENA annexed hereto for approval by the Assembly at its first session.

Annex

**DRAFT STAFF REGULATIONS FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Article 1**SCOPE AND DEFINITIONS****Regulation 1.1***Scope*

The Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Secretariat of the International Renewable Energy Agency. They represent the broad principles of human resources policy for the staffing and administration of the Secretariat. The Staff Regulations apply to all staff at all levels, including the Director-General.

Regulation 1.2*Definitions*

For the purpose of the present regulations, the following definitions shall apply:

- (a) “Agency” means the International Renewable Energy Agency (IRENA);
- (b) “Statute” means the Statute of the Agency;
- (c) “Assembly” means the supreme organ of the Agency, as set out in Article IX of the Statute;
- (d) “Members” means States and regional intergovernmental economic integration organizations as set out in Article VI of the Statute;
- (e) “Director-General” means the head and chief administrative officer of the Agency, as set out in Article XI paragraph (B) of the Statute;
- (f) “Secretariat” means the Secretariat of the Agency, as set out in Article XI of the Statute;
- (g) “Staff” means all staff members of the Secretariat who serve under a letter of appointment subject to the present regulations and who have been appointed by the Director-General under Article XI of the Statute;
- (h) “Staff Rules” means the rules issued by the Director-General to implement the Staff Regulations;
- (i) “United Nations common system standards” means the United Nations common system of salaries, allowances and benefits.

Article 2**DUTIES, OBLIGATIONS, RIGHTS AND PRIVILEGES****Regulation 2.1***Status of staff*

Staff members are international civil servants. Their responsibilities as staff members are not national but exclusively international.

Regulation 2.2*Responsibilities of the Director-General*

- (a) The Director-General shall ensure that the rights and duties of staff members, as set out in the Statute, the Staff Regulations and Rules and the relevant resolutions and decisions of the Assembly, are respected.
- (b) The Director-General shall seek to ensure that, in accordance with Article XI paragraph C of the Statute, the paramount consideration in the employment of staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity.

Regulation 2.3*Privileges and immunities*

- (a) Any privileges and immunities enjoyed by the Agency in respect of its staff members are conferred in the interests of the Agency, not for the personal benefit of the staff concerned. These privileges and immunities furnish no excuse for failure by staff members to observe the applicable laws and police regulations of the State in which they are located, or for non-performance of their private obligations.
- (b) In any case where an issue arises regarding the application of privileges and immunities, the staff member concerned shall immediately report the matter to the Director-General, who shall decide whether there is immunity and, if so, whether it should be waived.
- (c) In the case of the Director-General, the Assembly shall have the right to waive immunities.

Regulation 2.4*Core values*

- (a) Staff members shall uphold and respect the principles set out in the Statute and in the Charter of the United Nations, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of men and women. Consequently, staff members shall exhibit respect for all cultures; they shall not engage in harassment or discrimination against any individual or group of individuals and those in a position of authority shall not abuse the power and authority vested in them.
- (b) Staff members shall uphold the highest standards of efficiency, competence and integrity. The concept of integrity includes, but is not limited to, probity, impartiality, fairness, honesty and truthfulness in all matters affecting their work and status.
- (c) Staff shall conduct themselves at all times in a manner consistent with the Agency's Code of Conduct, which shall be promulgated by the Director-General as an annex and integral part of the Staff Rules in accordance with Regulation 13.3.

Regulation 2.5*General rights and obligations*

- (a) Staff members are subject to the authority of, and accountable to, the Director-General, including his or her decisions on assignment to any of the activities or offices of the Agency. In exercising this authority, the Director-General shall seek to ensure, having regard to the circumstances, that all necessary safety and security arrangements are made for staff carrying out the responsibilities entrusted to them.
- (b) In the performance of their duties, staff members shall neither seek nor receive instructions from any Government or from any other source external to the Agency.
- (c) By accepting appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Agency only in view and to advance its objectives as set out in the Statute.
- (d) Staff members shall ensure that their personal views and convictions do not adversely affect the discharge of their official duties or the interests of the Agency. They shall refrain from any action incompatible with their status as a staff member of the Agency or with the integrity, independence and impartiality required by that status.
- (e) Staff members shall not use their office or knowledge gained from their official functions for private advantage or for the private advantage of any third party.
- (f) Staff members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or any other source any information known to them by reason of their official position that they know or ought to have known has not

been made public, except as appropriate in the normal course of their duties or by authorisation of the Director-General. These obligations do not cease upon separation from service.

Regulation 2.6

Honours, gifts or remuneration

No staff member shall accept any honour, decoration, remuneration, favour or gift of any monetary value from a Government or a source external to the Agency unless authorized to do so by the Director-General.

Regulation 2.7

Conflict of interest

- (a) Staff members shall not be actively associated in their personal capacity, directly or indirectly, with any business or other concern if it were possible for the staff member or the business or other concern to benefit from such association by reason of the staff member's position with the Agency.
- (b) Staff members at the P-5 level and above, as well as any other staff members whose functions could lead to actual or apparent conflict of interest with the Agency, shall be required to file financial disclosure statements as prescribed by the Director-General.
- (c) Staff members shall not engage in any outside occupation or employment, whether remunerated or not, without the prior approval of the Director-General.

Regulation 2.8

Use of property and assets

- (a) Staff members shall only use the property and assets of the Agency for official purposes and shall exercise reasonable care when utilising such property and assets.
- (b) Staff members must respond fully to requests for information from staff members or other qualified persons authorized by the Agency to investigate possible misuse of funds, waste or abuse.

Regulation 2.9

Performance of staff

- (a) Supervisors shall be responsible for ensuring that each staff member is fully informed of his or her work requirements and of the related performance indicators, on the basis of which each staff member shall be evaluated.

- (b) The performance of staff members shall be appraised periodically to ensure that the required standards of performance are met.

Regulation 2.10

Declaration of office

- (a) Staff members shall subscribe to the following declaration:

"I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant of the International Renewable Energy Agency, to discharge these functions and regulate my conduct with the interests of the Agency only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the International Renewable Energy Agency."

- (b) The declaration of office shall be made orally by the Director-General at a session of the Assembly. All staff members of the Agency shall make the declaration in writing in front of the Director-General or an authorised representative.

Article 3

CLASSIFICATION OF POSTS AND STAFF

Regulation 3

Classification of posts

The Director-General shall make appropriate provision for the classification of posts and staff according to the nature of the duties and responsibilities required and in conformity with the United Nations common system standards as developed by the International Civil Service Commission (hereinafter the "ICSC"), and in accordance with Article XI of the Statute.

Article 4

SALARIES AND RELATED ALLOWANCES

Regulation 4.1

Salary scales

Salaries of staff members shall be fixed by the Director-General in conformity with the United Nations common system standards.

Regulation 4.2*Allowances and benefits*

Staff members shall be granted allowances and benefits in accordance with the United Nations common system standards. The Director-General shall specify such allowances and benefits in the Staff Rules.

Regulation 4.3*Tax reimbursement*

- (a) In the event the salaries and emoluments paid by the Agency to staff members are subject to national income taxation, the Director-General is authorized to refund the amount of those taxes to the staff members concerned, under conditions established by the Director-General to ensure that staff are obligated to minimize their tax liability to the maximum extent allowed under applicable law, and to provide accurate copies of the tax returns filed with the tax authorities.
- (b) The Director-General is authorized to conclude bilateral agreements with the Members concerned for the reimbursement of such refunds to the Agency.

Article 5**APPOINTMENT AND PROMOTION****Regulation 5.1***Appointment*

As provided in Article XI, paragraph C, of the Statute, the Director-General shall be responsible to the Assembly and the Council for the appointment of staff. Upon appointment, each staff member, including a staff member on secondment, shall receive a letter of appointment in accordance with the provisions of Annex I to these present Regulations and signed by the Director-General or by an official in the name of the Director-General.

Regulation 5.2*Recruitment criteria*

- (a) In accordance with Article XI paragraph C of the Statute, the paramount consideration in the employment of the staff shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff primarily

from Members and on as wide a geographical basis as possible, taking particularly into account the adequate representation of developing countries and gender balance.

(b) Recruitment on as wide a geographical basis as possible shall not apply to posts in the General Service category.

Regulation 5.3

Selection of staff members

(a) Selection of staff members shall be made without distinction as to race, sex or religion in a manner that ensures transparency of the process. As far as practicable, selection shall be made on a competitive basis.

(b) Except where another equally well qualified person cannot be recruited, appointment shall not be granted to a person who bears any of the following relationships to a staff member: father, mother, son, daughter, brother or sister.

(c) The spouse of a staff member may be appointed provided that the spouse is fully qualified for the position and provided that the spouse is not given any preference for appointment by virtue of the relationship to the staff member.

(d) The Director-General shall specify in the Staff Rules the restrictions applicable to the placement into the organizational structure of any of the related staff members mentioned in paragraphs (b) and

(c) above, and to the process of reaching any administrative decision in respect of such a related staff member in order to ensure that the proper functioning of the Agency is not affected and that there is no actual or perceived conflict of interest.

(e) Posts below the level of D-1, other than those of a short-term nature, which become vacant shall be announced to the staff if they represent a promotion opportunity for any staff, and selection for such posts shall be on a competitive basis. These requirements shall not apply to any posts when it is in the interest of the Agency to fill them by reassignment of a staff member without promotion.

Regulation 5.4

Period of appointment and probation

(a) Appointment of the Deputy Director-General shall be for a period of up to four years, renewable for up to a further four years.

(b) Other professional staff members shall be granted either a temporary or a fixed-term appointment. No continuing appointments shall be granted. Fixed-term appointments may be extended at the discretion of the Director-General. The initial period shall normally not exceed three years. The total length of service on fixed-term appointments shall normally not exceed seven years.

(c) The Director-General may extend this maximum length of service for staff once for a period of up to two years provided that, for staff at the professional level and above, there is a documented record of performance and the need for such extension to ensure continuity of the work of the Agency.

(d) Staff members shall be required to serve a probationary period of six months. For certain categories of staff, especially for temporary and part-time appointments, the Director-General may, in the best interest of the Agency, adjust the length and conditions of the probationary period.

(e) A temporary appointment does not carry any expectancy, legal or otherwise, of renewal. A temporary appointment shall not be converted to any other type of appointment.

(f) A fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service or its extension.

Regulation 5.5

Medical standards

The Director-General shall establish appropriate medical standards that staff members shall be required to meet before appointment.

Regulation 5.6

Consultants, individual contractors, interns and other personnel

Consultants, individual contractors, interns and other personnel may be engaged under such terms and conditions as the Director-General may determine as appropriate and shall not be staff members for the purposes of these regulations.

Article 6

ATTENDANCE AND LEAVE

Regulation 6.1

Working hours and attendance

(a) The Director-General shall establish the normal working hours and the normal working week and shall establish official holidays for each duty station according to principles laid down in the Staff Rules. Exceptions may be made by the Director-General as the needs of the service may require, and staff members may be requested to work beyond the normal working hours or the normal working week if necessary for the performance of the Agency's work.

(b) No salary shall be paid to staff members in respect of periods of unauthorized absence from work unless such absence was due to reasons beyond their control.

Regulation 6.2

Annual leave

Staff members shall be allowed appropriate annual leave and eligible staff members shall be allowed, as appropriate, home leave in accordance with the United Nations common system standards. The Director-General shall specify these standards in the Staff Rules.

Regulation 6.3

Special leave

Special leave may be authorized by the Director-General in exceptional cases.

Article 7

SOCIAL SECURITY

Regulation 7.1

Pension scheme

The Agency shall provide a provident contribution for the benefit of eligible staff. The primary fund for provident contribution will be the IRENA Staff Provident Fund. The Management Board of the Staff Provident Fund shall establish and maintain a relationship with a “preferred provider” commercial, financial, providential organization to host the IRENA Staff Provident Fund. Given the limited duration of IRENA contracts and the diversity of national, private and intergovernmental pension schemes on offer, the onus and responsibility for the specification of a staff member’s pension scheme lie within the individual, subject to the criteria determined by the Management Board.

Regulation 7.2

Social security scheme

The Director-General shall establish a cost-effective and administratively efficient scheme of social security for the staff, including provisions for health protection, sick leave, maternity and paternity leave, and reasonable compensation in the event of illness, accident or death attributable to the performance of official duties on behalf of the Agency, in accordance with the United Nations

common system standards under terms and conditions specified by the Director-General in the Staff Rules.

Article 8

TRAVEL AND REMOVAL EXPENSES

Regulation 8.1

Staff members shall be paid travel and removal expenses in accordance with the United Nations common system standards, under terms and conditions specified by the Director-General in the Staff Rules.

Article 9

STAFF RELATIONS

Regulation 9.1

The Director-General shall establish and maintain continuous contact and communication with the staff in order to ensure the effective participation of the staff in identifying, examining and resolving issues relating to human resources policies, conditions of work and staff welfare.

Regulation 9.2

- (a) The staff of the Secretariat shall have the right to establish a staff representative body. It shall be organised in such a way as to afford equitable representation to all staff members, by means of elections that shall take place at least biennially under electoral regulations drawn up by the staff representative body and agreed to by the Director-General.
- (b) The staff representative body shall be entitled to initiate proposals to the Director-General for the purpose set forth in regulation 9.1.

Article 10**SEPARATION FROM SERVICE****Regulation 10.1*****Resignation***

Staff members may resign from service upon giving the Director-General the notice required under the terms of their appointment. The Director-General and the staff member concerned may agree on a shorter notice period.

Regulation 10.2**Termination of appointment by the Director-General**

(a) The Director-General may terminate the appointment of a staff member who holds a temporary or a fixed-term appointment prior to the expiration date of the appointment in accordance with the terms of such appointment or for any of the following reasons:

- (i) if the necessities of service require abolition of the post or reduction of the staff;
- (ii) if the services of the staff member prove unsatisfactory;
- (iii) if the staff member is, for reasons of health, incapacitated for further service;
- (iv) if the conduct of the staff member indicates that the staff member does not meet the highest standards of integrity required by Article XI paragraph C of the Statute;
- (v) if facts anterior to the appointment of the staff member and relevant to his or her suitability come to light that, if they had been known at the time of his or her appointment, should, under the standards established by the Statute, have precluded his or her appointment;
- (vi) in the interest of the good administration of the Agency and in accordance with the standards of the Statute, provided that the action is not contested by the staff member concerned.

(b) The Director-General shall give reasons for the termination of the appointment of a staff member.

(c) If the Director-General terminates an appointment, the staff member shall be given such notice and such indemnity payment as may be applicable under the Agency's Staff Regulations and Staff Rules. Payment of termination indemnity shall be made by the Director-General in accordance with the rates and conditions specified in Annex II to these regulations.

Regulation 10.3*Repatriation grant*

Staff members shall be paid repatriation grants in accordance with the United Nations common system standards, under terms and conditions specified by the Director-General in the Staff Rules.

Article 11**DISCIPLINARY MEASURES****Regulation 11.1**

- (a) The Director-General may impose disciplinary measures on staff members who engage in misconduct.
- (b) The Director-General may summarily dismiss a staff member for serious misconduct.

Regulation 11.2

The Director-General shall establish administrative machinery with staff participation to advise him or her in disciplinary cases.

Article 12**ADMINISTRATION OF JUSTICE****Regulation 12.1**

Staff members have the right to appeal against administrative decisions affecting them directly, including disciplinary measures imposed without prior advice from the body established under regulation 11.2. The appeal must be based on an alleged non-observance of their terms of appointment, including pertinent Staff Regulations and Rules.

Regulation 12.2

The Director-General shall establish machinery with staff participation to advise him or her on appeals submitted by staff members against administrative decisions affecting them directly.

Regulation 12.3

The Director-General shall make arrangements for staff members dissatisfied with the outcome of the internal appeal process under regulations 12.1 and 12.2, or with the disciplinary measure imposed after advice from the body established under regulation 11.2, to have access to an independent judicial or arbitral mechanism if they wish to present a recourse against the validity of the final decision taken by the Director-General.

Article 13**GENERAL PROVISIONS****Regulation 13.1***Amendments*

The present regulations may be amended by the Assembly, without prejudice to the acquired rights of staff members.

Regulation 13.2*Staff Rules*

The Director-General, as the chief administrative officer of the Agency, shall provide and enforce such Staff Rules as he or she considers necessary in order to implement these regulations.

Regulation 13.3*Entry into force of new and amended staff rules*

- (a) New and/or amended Staff Rules shall be provisional until the requirements of the present regulation have been met. Provisional Staff Rules or amendments do not give rise to acquired rights for staff members.
- (b) The Director-General shall report to the Assembly the full text of provisional new and/or amended Staff Rules. Should the Assembly find that a provisional rule or amendment is inconsistent with the intent and purpose of the Staff Regulations, it may direct that the rule or amendment be withdrawn or modified.
- (c) The provisional rules and amendments reported by the Director-General, taking into account such modifications and/or deletions as may be directed by the Assembly, shall enter into full force and effect no later than thirty days after the end of the Assembly session having considered the provisional rules or amendments, unless the Assembly decides on a different date.

Regulation 13.4***Transitional measure pending promulgation of the Agency Staff Rules***

Pending promulgation of the Agency Staff Rules by the Director-General, the Staff Rules adopted by the Preparatory Commission at its Third Session shall remain applicable. In case of conflict between these Regulations and the Staff Rules adopted by the Preparatory Commission, the text of the Regulations shall prevail.

Annex 1

Letters of appointment

(a) The letter of appointment shall state:

- (i) that the appointment is subject to the provisions of the Staff Regulations, the Staff Rules and the annexed Code of Conduct applicable to the category of appointment in question and to changes which may be duly made in such regulations and rules from time to time;
- (ii) the nature of the appointment;
- (iii) the date at which the staff member is required to enter upon his or her duties;
- (iv) the period of appointment, the notice required to terminate it and the period of probation, if any;
- (v) the category, level, commencing rate of salary and information on the scale of increments, if applicable;
- (vi) any special conditions which may be applicable;
- (vii) that a temporary appointment does not carry any expectancy, legal or otherwise, of renewal. A temporary appointment shall not be converted to any other type of appointment;
- (viii) that a fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service or its extension.

(b) A copy of the Staff Regulations, the Staff Rules and the annexed Code of Conduct shall be transmitted to the staff member with the letter of appointment. In accepting appointment the staff member shall state that he or she has been acquainted with and accepts the conditions laid down in the Staff Regulations and in the Staff Rules.

(c) The letter of appointment of a staff member on secondment signed by the staff member and by or on behalf of the Director-General, and relevant supporting documentation of the terms and conditions of secondment agreed to by the Member or other seconding entity and by the staff member, shall be evidence of the existence and validity of secondment to the Agency for the period stated in the letter of appointment.

(d) The letter of appointment shall require the staff member to affirm that he or she has read the Agency's Code of Conduct and understands that its provisions constitute fundamental conditions of employment with the Agency.

Termination indemnity

Staff members whose appointments are terminated shall be paid an indemnity in accordance with the following provisions:

- a) Except as provided in paragraphs (b) and (c) below, the termination indemnity shall be paid in accordance with the following schedule:

<i>Completed years of service</i>	<i>Temporary appointments exceeding six months</i>	<i>Fixed-term appointments</i>	
Less than 1	One week's net salary for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	One week's net salary for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	
1)	<i>For staff members having served for 6 years or longer:</i>	
2)	3 months' net salary	
3)	5 months' net salary	
4) Not applicable		
5			
6			
7			

- b) A staff member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated from service for misconduct other than by dismissal may be paid, at the discretion of the Director-General, an indemnity not exceeding one half of the indemnity provided under paragraph (a) of the present annex;

- c) No indemnity payments shall be made to:

- (i) A staff member who resigns, except where termination notice has been given and the termination date agreed upon;
- (ii) A staff member whose appointment is not confirmed at the end of the probationary period;
- (iii) A staff member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;
- (iv) A staff member who is dismissed;
- (v) A staff member who abandons his or her post.

Fifth session of the Preparatory Commission
3 April 2011

Decision on the establishment of a Staff Provident Fund of the International Renewable Energy Agency

The Preparatory Commission for the International Renewable Energy Agency, at its fifth session,

Recalling that paragraph 10(h) of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA) mandated the Commission to prepare such reports, studies and recommendations as it deems relevant to ensure the effective and early start of the Agency's activities;

Recalling its decision PC.3/DC.5 establishing a Staff Provident Fund for the staff of the Preparatory Commission and the Principles on the basis of which the Fund would function;

Recognizing the need to ensure continuity of the Staff Provident Fund after the Agency has come into being and the Preparatory Commission is no longer in existence pursuant to Article 12 of the resolution establishing the Preparatory Commission (IRENA/FC/res.1);

Having considered the draft Principles for the Staff Provident of the International Renewable Agency agreed upon by the Working Group on Legal Issues, annexed hereto;

1. *Decides* to recommend to the Assembly that it establishes a Staff Provident Fund for the staff of the International Renewable Energy Agency and that it approves the annexed draft Principles for the Staff Provident Fund of the International Renewable Energy Agency.

2. *Decides* to recommend to the Assembly that it appoints two Members to serve on the Management Board of the Staff Provident Fund, in accordance with Article 4.7 of the annexed draft Principles for the Staff Provident Fund of the International Renewable Energy Agency.

Annex

**Draft Principles for the Staff Provident Fund of the
International Renewable Energy Agency**

Article 1

Objectives and Status of the Staff Provident Fund

1.1. A Staff Provident Fund (hereinafter the "Provident Fund") is established for the exclusive purpose of providing participating staff members of the International Renewable Energy Agency (hereinafter "staff members" or "Agency", respectively) participating in the Provident Fund, upon separation from their service, with a benefit in the form of a lump sum.

1.2. The Provident Fund is established as a segregated fund within the Agency with a distinct governance structure. The Provident Fund does not have separate legal personality from the Agency.

1.3. The Provident Fund and its assets enjoy all the privileges and immunities accorded to the Agency.

1.4. The operations of the Provident Fund shall be managed by the Staff Provident Fund Management Board (hereinafter the "Management Board") which shall be elected in accordance with Article 4 of these Principles and which shall develop and adopt its own Charter, the Provident Fund Benefits Rules (hereinafter the "Rules"), and the Investment Policy. The Management Board shall establish all operating procedures as may be necessary for the effective operation of the Provident Fund.

1.5. The Provident Fund shall provide for an appropriate investment policy with due regard to the principle of the preservation of capital, including the forming criteria for investment, namely safety, profitability, credibility, convertibility. This policy and any future changes to this policy shall be submitted to the Assembly of the Agency for approval.

1.6. The membership of the Provident Fund, obligations of participating staff members and of the Agency, and benefits under the Provident Fund shall be governed by these Principles and such supplementary Rules which the Management Board will establish.

1.7. The assets of the Provident Fund shall be segregated from all other assets of the Agency. The Provident Fund assets shall be received, invested and disbursed wholly and exclusively for the purpose of the Provident Fund.

Article 2

Benefits provided by the Provident Fund

2.1. The Provident Fund shall provide lump sum benefits for participating staff members of the Agency.

2.2. The Provident Fund shall maintain an account for each participating staff member which shall be credited with contributions and an investment return as specified in the investment policy.

2.3. The entire balance of a participating staff member's account shall be paid upon separation from service with the Agency.

Article 3

Funding of the Provident Fund

3.1 The Provident Fund shall be funded by contributions from both the Agency and the participating staff members.

3.2 Contributions to the Provident Fund shall include Basic Contributions by the Agency and contributions by participating staff members. In addition, the Management Board may establish Rules to permit participating staff members to make voluntary contributions.

3.3 Provident Fund assets, including contributions, shall be invested by the Provident Fund in accordance with the Provident Fund Investment Policy.

Article 4

Management Board and Operations

4.1 The Management Board is to be a separate body from the Agency and is to be constituted in accordance with, and governed by, a Charter which it will develop and maintain.

4.2 The Management Board will develop and maintain the Provident Fund Benefit Rules.

4.3 The membership of the Management Board is comprised of six members as follows:
(a) one Professional and one General Service staff member;
(b) two Executive Management representatives;
(c) two Members of the Agency.

4.4 All resolutions shall be adopted by the affirmative vote of an absolute majority of the members present or represented. The Management Board elects a chair who has " casting vote" authority where necessary.

4.5 The Professional and General Service Staff representatives shall be elected by participating staff members of their respective groups.

4.6 The Executive Management representatives shall be two Members of the Executive Management Team as appointed by the Director-General.

4.7 The Agency appoints two of its Members to serve on the Management Board.

4.8 One of the duties of the Management Board will be to agree the term limits and election processes of future Management Board representatives.

4.9 The accounting and audit policies of the Provident Fund shall be consistent with those of the Agency. The Management Board shall maintain accurate accounting records and shall provide an annual report on operations of the Provident Fund to the Assembly and Provident Fund Members within 180 days of the end of the Fiscal Year. The annual report shall include financial statements that

clearly show the result of operations and the financial condition of the Provident Fund for the relevant year. The financial statements of the Provident Fund shall be audited by the external auditors of the Agency. The Management Board may establish additional accounting policies and procedures for the Provident Fund.

4.10 The operations of the Provident Fund and the Management Board will be subject to any future internal audit rules and procedures of the Agency.

4.11 The Management Board has a fiduciary responsibility to manage the Provident Fund in the best interests of all participating staff members.

4.12 The Management Board shall be authorized to engage service providers as required for the proper operation of the Provident Fund, including investment managers, administrative and accounting service providers and consultants, in accordance with the Agency's relevant financial regulations and financial procedures on procurement.

4.13 The Administrative Costs of the Provident Fund shall be borne by the Provident Fund.

Article 5

Contributions and Allocations

5.1 Both, the Agency and participating staff members shall make Contributions to the Provident Fund. The Management Board is responsible to determine the level of these Contributions and the subsequent Allocations.

5.2 For each participating staff member, the contribution basis and rates shall be determined in accordance with the United Nations common system.

Article 6

Amendment / Termination

6.1 The Agency intends to maintain the Provident Fund in operation in accordance with these Principles. However, the Agency reserves the right to amend these Principles or otherwise alter the mechanism for providing benefits to its participating staff members, if it determines that it is in the best interests of the Agency and of its participating staff members to do so. The Agency shall consult with the Management Board prior to any decision to alter the mechanism for providing benefits to its participating staff members, which may involve amending the structure of the Provident Fund or terminating the Provident Fund.

6.2 Any amendment of the structure of the Provident Fund or termination of the Provident Fund shall be without prejudice to rights to benefits acquired during any period prior to the effective date of amendment or termination.

Article 7**Jurisdiction**

7.1 Any dispute regarding the application or interpretation of any provision of these Principles shall be adjudicated under the applicable provisions of the Staff Regulations and Rules.

Article 8**Dissolution**

8.1 In the event the Management Board determines that the Provident Fund is unable to meet its obligations as they fall due, the Provident Fund may be dissolved at the proposal of the Management Board, approved by the Assembly. The Management Board shall carry out the liquidation unless it designates another party to act as liquidator.

Article 9**Enactment**

9.1 These Principles are effective as of the date of the approving Assembly meeting.

Fifth session of the Preparatory Commission
3 April 2011

Decision on the secondment of personnel to the International Renewable Energy Agency

The Preparatory Commission for the International Renewable Energy Agency, at its fifth session,

Recalling that paragraph 10(h) of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA) mandated the Commission to prepare such reports, studies and recommendations as it deems relevant to ensure the effective and early start of the Agency's activities;

Having considered the Note prepared by the Chair of the Working Group on Legal Issues annexed to the present decision;

Taking note of the general agreement reached among the members of the Working Group on a new approach on secondment of staff to the Agency that would ensure equality of status and treatment between staff seconded to the Agency and other staff;

Taking note also of the need to clarify several issues before a final decision could be taken by the Assembly at its second session;

Emphasizing the importance of ensuring that seconded staff be governed by a clear legal regime in the interim period;

1. *Decides* to recommend to the Assembly that it requests the Director-General to review the issues requiring clarifications before a new approach on secondment of staff ensuring equal status and treatment for all staff members and to present options and recommendations to the Council and the Assembly;

2. *Decides* to recommend to the Assembly that it decides to maintain in force the Secondment Regulations adopted by the Commission at its second session (PC.2/DC.6) until a final decision is taken by the Assembly on the regime that will govern secondment of staff in future.

Annex

**Working Group on Legal Issues,
Abu Dhabi 23 February, 2011**

Chair's Notes on Secondment

Key Issue – 3 options on how to deal with secondment,

Option 1: Fully integrate secondees as staff members (albeit on temporary basis)

Option 2: Maintain secondees as separate type of staff members and proceed with latest revision of Secondment Regulations text

Option 3: Maintain secondees as separate type of staff members and maintain Secondment Regulations as per Second Session of the Preparatory Commission (PC.2/dc.6)

After consideration by the WG on Legal Issues, there was general agreement to move to option 1. This means a change to the current approach to secondment which is based on the Secondment Regulations adopted at the second session of the Preparatory Commission. The new approach should ensure that seconded staff would serve as full-fledged staff members, with the same status, obligations and conditions of service as other staff members, and without restrictions on the functions they could perform. Seconded staff would no longer receive salaries and allowances from the seconding entity but would be paid by the Agency like other staff, thus ensuring respect of the principle of equal pay for equal work. The seconding entity would pay to the Agency the cost of the salaries and benefits paid to the seconded staff member.

Several issues need to be clarified before a final decision can be taken, notably on:

- appropriate transition arrangements for current secondees;
- the most appropriate terms of secondee remuneration, bearing in mind the need for the consideration of equity both within IRENA as well as at the seconded staff's home post;
- A policy decision will also be necessary as to whether seconding entities should be restricted to governments or the public sector, or be open to other sources, including the private sector.

It was agreed that all these matters needed to be considered in the next few months so that a decision could be made at the Second Session of the Assembly.

In the interim period, the Assembly would need to decide at its First Session that the existing Secondment Regulations (PC.2/dc.6) remain in force, and will continue to govern seconded personnel until the Second Session of the Assembly. During that period staff contracting arrangements could be made with regard to new secondee appointments and current secondee arrangements could be renewed or extended to meet the needs of the Secretariat.

Fifth session of the Preparatory Commission

3 April 2011

Decision on the Financial Regulations for the International Renewable Energy Agency

The Preparatory Commission for the International Renewable Energy Agency, at its fifth session,

Recalling that paragraph 10 (c) of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA) mandated the Commission to prepare the draft financial rules of the Agency;

Having considered the text of the draft Financial Regulations for IRENA annexed hereto;

Noting that draft financial regulation 1.2 (11) defines “Financial Regulations” as the financial rules referred to in Article IX, paragraph G (3) of the IRENA Statute;

1. *Endorses* the text of the draft Financial Regulations for IRENA annexed hereto;
2. *Decides* to submit the draft Financial Regulations for IRENA annexed hereto for approval by the Assembly at its first session.

Annex

**DRAFT FINANCIAL REGULATIONS FOR THE INTERNATIONAL
RENEWABLE ENERGY AGENCY**

Article 1

SCOPE AND DEFINITIONS

Regulation 1.1

Scope

These regulations shall govern the financial administration of the International Renewable Energy Agency.

Regulation 1.2

Definitions

For the purpose of these regulations the following definitions shall apply:

1. “*Statute*” means the Statute of the International Renewable Energy Agency;
2. “*Agency*” means the International Renewable Energy Agency;
3. “*Assembly*” means the supreme organ of the Agency as set out in Article IX of the Statute;
4. “*Council*” means the Council of the Agency as set out in Article X of the Statute;
5. “*Secretariat*” means the Secretariat of the Agency as set out in Article XI of the Statute;
6. “*Member*” means any Member of the Agency according to Article VI of the Statute;
7. “*Appropriations*” mean the aggregate of the expenditure authorisations approved by the Assembly for the regular budget of the Agency for a financial period against which expenditures may be incurred for purposes approved by the Assembly;
8. “*Budget*” shall mean the annual budget adopted by the Assembly indicating estimated resources and expenditures for a financial period;
9. “*Contribution*” shall mean a donation made in accordance with the procedures set out in these regulations and in the Financial Procedures;
10. “*Ex gratia payment*” shall mean a payment where there is no legal liability but where payment is justifiable in light of the circumstances.
11. “*Financial Regulations*” means the Financial Rules referred to in Article IX paragraph G (3) of the Statute.
12. “*Obligation*” means a written commitment of monies resulting in a liability against an allotment for which expenditure authority has been granted;
13. “*Programmes*” means a major sub-division of the appropriations;
14. “*Short-term investments*” are investments for a period not exceeding twelve months;
15. “*Unliquidated obligation*” means an obligation, or that portion of an obligation, which is not yet paid;
16. “*Working Capital Fund*” means the fund established to ensure continuity of operations in the event of a budgetary shortfall.

Article 2

FINANCIAL PERIOD

Regulation 2.1

The financial period shall be one calendar year.

Article 3 BUDGET

Regulation 3.1

Preparation and submission

For each financial period, the Director-General shall prepare a draft programme of work and a draft budget. The draft programme of work and the draft budget shall be made available to the Council at least 30 calendar days prior to the opening date of the Council meeting at which the budget is to be considered. The Council shall either forward the draft budget to the Assembly with a recommendation for approval or return it to the Secretariat for review and re-submission to the Council, in which case the 30-day requirement referred to above shall not apply. The Council should transmit its comments and recommendations on the draft programme of work and the draft budget to the Assembly at least 30 days prior to the opening of the annual Assembly session.

Regulation 3.2

Form of the Budget

- (a) The draft budget shall cover income and expenditures for the financial period to which it relates.
- (b) The draft budget shall be divided into programmes and sub-programmes. Sub-programme narratives shall set out objectives and expected accomplishments.
- (c) The draft budget shall give an overview of past and planned activities of the Secretariat and indicate priorities. It shall be accompanied by such information, annexes and explanatory statements as may be requested by the Assembly or Council or as the Director-General may deem necessary, including details on the changes from the budget of the previous financial period.

Regulation 3.3

Currency

The budget shall be presented in United States dollars.

Regulation 3.4

Adoption

The budget shall be adopted by consensus in accordance with Article IX, paragraph G (2) of the Statute.

Regulation 3.5

Supplementary budget

The Assembly may adopt a supplementary budget for the financial period. The Director-General shall submit a supplementary budget whenever requested by the Council or where the Director-General determines, after careful examination of available resources for their possible reallocation (and taking into account Financial Regulation 4.6 concerning the transfer of funds) that there is an urgent and unforeseen need for supplementary resources to support activities that could not have been envisaged at the time the initial budget was proposed or in respect to decision taken by the Assembly. Such supplementary budget shall be prepared and acted upon in a form and manner consistent with the regular budget for the financial period except that they need not to be considered and adopted at a regular session of the Assembly.

Regulation 3.6

Reporting of unforeseen and extraordinary expenditures

The Director-General shall report within 45 days to the Council on unforeseen and extraordinary expenses necessitating a transfer under regulation 4.6.

Article 4

APPROPRIATIONS

Regulation 4.1

Authorisation to incur expenditures

The appropriations adopted by the Assembly shall constitute an authorisation to the Director-General to incur obligations and make payments for the purposes for which the appropriations were approved and up to the amounts so approved.

Regulation 4.2

Availability

Appropriations shall be available for entering into obligations during the financial period to which they relate. Appropriations shall remain available for twelve months following the end of the financial period to which they relate to the extent that they are required to liquidate outstanding legal obligations of the financial period for which they were appropriated.

Regulation 4.3

Unobligated balances

The balance of the appropriations remaining unobligated at the close of the financial period, after deduction of any unpaid mandatory contributions for that financial period, shall be treated as cash surplus under regulation 4.5.

Regulation 4.4

Unliquidated obligations

At the end of the twelve-month period provided for in regulation 4.2, any unliquidated obligations of the financial period in question shall at that time be cancelled or, where the obligation remains a valid charge, transferred as an obligation against current appropriations. The then remaining balance of appropriations retained shall form part of any cash surplus of the budget and shall be treated in accordance with regulation 4.5.

[Regulation 4.5]

Cash surplus

(a) Any cash surplus in the budget at the close of any financial period shall be apportioned among Members in proportion to their mandatory contributions for the financial year to which the surplus relates.

(b) As of 1 January following the year in which the audit of the accounts of the financial year is completed, the cash surplus apportioned to each Member shall be treated as follows:

(i) When a Member has paid in full its mandatory contribution for prior financial years, the cash surplus shall be applied against any mandatory contribution for the current financial year that may remain unpaid. Any remaining balance of the cash surplus shall be returned to the Member;

(ii) When a Member is in arrears on its mandatory contribution for prior financial years, the cash surplus shall first be applied to liquidate such arrears and then against the mandatory contribution for the current financial year. Any remaining balance shall be returned to the Member.]

Regulation 4.6***Transfers between appropriation programmes***

The Director-General may make transfers between appropriation programmes with prior approval of the Council or up to such limits as the Assembly may set.

Regulation 4.7***Commitments for future financial periods***

The Director-General may enter into commitments for future financial periods provided that such commitments are:

- (a) For activities which have been approved by the Assembly and are expected to continue beyond the end of the current financial period; or
- (b) Authorised by a specific decision of the Assembly.

Regulation 4.8

The Director-General shall prudently manage the appropriations approved for the financial year so as to ensure that expenditures can be met from funds available, keeping in view the actual contributions received and the availability of cash balances.

Article 5**CONTRIBUTIONS****Regulation 5**

The resources of the Agency shall comprise:

- (a) mandatory contributions, hereinafter referred to as assessed contributions, made by Members on the basis of the IRENA scale of contributions, determined pursuant to Article XII, paragraph A (1) of the Statute;
- (b) voluntary contributions made by Members, by states and regional intergovernmental economic integration organisations not yet Members, and by other sources; and
- (c) miscellaneous income.

Article 6**ASSESSED CONTRIBUTIONS AND PAYMENT MODALITIES****Regulation 6.1*****Scope and scale of contributions***

Appropriations shall be financed by Members in accordance with the IRENA scale of contributions which will be determined by the Assembly based on the United Nations scale of assessments, adjusted to take into account differences in membership between the Agency and the United Nations. Pending the receipt of such contributions, appropriations may be financed from the Working Capital Fund.

Regulation 6.2***Adjustments***

The assessed contributions of Members shall be established for each financial period, taking into account adjustments, if any, for:

- (a) Estimated miscellaneous income for the financial period with respect to which the assessment of contributions is being made;

- (b) Contributions resulting from the assessment of new Members under regulation 6.3;
- (c) Net adjustments made under regulation 4.5.

Regulation 6.3

Contributions of new Members

- (a) States and regional intergovernmental economic integration organisations that become a Member after the beginning of a new financial period shall be assessed for this financial period based on the IRENA scale of contributions adjusted to account for their membership.
- (b) Such contributions shall accrue from the beginning of the month following the month in which they become a Member. Actual payments by new Members will be made upon determination of the scale by the Assembly and the Agency will apply the new members' contributions to miscellaneous income. Existing Members will receive a credit toward the following year's contribution according to the revised assessment proportions if the receipt of contributions from new members or unanticipated miscellaneous income causes revenue to exceed the level of expenditures for the financial period, resulting in a surplus.

Regulation 6.4

Reporting

The Director-General shall periodically report to Members on the contributions and advances to the Working Capital Fund.

Regulation 6.5

Information by the Director-General

After the Assembly has adopted the budget and determined the amount of the Working Capital Fund, the Director-General shall:

- (a) Submit the relevant documents to Members and to the Signatories of the Statute;
- (b) Inform Members of their assessed contributions; and
- (c) Request Members to remit their contributions.

Regulation 6.6

Date of payment

(a) Assessed contributions to the budget shall be considered due and payable in full no later than thirty days following the receipt of the communication from the Director-General in accordance with regulation 6.5, or as of 1 January of the calendar year to which they relate, whichever is the later. As of 1 January of the following calendar year, the unpaid balance of such contributions shall be considered to be one year in arrears.

(b) Payments made by a Member shall be credited first to the Working Capital Fund and then to the contributions due, in the order in which the Member was assessed.

Regulation 6.7

Currency of payments

Assessed contributions shall be paid in United States dollars.

Article 7**VOLUNTARY CONTRIBUTIONS****Regulation 7.1*****Acceptance***

Voluntary contributions, gifts, bequests and subventions to the Agency, whether or not in cash, may be accepted by the Director-General on behalf of the Agency for a purpose agreed between the Director-General and the contributor provided that the purposes for which the contributions are made are consistent with the policies, aims and activities of the Agency and provided that the acceptance of such contributions which directly or indirectly involve additional financial liability for the Organisation is authorised by the Assembly. Funding accepted for purposes specified by the donor shall be credited to the appropriate account under regulation 13.5.

Regulation 7.2***Report on voluntary contributions***

The Director-General shall report annually to the Assembly, all the voluntary contributions, gifts, bequests and subventions promised and accepted by the Secretariat on behalf of the Agency. Such report shall include, at a minimum, the donor, the amount of the contribution, and all terms associated with the contribution relevant to the determination that the contribution satisfies the requirements of regulation 7.1.

Article 8**MISCELLANEOUS INCOME****Regulation 8.1*****Definition***

All other income except:

- (a) assessed contributions;
- (b) voluntary contributions; and
- (c) refunds of expenditures

shall be classed as miscellaneous income, for credit to the General Fund.

Article 9**CUSTODY OF FUNDS****A. Internal Accounts****Regulation 9.1*****General Fund***

There shall be established a General Fund for the purpose of accounting for the Agency's administrative costs and its core activities as referred to in Article XII of the Statute.

Regulation 9.2***Contributions credited to the General Fund***

All contributions – whether current or arrears – of Members not specified to contribute to other funds according to Financial Regulation 9.4, miscellaneous income and transfers made from the Working Capital Fund shall be credited to the General Fund. From the General Fund shall be made all

expenditures regarding core activities as referred to in Article XII of the Statute and reimbursements to the Working Capital Fund.

Regulation 9.3

Voluntary contributions

Voluntary contributions referred to in Financial Regulation 5 (b) shall be credited to the General Fund if they are not restricted by the contributor with respect to use. Contributions in respect of which no purpose is specified shall be treated as miscellaneous income and reported as gifts in the accounts of the financial period.

Regulation 9.4

Dedicated trust funds and accounts

Dedicated trust funds and accounts may be established by the Director-General as may be necessary to ensure transparent implementation of the Agency's activities, such as to enable appropriate accounting of work programme activities of the Agency which are not part of the core activities (supplementary programme activities) and which are financed by dedicated voluntary contributions. The Director-General shall establish such a trust fund at the request of a donor in order to facilitate its contribution. The purpose and limits of each trust fund or account shall be clearly defined by the Director-General and shall be reported to the Assembly. Unless otherwise authorized by the Assembly, these funds and accounts shall be administered in accordance with the applicable Agency Financial Regulations and Procedures.

Regulation 9.5

Working Capital Fund

There shall be established a Working Capital Fund to ensure continuity of operations in the event of short-term liquidity problems pending receipt of assessed contributions. The level of the Working Capital Fund shall be determined by the Assembly based on a projection of financing requirements taking into consideration projected income and expenditure. The source of monies of the Working Capital Fund shall be advances from Members, and those advances, made in accordance with the scale of assessments as determined by the Assembly for the apportionment of the expenses of the Agency, shall be carried to the credit of Members that have made such advances.

Regulation 9.6

Advances from the Working Capital Fund

Advances from the Working Capital Fund may be made only to finance activities already initiated and liabilities already incurred and for the purposes and within the terms and conditions prescribed by the Assembly and only with the written approval of the Director-General.

Regulation 9.7

Reimbursement to the Working Capital Fund

Advances made from the Working Capital Fund shall be reimbursed to the Working Capital Fund as soon as possible and to the extent that income is available for that purpose.

B. Banking

Regulation 9.8

The Director-General shall designate the bank or banks in which the funds of the Agency shall be kept.

C. Investments

Regulation 9.9 Investments

The Director-General may make short-term investments of monies not needed for immediate requirements only in accordance with investment criteria approved by the Assembly and shall periodically report to the Assembly on any such investments. Prior to any initial investment, the Secretariat must submit and secure approval of investment standards from the Assembly. In making investments, the Director-General shall place primary emphasis on minimizing the risk to principal funds while ensuring the liquidity necessary to meet the Agency's cash-flow requirements.

Regulation 9.10 Crediting of income derived from investments

Income derived from investments shall be credited to the respective fund or account, as specified in Regulation 8.1.

Article 10

PROCUREMENT

Regulation 10.1

General principles

Procurement functions include all actions necessary for the acquisition, by purchase, lease, or any other appropriate means, of property, including products and real property, and for the acquisition of services, including building works. For the purposes of the present regulations, procurement shall not be deemed to refer to the acquisition of services provided under employment contracts. The following general principles shall be given due consideration for all procurement transactions:

- (a) fairness, integrity and transparency of the procurement process;
- (b) best value for money;
- (c) effective competition;
- (d) the best interests of the Agency.

Regulation 10.2

Tendering process

Tenders for equipment, supplies and other requirements shall, subject to the provisions of regulation 14.1, be conducted in accordance with the terms of the draft provisional financial procedures circulated for the first session of the Assembly.

Article 11

INTERNAL CONTROL

Regulation 11.1

Administration of appropriations

The Director-General shall:

- (a) Establish detailed financial procedures in order to ensure effective financial administration and the exercise of utmost economy;
- (b) Maintain accounting records;
- (c) Maintain separate accounts for all dedicated trust funds and accounts;
- (d) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payment has not previously been made;

- (e) Designate a strictly limited number of officers who may receive monies, incur obligations and make payments on behalf of the Agency;
- (f) Maintain an internal financial control which shall provide for an effective current examination and/or review of financial transactions in order to ensure:
 - (i) the regularity of the receipt, custody and disposal of all funds and other financial resources of the Agency;
 - (ii) the conformity of obligations and expenditures with the appropriations or other financial provision voted by the Agency or with the purposes and procedures relating to dedicated trust funds and accounts; and
 - (iii) the economic use of the resources of the Agency.

Regulation 11.2

Authority and responsibility

No obligations shall be incurred until appropriate authorisations have been made in writing under the authority of the Director-General.

Regulation 11.3

Ex gratia payments

The Director-General may make such ex gratia payments as he or she deems to be necessary in the interest of the Agency, up to such limits as may be determined by the Council and as may be approved by the Assembly. A statement of such payments shall be submitted to the External Auditor with the accounts.

Article 12

INTERNAL OVERSIGHT

Regulation 12.1

Purpose

The Director-General shall establish an internal oversight mechanism which covers internal audit, evaluation, investigation and other management support to strengthen the functioning of the organization. The internal oversight mechanism shall exercise operational independence in the conduct of its duties under the authority of the Director-General, and will be responsible for:

- (a) providing assurance that programmes and plans are delivered effectively, that strategic management information is reliable and timely, and that continuous improvements are fostered in methods and procedures so as to enhance the quality of the Agency's operations; and
- (b) identifying major risks for the Agency and to propose remedial action to minimize such risks.

The Director-General may remove the internal auditor only for cause, and with the prior approval of the Council.

Regulation 12.2

Role and functions

Within the internal oversight mechanism, independent internal audits shall be conducted in accordance with regulations and in conformity with generally accepted auditing standards. Internal auditors shall review, evaluate and report on the use of financial resources and on the effectiveness, adequacy and application of internal financial control systems, procedures and other relevant internal controls. Internal audits shall also include the following elements:

- (a) Compliance of financial transactions with Assembly decisions, resolutions, approved programmes and other legislative mandates, with regulations, procedures and related administrative directives and with the approved recommendations of external oversight bodies;
- (b) Economy, efficiency and effectiveness of financial, physical and human resources management and utilization, and of programme delivery, including by examining the structure of the Agency and its responsiveness to the requirements of programmes and legislative mandates and by conducting management audits.

Regulation 12.3

Scope

The Director-General shall:

- (a) ensure that the internal auditor has the operational independence, objectivity and authority to conduct internal audits, inspections, evaluations, investigations and monitoring;
- (b) ensure that the internal auditor has access to all records and officials of the Agency relevant to the purposes listed in Regulation 12.2 above;
- (c) instruct programme managers to provide such information or assistance to the internal auditor as is reasonably required to conduct its work;
- (d) ensure that procedures are in place that provide for: direct confidential access of staff members to the internal oversight mechanism, including for the purposes of suggesting improvements for programme delivery or for reporting perceived cases of misconduct, ensure that staff enjoy protection against repercussions, due process for all parties concerned, and fairness during any investigation; and
- (e) ensure procedures for a prompt, effective follow-through on recommendations in, or derived from, reports of the internal auditor.

Regulation 12.4

Reporting

- (a) Reports on each separate audit, inspection, evaluation, investigation and monitoring activity shall be submitted to the Director-General. For each report the relevant programme managers shall be afforded adequate opportunity to consider and comment upon the observations and draft recommendations. Copies of all reports and accompanying comments by the Director-General shall be provided to the External Auditor.
- (b) The Director-General shall report to the Council at each session on internal audit recommendations and actions taken.
- (c) The internal auditor shall submit a comprehensive, independent annual report to the external auditor of recommendations made and actions taken, which shall be considered by the external auditor.
- (d) Matters that, in the judgment of the internal auditor, present a material risk to the Agency, and which are not addressed through (b), shall be immediately forwarded to the Chair of the Council, accompanied by relevant documentation, including any correspondence with the Director-General.

Article 13

FINANCIAL STATEMENTS AND ACCOUNTS

Regulation 13.1

Preparation of financial statements

The financial statements for the financial year shall be submitted annually by the Director-General to the External Auditor not later than 31 March following the end of the financial year. The accounts for the financial period shall show:

- (a) The income and expenditure of all funds;
- (b) The status of appropriations, including:
 - (i) the original appropriations and supplementary appropriations, if any;
 - (ii) the appropriations after modification by any transfers;
 - (iii) credits, if any, other than appropriations approved by the Assembly;
 - (iv) the expenditures charged against those appropriations and/or other credits;
 - (v) the unused balances of appropriations and of other credits;
- (c) The assets and liabilities of the Agency; and
- (d) Such other information as may be appropriate to indicate the current financial position of the Agency.

Regulation 13.2

Submission of financial statements and accounts

The Director-General shall submit to the Assembly financial statements and accounts for the past financial period at least 45 days before the opening of the regular session.

Regulation 13.3

Financial statements for special purposes

Financial statements shall also be prepared at such other intervals as may be prescribed by the Director-General or requested by the Assembly. Financial statements for special periods or parts of the Budget shall be prepared and submitted consistent with the stipulations of these Regulations.

Regulation 13.4

Maintenance and protection of accounting records

The Director-General shall maintain and safeguard against damage, destruction, unauthorized access and removal such accounting records as are necessary for financial reporting and for management purposes.

Regulation 13.5

Separate accounts

Appropriate separate accounts shall be maintained for all trust funds and accounts. Unless otherwise authorized by the Assembly, these funds and accounts shall be administered in accordance with the applicable Agency regulations and procedures.

Regulation 13.6

Currency of accounting records

The accounts of the Agency shall be presented in United States dollars. Accounting records may, however, be kept in such currency or currencies as the Director-General may deem necessary.

Regulation 13.7

Writing-off of cash, receivables and property

The Director-General may, after full investigation, authorize the writing off of losses of cash, stores and other assets, provided that a statement of all such amounts written off shall be submitted to the External Auditor with the accounts.

Regulation 13.8***External audit***

The accounts and financial management of all funds governed by these financial regulations shall be subject to the internal and external audit process as provided for in the United Nations financial regulations and rules, which shall insofar apply mutatis mutandis.

The accounts and financial management of all funds governed by these regulations shall be subject to an annual audit conducted by an auditor selected in accordance with the Agency's procurement process and confirmed by the Assembly pursuant to the Statute.

The accounts and financial management of all funds governed by these Regulations shall be subject to an annual audit as provided for in Article IX (G)(3) of the Statute.

Article 14**GENERAL PROVISIONS****Regulations 14.1*****Financial procedures***

- (a) The Director-General shall develop Financial Procedures for the Agency as may be appropriate for the implementation of these Regulations and shall report thereon to the Assembly.
- (b) New and/or amended Financial Procedures shall be provisional until the requirements of the present regulation have been met.
- (c) The Director-General shall report to the Assembly the full text of provisional new and/or amended Financial Procedures. Should the Assembly find that a provisional procedure or amendment is inconsistent with the intent and purpose of the Financial Regulations, it may direct that the procedure or amendment be withdrawn or modified.
- (d) The provisional procedure and amendments reported by the Director-General, taking into account such modifications and/or deletions as may be directed by the Assembly, shall enter into full force and effect no later than thirty days after the end of the Assembly session having considered the provisional procedures or amendments, unless the Assembly decides on a different date.

Regulation 14.2***Relation of provisions***

In the event of any conflict between any provisions of these Regulations and the Statute, the Statute shall prevail. In the event of any conflict between these Regulations and the Financial Procedures, these Regulations shall prevail.

Fifth session of the Preparatory Commission

3 April 2011

**Decision on the
Transfer of Assets and Liabilities from the Preparatory Commission for
the International Renewable Energy Agency to the International
Renewable Energy Agency and Recommendations on other Transitional
Arrangements**

The Preparatory Commission for the International Renewable Energy Agency at its fifth session,

Noting that paragraph 12 of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency, adopted by the Conference on the Establishment of the International Renewable Energy Agency on 26 January 2009, provides that the Preparatory Commission (Commission) shall remain in existence until the conclusion of the first session of the Assembly of the International Renewable Energy Agency (IRENA) and the election of the Council of IRENA in accordance with the Statute of IRENA,

Desiring that the assets and liabilities of the Commission be transferred to IRENA at the first session of the Assembly, and the details of the transfer be determined,

Noting that the Staff Regulations of the Preparatory Commission adopted on 17 January 2010 mandated in regulations 4.1 and 4.2 that salaries, allowances and benefits for the staff members of the Secretariat of the Commission be determined in accordance with the United Nations common system standards, and specified in the Letter of Appointment to be issued to such staff members,

Noting the findings of the Financial and Organizational Review Team (FORT) Report of 26-30 July 2010 that the form of the letters of appointment and the employment contracts did not comply with the decisions of the Preparatory Commission and did not include the required core provisions on conditions of service,

Noting also that staff members appointed after 1 August 2010 were appointed under terms and conditions consistent with the applicable Staff Regulations,

Emphasizing that all contractual arrangements with staff, including offer letters, employment contracts and all other associated employment documents must comply with the Staff Regulations and with the decisions of the Preparatory Commission,

Noting the results of the two audits that have been conducted following the Decision PC.4/DC.9,

Approves the transfer of assets and liabilities of the Commission to IRENA as specified in Annex 1,

Recommends to the Assembly that it accepts the transfer of assets and liabilities of the Commission at its first session, and that it follows the recommendations on transitional arrangements as specified in Annex 2.

Annex 1

TRANSFER OF ASSETS AND LIABILITIES

1. All assets and liabilities of the Commission shall be transferred to IRENA at the conclusion of the first session of the Assembly. The assets and liabilities of the Commission shall include the assets held, including all transferable rights, and the liabilities incurred, in the name of the Commission.
2. All assets and known liabilities shall be listed in an inventory drawn up by the Commission and accepted by IRENA at the time of the transfer. The inventory is annexed to the present Decision as Annex 3 and constitutes an integral part of the Decision.
3. The transfer of assets shall include an eventual audited cash surplus, if any, which will be reflected in the final audited financial statements of the Commission. The transfer of assets shall include voluntary payments made to the Commission prior to the first session of the Assembly, that will be governed by the Decision PC.4/DC.6, number 5 (Voluntary contributions for core budget that are made by a Member State in 2011 prior to the first Assembly will be deducted from that Member States required mandatory contribution which will be decided at the first Assembly) and other decisions made in the context of the Work Programme 2011 and Budget.

TRANSITIONAL ARRANGEMENTS**Article 1
SUCCESSION TO CONTRACTS AND OTHER ENGAGEMENTS**

1.1 Each party to a contract entered into by the Commission will be notified of the transition from the Commission to IRENA by the Director-General without undue delay. IRENA will succeed to commercial contracts entered into by the Commission unless (a) the other party to the contract objects within one month after notification or (b) the Director-General, in the interest of IRENA, elects to terminate such contract.

1.2 In respect of contracts of employment with staff:

(a) All contracts of employment with staff of the Preparatory Commission shall come to an end at the end of the first session of the Assembly.

(b) All new contracts issued by the Director-General to appoint staff and any other personnel in order to meet IRENA's needs shall comply with the relevant regulations adopted by the Assembly and with the decisions taken by the Assembly in respect of the Budget and Work Programme.

(c) Staff of the Preparatory Commission who do not receive new appointments with IRENA due to changing needs as reflected in the Budget and Work Programme adopted by the Assembly shall receive separation payments in accordance with the applicable Staff Regulations, taking also due account of the potential residual rights they may have related to the housing agreement.

(d) During the following three months, the Director-General shall make the necessary arrangements to implement the decisions contained in paragraphs (a) to (c) above, taking into account IRENA's operational requirements and the needs of the staff concerned. Until a new contract is issued or a decision not to renew the appointment is taken, any member of staff concerned shall receive the salary, benefits and allowances according to his or her contract with the Preparatory Commission.

(e) With respect to staff serving on secondment, the arrangements to be concluded by the Agency shall continue to be governed by the Secondment Regulations adopted by the Commission PC.2/DC.6 until the Assembly decides on a new regime to govern the secondment of staff to the Agency.

1.3 While not in written contract form, appropriate bank accounts and signature cards will be prepared by the Commission to facilitate the transfer of cash to IRENA, and the deposit of IRENA contributions as received.

1.4 A list of the commercial contracts specified in 1.1 above is attached to the present Decision as Annex 4 and constitutes an integral part of this Decision.

Article 2
ACCRUED BENEFITS OF STAFF MEMBERS

IRENA shall recognise the accrued benefits of those staff members of the Interim Secretariat of the Commission who are appointed by the Director-General to the Secretariat of IRENA. The accrued benefits shall be specified in the Letter of Appointment.

Article 3
OFFICE OF THE LIQUIDATOR

3.1 Immediately after the conclusion of the first session of the Assembly, the Office of the Liquidator for the Commission shall be established. The Liquidator shall be appointed by the Director-General at the same time.

3.2 The Liquidator shall act under the supervision of the Director-General. The Liquidator is hereby fully empowered to complete the final closure of the Commission's accounts in accordance with the Interim Financial Regulations for the Preparatory Commission.

3.3 The books and accounts reflecting the transferred assets and liabilities of the Commission shall be kept separately from those of IRENA.

3.4 The services of the Liquidator, the clerical and administrative support and the supplies mentioned in this paragraph shall be borne by IRENA's budget. All other costs related to the liquidation shall be charged to the Commission's account.

3.5 The Office of the Liquidator shall terminate after the submission of the financial statements.

INVENTORY OF ASSETS AND LIABILITIES

<u>ASSETS (Note 1)</u>	31-Dec-10	28-Feb-11
	USD	USD
Property, plant and equipment , specifically furniture and fixtures, office equipment, IT hardware and computer licences	3,435,304	3,265,246
Bank, petty cash and other funds (Note 2)	4,754,631	5,345,735
 Amounts to be received relating to the " Bid Agreement "		
ICT	595,399	405,233
Operational	176,515	103,365
Research	412,140	412,140
Housing allowances	95,240	101,922
Up front payments for services	304,843	204,242
Housing advances and other allowances to be reimbursed by staff including seconded staff	523,862	424,241
TOTAL ASSETS	<u>10,297,934</u>	<u>10,262,124</u>

Note 1: The figures indicated in the 31st December 2010 column have been submitted to the External Auditors as part of the Annual Financial Statements. The figures indicated in the 28th February 2011 column are based on management accounts and are subject to review by the Liquidator.

Note 2: This includes bank accounts, Staff Provident Fund contributions and 2010 assessed contributions received after 31st December 2010. Included within the bank accounts is the Operating Reserve balance arising from 2009 and 2010 as well as the 2009 surplus for which instructions from Members are pending.

<u>LIABILITIES (Notes 3 & 4)</u>	31-Dec-10	28-Feb-11
	USD	USD
Payments due to contractors	402,900	278,986
Payroll accruals relating to final entitlements of former staff, leave pay and other entitlements due to current staff	115,048	148,621
Staff Provident Fund relating to amounts held on behalf of staff	17,827	51,486
UAE and German contributions earmarked for specific operational and project expenditures		
UAE	1,154,134	972,123
Germany	941,797	916,087
2011 contributions received in 2010	1,376,005	
Housing working capital provided by the UAE for rental advances.	816,900	816,900
TOTAL LIABILITIES	<u>4,824,611</u>	<u>3,184,203</u>
EQUITY		
Operating Reserve (2009 and 2010)	1,148,751	1,148,751
Operating Reserve (2011)	-	454,933
Accumulated Surplus 2009	758,281	699,328
Accumulated Surplus 2010	48,611	48,611
Accumulated Surplus 2011	-	1,494,163
Bid Surplus	3,399,324	3,112,453
Bonn Surplus	118,356	119,682
TOTAL EQUITY	<u>5,473,323</u>	<u>7,077,921</u>

Note 3: The figures indicated in the 31st December 2010 column have been submitted to the External Auditors as part of the Annual Financial Statements. The figures indicated in the 28th February 2011 column are based on management accounts and are subject to review by the Liquidator.

Note 4: No liability for monthly staff cost has been included in this listing as none were due at the dates included in the listing. Monthly staff costs approximate USD 410,000.

LIST OF CONTRACTS IN PLACE ON 27 MARCH 2011

Includes contractual commitments with outstanding financial obligations by the Preparatory Commission and fully paid contractual commitments in respect of which the performance of contractual obligations is currently underway. Based on available records.

No	Contracting Party	Description
1	Omeir Travel Agency LLC	Travel services
2	Emirates Cable TV and Multimedia LLC	TV services
3	Thomson Reuters (Markets) Middle East Ltd	Provision of markets and financial information
4	Fleishman-Hillard Middle East	Outreach
5	IDC S.p.A. Middle East	Information technology (IT)
6	Microsoft Gulf FZ –LLC	Information technology (IT)
7	Fleishman-Hillard Middle East	Outreach
8	IDC S.p.A. Middle East	Information technology (IT)
9	Bloomberg Finance LP	Provision of markets and financial information
10	Gallo Images	Information technology (IT)
11	Netways	Information technology (IT)
12	Grant Thornton UAE	Accounting services
13	MDS Computers	Information technology (IT)
14	IDC S.p.A. Middle East	Information technology (IT)
15	Teksalah LLC	Information technology (IT)
16	MDS Computers	Information technology (IT)
17	Alpha Data	Information technology (IT)
18	ASP Gulf LLC	Information technology (IT)
19	Visionaire Technology Group Inc.	Information technology (IT)
20	Sabha Printing & Advertising Gifts	Supply
21	Emirates Telecommunications Corporation (ETISALAT)	Telecommunication services
22	Emirates Integrated Telecommunications Company (DU)	Telecommunication services
23	MDS computers	Information technology (IT)
24	Intertec Systems LLC	Information technology (IT)
25	City View	Transportation services
26	Basamat Printing Services	Printing services
27	Food Co.	Office supplies
28	Delight Stationary	Office supplies
29	Individual Consultancies	Individual consultancies

Fifth session of the Preparatory Commission
3 April 2011

Decision on an Agreement on Privileges and Immunities

The Preparatory Commission for the International Renewable Energy Agency ('Commission'), at its fifth session,

Recalling that Article XIII, paragraph B of the Statute of the International Renewable Energy Agency ('IRENA') provides that Members shall decide upon a separate agreement on privileges and immunities;

Recalling also that paragraph 10(h) of the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency gave mandate to the Commission to prepare such reports, studies and recommendations as it deems relevant to ensure the effective and early start of the Agency's activities;

Emphasizing the need to ensure that IRENA enjoys privileges and immunities similar to those granted to other international organizations in order to assist IRENA in promoting in a broad range of countries the widespread and increased adoption and use of renewable energy with a view to sustainable development;

Considering that, to this end, it is desirable that an agreement on privileges and immunities be approved as early as possible by the Assembly so that the process of ratification or accession by Members can be conducted as required for the agreement to enter into force;

1. *Decides* to recommend to the Assembly of IRENA to request the Director-General to submit a draft agreement on privileges and immunities to the Council for its consideration at its first session or as soon as possible thereafter;

2. *Decides* to recommend to the Assembly of IRENA to request the Council to submit to the second session of the Assembly a draft agreement on privileges and immunities for approval and decision.

Fifth session of the Preparatory Commission
3 April 2011

Draft Work Programme and Budget for 2011

The Preparatory Commission for the International Renewable Energy Agency ('Commission'), at its fifth session,

Recalling the Preparatory Commission decision PC.4/DC.6 regarding the Provisional Work Programme and Budget for the Preparatory Commission for 2011,

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

Having considered the work programme and budget for 2011 as proposed in PC.5/1/Corr.1,

1. *Decides* to recommend to the Assembly of IRENA adopt the attached draft decision and its annexes.

Draft decision regarding the Work Programme and Budget for 2011

The Assembly,

Affirming its determination to strengthen the role, capacity, effectiveness and efficiency of the International Renewable Energy Agency in order to realize its full potential and to respond effectively to the needs of Members, in accordance with the purposes and principles of the IRENA Statute, pursuant to the relevant provisions thereof,

Recalling the Preparatory Commission decision PC.4/DC.6 regarding the Provisional Work Programme and Budget for the Preparatory Commission for 2011,

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

Noting that a number of Members have already contributed to the budget of the Commission in 2011, as provided for in the Indicative IRENA Voluntary Scale of Assessment in decision PC.4/DC.6,

Recognizing that the transitional nature of 2011 results in numerous Signatories not having ratified the Statute and become members of IRENA,

Having considered the work programme and budget for 2011 as proposed in PC.5/DC.7/Corr.1/Rev.1,

Noting that the establishment of the IRENA Liaison Office in Vienna has been put on hold,

Taking into account the views expressed by the Members during the consideration of this item,

1. *Decides* to adopt the work programme and budget of the organization as contained in Annex I; comprising,

- Core budget of USD13,26 million to cover for the core activities and administrative costs;
- Voluntary contributions resulting from the UAE bid implementation agreement of up to USD 2.9 million for operations, up to USD 2.9 million for research and USD 1.6 million for workshops and conferences; and
- Voluntary contribution for the operations of the IITC in Bonn granted by Germany of up to USD 3.1 million;

2. *Decides also* that, for the purpose of facilitating the transition from the Preparatory Commission to the Agency, both Members and Signatories will contribute the resources needed to finance the core budget in 2011;

3. *Decides* that the appropriation of USD 13,26 million for the Agency's core budget and activities pursuant to Financial Regulation 6.1 will include USD 11,423,170 in contributions from Members and USD 1,836,830 in contributions from Signatories;
4. *Decides* that any core budget cash surplus at the close of financial year 2011 shall be apportioned among members and contributing signatories, in proportion to their contributions for 2011, notwithstanding Financial Regulation 4.5 (a);
5. *Underlines* that the Members' contributions shall be mandatory, in accordance with Article XII of the Statute and in accordance with the scale of contributions attached in Annex II;
6. *Invites* the Signatories to voluntarily contribute to the core budget, guided by the scale of assessment adopted by the Preparatory Commission in PC.4/DC.6;
7. *Authorises* the Director –General to make transfers between appropriation sub-programmes up to the limit of 15 per cent of the amount appropriated for the sub-programme in question;
8. *Urges* the Council and the Director General:
 - to further clarify and set priorities for the 2011 work programme, including the estimated costs for sub-programmes and activities;
 - to prepare a strategic framework for 2012-2015 that clearly defines vision, strategic direction, objectives, and activities for consideration at the second session of the Assembly
 - to begin development of a results- orientated 2012 work programme and budget.

Proposed Work Programme and Budget for 2011

Contents

Overview.....	94
Proposed Programme Budget for 2011.....	98
A. Policymaking Organs.....	103
B. Strategic Management.....	103
C. Programme of Work.....	108
Sub-programme 1. Knowledge Management and Technology Cooperation.....	109
Sub-programme 2. Policy Advisory Services and Capacity Building..	114
Sub-programme 3. Innovation and Technology.....	119
D. Administration and Management Support.....	123
Annex: Organisational Chart.....	132

Overview

Prospects for Renewable Energy Use

1. As renewable energy technologies continue to evolve and improve as a result of large scale R&D investment and the introduction of new enabling policy frameworks, and as prices continue to fall in relation to conventional energy, the prospect of a global transition to a clean, environmentally sustainable, economically feasible, and reliable energy system is coming closer to fruition.
2. Substantial changes in renewable energy markets, investments, policies and industries are taking place rapidly reflecting the increasing significance of renewable energy relative to conventional energy sources. The seminal REN 21 Global Status Report details progress in this regard and concludes that by 2010 renewable energy had reached a clear tipping point in the context of global energy supply. Renewables comprised one quarter of global power capacity from all sources, and delivered 18 per cent of global electricity supply in 2009. Investment in new renewable power capacity in both 2008 and 2009 represented over half of total global investment in new power generation. Moreover, by 2010, more than 100 countries had enacted policy targets or promotional policies related to renewable energy.
3. The increasing global interest in renewable energy is driven by the three defining challenges of:
 - a) responding to the looming threat of growing greenhouse gas emissions and climate change with irreversible negative consequences globally;
 - b) achieving energy security to safeguard and drive economic progress; and
 - c) providing energy access to the millions of energy poor throughout the developing world for a more productive and secure future without the risk of hugely increasing greenhouse gas emissions.
4. The current energy system, based largely on carbon fuels, which distorts energy markets, externalises its real costs to society at large and relies on immense subsidies to remain competitive, is increasingly unsustainable. At the same time, foresighted governments around the world have begun to increase investments in R&D for clean energy, develop and implement enabling policy frameworks to encourage the rapid uptake of renewable energy, and enact legislation or non-binding targets capping and pricing carbon emissions. The prospects for a global transition to renewable energy have never been better, but at the same time technical, economic, trade and financial barriers continue to inhibit the deployment of renewable energy technologies.
5. It is within this general context that governments have taken the decision to create the International Renewable Energy Agency (IRENA) as an international organisation with global reach, to act as the focal point for international cooperation and to underpin the effort to dramatically increase the deployment of renewable energy technologies in energy systems around the world. The fact that within two years of its founding, IRENA has already gained 149 signatories and

63 ratifications, attests to the high expectation that the international community has of this new, fledgling organisation.

6. IRENA enters an institutional universe already populated by a plethora of research, advocacy, sectoral, regional and issue based institutions and organisations devoted to renewable energy. It is within this institutional landscape that IRENA, acting at the behest of its members, must develop and position itself as an inclusive global platform stimulating international cooperation, bringing all stakeholders to the global policy dialogue, and developing concerted and effective strategies for the necessary transition to a renewables-based energy future.
7. In doing so, IRENA must effectively leverage its comparative advantage as the unique and universal intergovernmental framework dedicated to the promotion of renewable energy. The strength of IRENA lies in the united ambition of member states around the world, and its role must be found in the translation of the unique legitimacy that comes from its inter-governmental nature and structure and the fact that its Statute has been ratified by Parliaments around the world. This legitimacy brings with it a potentially unparalleled convening power and authority. Such a potential can only be realized if IRENA develops as an inclusive, accountable and innovative organisation. The challenge is to create a forward looking partnership of all advocates of future global sustainability and the central role of renewable energy in the transition to sustainable growth and development.
8. In charting its way forward, IRENA will be guided by the visionary perspective of its founding Statute which provides that IRENA shall:
 - a) Analyse renewable energy policies;
 - b) Participate in the global renewable energy dialogue, disseminate information and increase awareness;
 - c) Provide relevant advice on policies and financing for renewable energy (upon request);
 - d) Offer capacity building including training and education;
 - e) Prepare an overview of policy instruments, technologies, and equipment and assess success-failure factors;
 - f) Improve pertinent knowledge and technology transfer, promote local capacity and competence and international cooperation;
 - g) Stimulate and encourage research, including socio-economic issues, and foster research networks and joint RD&D;
 - h) Provide information about the development and deployment of national and international technical standards in relation to renewable energy;
 - i) Disseminate information and increase public awareness on the benefits and potential offered by renewable energy.
9. The guidance of the Statute and the decisions of member governments to establish a programme framework that encompasses the 3 key thematic areas of Knowledge Management, Innovation and Technology and Policy and Capacity Building provide an effective vehicle to carry forward the vision of the Statute and the ambition of member countries.

Strategic positioning of IRENA

10. IRENA's mission is to support the transition to a future essentially based on renewable energy, ensuring that renewable energy grows rapidly in the national energy mix in all countries, and to assist countries to identify, map out, design and implement the best route to that destination. This requires a solid understanding of the political, economic, policy and regulatory environment in which renewable energy must compete, as well as of the existing and emerging technological possibilities and business models. It also requires working with and mobilising a rapidly-expanding stakeholder community and drawing on their knowledge, experience and resources.
11. IRENA must remain comparatively lean and nimble, providing a range of well-understood services that complement what other players in the renewable energy and intergovernmental community can offer, for instance to the global climate change debate, while acting as an advocate for renewables within the larger international system. IRENA must be the source of the latest thinking, distilled, adapted and offered to the country members, facilitating contact with such sources of technical assistance as Members require. It will leverage its comparative advantage and legitimacy as an intergovernmental framework to build partnerships with actors in the field. The private sector perspective will be invaluable in the definition of adequate policy making processes in IRENA, and effective interaction is required with inter-governmental policy organs.
12. IRENA will be a neutral player, assisting its Members in navigating among the variety of actors, offering them advice on renewable energy and proposing solutions to their energy needs. To do this, IRENA must stay on top of the complex world of renewable energy as it develops and evolves. It must become the "turn-to" organisation for any country wishing to know the latest developments in policy, regulation, institutional arrangements, financial mechanisms or technologies related to renewable energy. For this, it must monitor the field closely and keep its membership abreast of developments as they occur through in-depth reports, best practices, and policy briefs.
13. IRENA's focus with its developing country members must be to help them map out how to make the transition to an energy mix in which renewables find their optimal place. For that, it must understand what enabling conditions need to be put in place and which obstacles removed, what mix of solutions responds best to a country's circumstances, and how countries might gain access to those who can best assist them. IRENA can help with clear information on all of these. Social and economic development and poverty eradication are the first and overriding priorities of developing countries. As for developed country members, IRENA is not just a way how to mitigate global climate change and a door to new markets for knowledge and technology, but also a means to overcome obstacles to renewables at home, increasing energy security and creating green jobs. IRENA will identify modalities for supporting developed countries in meeting such challenges.

Framework of the IRENA Programme 2011

14. The 4th session of the Preparatory Commission for IRENA decided, inter alia, that “Based on the 2010 Work Programme and Budget, and the draft 2011 Work Programme and Budget of the Preparatory Commission (PC/WG.PRO/WP.13/Rev.2), the Secretariat and the new management team shall together develop a 2011 Work Programme and Budget with greater clarity in strategic direction, in due time before the first session of the Assembly with a view to its adoption at that session. Such Work Programme and Budget shall strive to match outputs to required resources (funding, personnel) to achieve such outputs so as to facilitate ease of budgetary planning and oversight.” (PC.4/DC.6, III.2)
15. In accordance with the above decision, the Secretariat has prepared the following proposed Work Programme and Budget for consideration and approval by the Assembly. The strategic framework for 2011 will be one of re-focusing and consolidating strategies and support structures in order to respond in future to the challenges and opportunities outlined in the preceding sections. The overall strategy envisions IRENA achieving its objectives and addressing the needs of its Members through an integrated package of services. This approach will be designed to facilitate accelerated take-up of renewable energy technologies and promote transitioning of countries to a future where renewable energy is central to energy planning. Our approach will consist of the following steps:
 - Knowledge and consensus-building for action
 - Provision of tools for decision-making on renewable energy policies
 - Supporting policy implementation
 - Branding and positioning IRENA globally
16. The approach will be implemented through three substantive sub-programmes and establishment of an administration and management support structure through 2011. To ensure accountability, the organizational structure is aligned with the programme structure, as shown in Annex:
 - i. *Knowledge Management & Technology Cooperation*
 - ii. *Policy Advisory Services & Capacity Building*
 - iii. *Innovation & Technology*
 - iv. *Administrative and Management Support*

Proposed Programme Budget for 2011

Table 1. Estimates of expenditure

	Indicative Budget	Estimated Expenditures Jan-Mar 2011	Estimated Requirements Apr-Dec 2011	Interim Director-General's Proposal 2011
Assessed Contributions (Core budget)	13,260,000	1,619,200	11,640,800	13,260,000
Voluntary contributions from the UAE bid				
Operations	2,900,000	60,200	2,839,800	2,900,000
Research	2,900,000	-	2,900,000	2,900,000
Workshops and conferences	1,600,000	-	1,600,000	1,600,000
Information Technology	1,148,300	145,300	1,003,000	1,148,300
Sub-Total UAE bid	8,548,300	205,500	8,342,800	8,548,300
Voluntary contributions from Germany	3,100,000	-	3,100,000	3,100,000
Voluntary contributions from Austria ⁶	-	-	-	-
Total Voluntary contributions	11,648,300	205,500	11,442,800	11,648,300
Grand Total	24,908,300	1,824,700	23,083,600	24,908,300

⁶ Resources are subject to voluntary contributions to be granted by Austria, pending ratification

Table 2. Resource requirements by component

<i>Component</i>	<i>Estimated Requirements April to December 2011</i>		<i>Total</i>
	<i>Core budget</i>	<i>Voluntary Contributions</i>	
A. Policymaking Organs	-	1,600,000 ⁷	1,600,000
B. Strategic Management	3,285,600	1,739,800 ⁸	5,025,400
C. Programme of work			
Sub programme 1. Knowledge Management and Technology Cooperation	3,300,000	2,000,000 ⁹	5,300,000
Sub programme 2. Policy Advisory Services and Capacity Building	2,203,100	2,000,000 ¹⁰	4,203,100
Sub programme 3. Innovation and Technology		3,100,000 ¹¹	3,100,000
Subtotal C	5,503,100	7,100,000	12,603,100
D. Administration and Management Support	2,852,100	1,003,000	3,855,100
Estimated requirements for April to December 2011	11,640,800	11,442,800	23,083,600
Estimated Expenditures January to March 2011	1,619,200	205,500	1,824,700
Total estimated requirements January to December 2011	13,260,000	11,648,300	24,908,300

⁷ Non-post resource requirements for servicing the Commission are provided by the host country. Post requirements are reflected under Strategic Management

⁸ Includes resource requirements for UAE bid contribution, but excludes resource requirements for the IRENA Liaison Office in Vienna

⁹ UAE bid contribution

¹⁰ UAE bid contribution

¹¹ Resource requirements for Subprogramme 3 will be funded by the German Government

Table 3. Post requirements

Category	2011		
	Core	Voluntary Contributions	Total Posts
Professional and above			
ASG	1	-	1
D-2	1	-	1
D-1	3	1	4
P-5	14	3	17
P-4	5	1	6
P-3	17	3	20
P-2/1	3	-	3
Subtotal	44	8	52
General Service			
Principal Level	1	-	1
Other Level	17	2	19
Subtotal	18	2	20
Total	62	10	72

*Table 4. Resource requirements by object of expenditure and source of funds***(1) Core budget (in USD)**

Object of expenditure	2011 Estimated Requirements
<i>Estimated requirements: April to December 2011</i>	
Posts ¹²	7,183,300
Other staff costs	50,000
Consultants	1,560,100
Seconded personnel ¹³	584,100
Experts	615,000
Travel of staff	478,800
Contractual services	765,000
General operating expenses	200,000
Hospitality	5,000
Supplies and materials	199,500
Subtotal:	11,640,800
Estimated expenditures: January to March 2011	1,619,200
Total Core Requirements 2011	13,260,000

(2) Voluntary Contributions (in USD)

	2011 Estimated Requirements
<i>Estimated requirements: April to December 2011</i>	
Voluntary contributions from the UAE bid	8,342,800
Voluntary contributions from Germany	3,100,000
Subtotal:	11,442,800
Estimated expenditures: January to March 2011	205,500
Total Voluntary Contributions 2011	11,648,300
Total (1) and (2)	24,908,300

¹² The costs of established or continuing posts are based on United Nations standard salaries costs, the relevant post adjustment and common staff cost rates, as appropriate, and calculated at 75% since the proposal covers only 9 months in 2011. New posts are costed at 50% of established or continuing post costs to take into account recruitment delays.

¹³ Seconded personnel are provided daily and monthly subsistence allowance from core budget.

17. The proposed core budget requirements for the period April to December 2011 totals \$11,640,800, comprised of \$7,183,300 for 62 core posts and \$ 4,457,500 for various non-post requirements including general temporary assistance, consultants, seconded personnel, expert group meetings, travel of staff, contractual services, supplies and materials and information technology. It is assumed that the services of 16 personnel seconded from 2010 will be continued. The distribution of the core budget requirements, by component, for the last 9 months of 2011 is as follows:
 - a. \$ 3,285,600 under strategic management, comprising \$ 2,405,300 for 20 posts (1 ASG, 1 D-2, 5 P-5, 1 P-4, 4 P-3, 1 P-2 and 7 GS/OL) and \$ 880,300 for non-post requirements;
 - b. \$5,503,100 under programme of work, comprising \$2,900,400 for 23 posts (2 D-1, 6 P-5, 3 P-4, 8 P-3, and 4 GS) and \$ 2,602,700 for non-post requirements;
 - c. \$2,852,100 under programme support, comprising \$ 1,877,600 for 19 posts (1 D-1, 3 P-5, 1 P-4, 5 P-3, 2 P-2, 1 GS/PL and 6 GS/OL) and \$974,500 for non-post requirements.
18. For the period April to December 2011, the amount of \$11,648,300 is proposed to be funded from voluntary contributions as follows:
 - a. \$8,342,800 from the UAE bid to provide for information technology requirements, and strategic management and programme activities; and,
 - b. \$3,100,000 from the German voluntary contributions would provide \$965,300 for 10 posts (1 D-1, 3 P-5, 1 P-4, 3 P-3 and 2 GS/OL) and \$ 2,134,700 for non-post requirements such as consultants, workshops and conferences, travel of staff, contractual services, support for office automation equipment and supplies.

A. Policymaking organs

Voluntary Contributions: \$1,600,000

19. The principal policy making organ of the Agency is the Assembly. It is composed of all Members of the Agency. It meets in regular annual sessions unless it decides otherwise. The Assembly includes one representative of each Member. Representatives may be accompanied by alternates and advisors. The IRENA core budget does not cover the costs of delegations' participation at the Assembly. The first session of the Assembly will be held in April 2011.
20. The Secretariat assists the Assembly and its subsidiary bodies in the performance of their functions. The core resource requirements for this support are included under Strategic Management in Part B below.

B. Strategic Management

Core Resource requirements: \$3,285,600

Voluntary Contributions: \$1,739,800

Table 5. Objectives, expected accomplishments, indicators of achievement and performance measures

Objectives: To effectively and efficiently manage the Agency and its Work Programme	
Expected accomplishment in 2011	Indicators of achievement
Provision of support to Members of the governing bodies of IRENA	i. Timely delivery of documentation ii. Effective Secretariat support to inter-governmental meetings
(b) Improved quality in the formulation and implementation of the programme of work	i. Recognition by States Parties of an effective programme formulation, implementation and evaluation
(c) Timely and adequate mobilisation of financial resources	i. Percentage of resources mobilised in a timely manner to implement the programme of work
(d) Visibility of IRENA as the global voice for renewable energy	i. Effective strategy for communication to all major partners ii. Growing recognition of IRENA among renewable energy stakeholders

Governance

21. The Secretariat will focus on enhancing support to the Assembly and other governing bodies, ensuring accountability and transparency to the entire membership and partners, and building credibility and confidence in IRENA as the primary convener of dialogue and partnership-building in the field of renewable energy.

Communication and Outreach

22. A robust and integrated communications strategy will be articulated and implemented to support IRENA's aim in becoming the global voice for renewable energy, while promoting a swift transition towards its sustainable use. Within the context of a broad communications umbrella for IRENA, there will be a focus on communications and marketing, whose complementary but distinct roles should add to and multiply the value of every aspect and activity of the organisation. Three key target areas are being addressed which will come under the broader communications and outreach strategy, namely: development of a communications strategy, communication products designed to support programmes, and a global campaign to support the 2012 International Year of Sustainable Energy for All. Communications products will be developed to support programmes. Outreach will be undertaken at global renewable energy initiatives such as IREC, WFES, CEM, and regional forums, especially in Africa, South Pacific, Asia and Latin America and the Caribbean, and global events such as Rio+20.

Strategic Planning

23. The entire thrust of the 2011 Programme is aimed at laying the groundwork for a longer-term IRENA strategic plan. This will be developed through the Director-General's Office and prepared for presentation at the next session of the Assembly.

Strategic partnerships

24. As highlighted throughout this document, IRENA's eventual success will depend on its ability to galvanise critical partnerships with all of the key players in the renewable energy field. While individual sub-programmes will be responsible for developing and strengthening partnerships within the context of their defined activities, the Director-General will take lead responsibility for forging major long-term relationships with key players in the field.

Management of the Agency

25. The Director-General has overall responsibility for providing leadership to carry out the Agency's mandate and is also responsible for the efficient and effective management of the Agency and its Work Programme. The Office of the Director-General provides support in the timely discharge of his/her responsibilities and in the management of the Office, including monitoring the resources of the Office and streamlining the Office's management systems. It also monitors the implementation of the programme of work and acts as the focal point for

information on all aspects of the work of the Office. Strategic Management also includes an internal audit function. The internal auditor will assure that sub-programmes and activities are executed effectively and that internal control and risk management measures are in place to enable rapid response and reaction as required or appropriate. A Legal Advisor will, *inter alia*, prepare and review agreements and contracts to ensure requisite compliance and protect the interest of IRENA.

Outputs

26. During 2011, the following final outputs will be delivered:

- a. Servicing of intergovernmental and expert bodies:
 - Substantive servicing of meetings of the Preparatory Commission and of the Assembly, the Council, and subsidiary bodies (6-7 meetings);
 - Parliamentary documentation: Reports to the Preparatory Commission and to the Assembly, the Council, and subsidiary bodies (approx. 30 reports), delegates web-site portal.
- b. Management and oversight:
 - Overall management: direction, guidance and policy clearance of all programmatic and administrative actions;
 - Planning and strategic management: five year strategic plan; annual work plan; annual proposed budget;
 - Communications: 6 key publications including Annual Report, newsletters, information documents; development of a communications strategy; toolkits in collaboration with sub programmes; show reel of different elements of renewable energy; Project Learning Network in collaboration with the Knowledge Management and Technology Cooperation sub programme; representational materials; media database; one media workshop; and one “Puffersphere” for interactive visual display;
 - Audits: audit facilitated and written management response showing actions taken to implement audit recommendations provided;
 - Evaluations: coordination and management of the evaluation of sub-programmes and activities. Evaluation reports for completed activities and written management responses to evaluation findings.

Table 6. Resource requirements: Strategic Management

<i>Category</i>	<i>Resources 2011</i>	<i>Posts 2011</i>
Core budget		
Post	2,405,300	20
Non-post	880,300	
Subtotal	3,285,600	
Voluntary contributions		
UAE government bid	1,739,800	
Subtotal	1,739,800	
Total	5,025,400	20

27. The amount of \$ 3,285,600 would provide \$2,405,300 for 20 posts (1 ASG, 1 D-2, 5 P-5, 1 P-4, 4 P-3, 1 P-2 and 7 GS/OL).
28. The Assistant Secretary-General serves as the Director-General of IRENA and is responsible for the formulation of the Agency's management policies and has overall responsibility for achieving the objectives of the Organisation. In addition, the Director-General is responsible for maintaining close liaison with host country authorities and Members on all substantive aspects as well as financial, budgetary, personnel and common support services matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the goals and activities of IRENA.
29. In discharging the foregoing responsibilities, the Director-General is supported by his/her immediate Office, which is proposed to be comprised of a Deputy Director-General at the D-2 level, and staff in the immediate office: 1 P-5, 1 P-3, 1 P-2 and 3 General Service staff. To achieve the objectives and expected results in 2011 as well as to enable the delivery of the outputs listed above, the following units are also proposed to be established under Strategic Management, as shown in the Organisational Chart presented in the Annex 1. These are:
- a. Communication and Outreach: 1 P-5 and 1 GS
 - b. Legal Advisor: 1 P-5
 - c. Governing Body Support and Conference Servicing: 1 P-5, 2 P-3, 1 GS
 - d. Internal Audit: 1 P-4, 1 GS
 - e. Host Country Liaison and Protocol: 1 P-3
 - f. Programme Budget Coordination and Evaluation: 1 P-5 and 1 GS
30. The amount of \$ 880,300 for non-post resources would provide for:
- a. Consultants to avail of specialised expertise in policy and substantive areas;
 - b. Seconded personnel;
 - c. Travel of staff;

- d. External printing of 6 key publications including Annual Report, newsletters, information documents and toolkits;
 - e. Communications including dissemination of materials, side events, and media workshop;
 - f. Project Learning Network and one “Puffersphere” high impact projection interactive display;
 - g. Supplies and communications materials;
 - h. Hospitality.
31. Voluntary contributions resources of \$1,739,800 from the UAE bid are utilized to assist in strategic stakeholder consultations, experts, outreach, and meeting and conferences. The organizational and resource requirements for the IRENA Liaison Office in Vienna will be determined at a later stage.

C. Programme of work

Table 7. Resource requirements by sub-programme

Sub programme	<i>April to December 2011</i>					
	Core		Voluntary		Total	
	<i>Resources</i>	<i>Posts</i>	<i>Resources</i>	<i>Posts</i>	<i>Resources</i>	<i>Posts</i>
Sub programme 1. Knowledge Management and Technology Cooperation	3,300,000	14	2,000,000	-	5,300,000	14
Sub programme 2. Policy Advisory Services and Capacity Building	2,203,100	9	2,000,000	-	4,203,100	9
Sub programme 3. Innovation and Technology	-		3,100,000	10	3,100,000	10
Total	5,503,100	23	7,100,000	10	12,603,100	33

Sub programme 1: Knowledge Management and Technology Cooperation

Core Resource requirements: \$3,300,000
Voluntary contributions: \$2,000,000

Table 8. Objectives, expected accomplishments, indicators of achievement and performance measures

Objective: To facilitate transition to an increased role of renewable energy	
Expected accomplishment in 2011	Indicators of achievement
(a) Systematisation of relevant global knowledge on renewable energy	i. Strategic knowledge sources and gaps identified, strategic partnerships in place and corresponding action plans proposed, starting with potentials, statistics and renewable energy indicators. ii. Draft strategy document for knowledge development and management prepared
(b) Regional collaboration among countries on renewable energy built to address the challenges of climate change, energy security and energy access	i. Process design and collaboration mechanism for the renewable energy readiness assessment for Africa and South Pacific finalised. ii. Agreement on convening inter-governmental consultations in 4 regions
(c) Platforms for engaging with stakeholders from industry, civil society and technical experts initiated	i. Conceptual framework for engaging with stakeholders finalised ii. First consultative meetings of the networks held
(d) North-South and South-South technology cooperation to strengthen and enhance existing scientific and technical capabilities promoted	Key stakeholders engaged in discussions on technology cooperation strategies

External factors

The sub programme is expected to achieve its objectives and expected accomplishments on the assumption that there will be a willingness of countries to engage with IRENA to build a long-term plan of action for increasing the deployment of renewable energy.

32. Knowledge management is central to the promotion and facilitation of change and development. Member countries established IRENA to facilitate the rapid development and deployment of renewable energy, thus demonstrating a strong commitment to a sustainable, clean energy future. Building on this commitment, IRENA will work with regional forums of countries and develop strategic stakeholder partnerships to galvanise action towards increasing the role of renewable energy, based on a sound knowledge of the potential of renewable energy technologies and the mechanisms and approaches available for accelerating their deployment.

33. The process will entail assessment of existing policy frameworks and priorities/needs of the region, facilitating regional roadmaps for mainstreaming renewable energy, and ultimately developing consensus-based action plans and enabling frameworks. The sub programme will aim to create processes and systems that facilitate knowledge sharing across global and regional networks comprised of governmental and non-state stakeholders. It will be developed in partnership with international organisations such as financing institutions, private sector, United Nations entities, regional economic communities, civil society and other stakeholders. IRENA will also play an important role in articulating the priorities of developing countries in strategy formulation for the International Year of Sustainable Energy for All.
34. *Systematisation of relevant global knowledge on renewable energy.* There are many existing forums, networks and partnerships, as well as governments, creating knowledge in the field of renewable energy, but the experience and knowledge available is dispersed and needs to be developed, systematised, and made accessible in a usable format for formulating policies for increasing the role of renewable energy. Three activities are planned:
 - Activity 1: Mapping existing sources of knowledge to foster partnerships; gap analysis to identify IRENA value addition and a knowledge development strategy. IRENA will undertake a mapping of renewable energy knowledge repositories to identify key sources of research, best practices, tools and methodologies, and technical and institutional resources; a report will be prepared including identification of knowledge gaps and opportunities for enhancing knowledge accessibility and systematisation, for discussion and potential future collaboration with key actors in renewable energy knowledge development and dissemination. This work will form the basis of a strategy for knowledge development, and future IRENA activities.
 - Activity 2: Targeted studies on: Global mapping of resource potential; systems for obtaining reliable energy statistics; renewable energy indicators. Knowledge of energy potentials for renewable technologies is the basis for planning the energy transition. IRENA will develop services for countries to use existing information on potentials in energy planning. In 2011, we will set up partnerships and the architecture for a renewable energy potential information system, feeding into the renewables readiness assessments.

Based on IEA data, and expanding the dataset with UN information and research, IRENA will provide an updated renewable energy statistics database detailed per country and per technology, as a basis for monitoring progress of renewable energy developments and informing IRENA stakeholders.

In 2011, the concept of reliable renewable energy indicators will be developed and discussed with technical experts, to ultimately enable tracking renewable energy trends, checking whether targets have been met, and assessing effectiveness of policies.

- Activity 3: Collaborate in the production of global and regional assessment reports led by key partners. Through its member countries, network of partners,

research initiatives, renewable readiness assessments, etc., IRENA will have the knowledge assets for making substantial contributions to headline reports on the renewable energy sector. Consultations will be undertaken in 2011 with key partners with a view to future collaboration.

35. *Promotion of regional consensus to adopt renewable energy through strategic interventions.* Regional economic and political forums will be a primary entry point to initiate discussing policy interventions at regional and country levels. They will provide platforms for building regional roadmaps for renewable energy, information sharing, policy advice, facilitating North-South and South-South Cooperation and partnerships. Two activities are planned:
 - Activity 1: Identifying regional forums for engagement, such as ongoing renewable energy initiatives of the African Union and its Conference of Energy Ministers of Africa, and with the South Pacific Islands regional forums; also identify partners in Latin America and the Caribbean and Asia-Pacific, and build regional engagement strategies. The sub programme will strengthen IRENA's knowledge base on key regional institutions, policy frameworks and renewable energy initiatives to identify potential opportunities for collaboration with members and other partners in targeted regions. IRENA missions to these regions will be undertaken to engage potential partners in dialogue on collaboration opportunities, and to chart a strategy for promoting broader inter-governmental consultation on renewable energy issues in the region.
 - Activity 2: Preparing renewable energy readiness reports to provide input to regional renewable energy action plans and bring together partners that can support the action plan implementation, including providing solutions for energy access. The renewable readiness reports will provide an assessment of existing policy structures and institutional contexts of the region. They will help identify the elements that could be built upon to have an effective and efficient policy framework to support market development, as an important input for decision makers. In 2011 this activity will include consultations with regional partners and completion of the design for the assessment process.
36. *Provision of complementarity to inter-governmental consensus building through cooperation networks with other stakeholders.* Establishment of cooperation networks with industry, civil society and experts will provide an interface to cooperate with governments as they take forward their regional and national agendas on renewable energy. They offer a unique opportunity to organise dialogue between governments and external stakeholders, as well as disseminating and obtaining feedback on IRENA's technical and policy analysis work. The involvement of the renewable energy industry will be critical, and an on-going dialogue between the industry and governments is a key factor of success. Civil society can provide a policy advocacy interface and extend the outreach of IRENA's activities. One formative activity is planned:
 - Activity 1: Preparing the foundation for cooperation networks with industry, civil society and experts through initial consultative meetings. For growth in renewable energy to continue, a predictable, long-term policy environment is critical for attracting investments. Forums of key stakeholder sectors will serve

as a two-way mechanism for receiving and providing input to the renewable readiness assessments, policy and technology related work that IRENA undertakes, and catalyse technology cooperation among actors. Members across regions and sectors will be identified to carry the networking processes forward. A web-based networking platform connecting renewable energy experts worldwide is also being developed.

37. *Assist and catalyse multilateral cooperation in renewable energy technology.* Promoting North-South and South-South technology cooperation will strengthen and enhance existing scientific and technical capabilities, particularly in developing countries, to make appropriate technology choices and develop endogenous capacity to promote renewable energy technologies. A forum to enable a regular exchange of knowledge between Members' experts would be developed including decentralised renewable energy solutions, renewable energy technology transfer and solutions for technology access. IRENA will build on and complement IEA implementing agreements in technology areas of higher relevance for developing countries. Two activities are planned:
- Activity 1: Initiate discussions with key stakeholders for technology cooperation, as priorities emerge from the renewable energy readiness reports. Potential partnerships will be identified and 2 workshops to identify potential partnerships, based on priorities that emerge, will be held.
 - Activity 2: Developing modalities for setting up mechanisms for fostering technology cooperation. Existing mechanisms for cooperation will be assessed to identify elements for effective cooperation, providing a basis for discussion at the above workshops.

Outputs

38. During 2011, the following final outputs will be delivered:
- a. Knowledge mapping report on strategic knowledge sources and gaps;
 - b. Reports on statistics database, renewable energy potentials, renewables indicators;
 - c. Gap analysis and strategy for further IRENA actions on knowledge development;
 - d. Agreement on convening inter-governmental consultations in 4 regions;
 - e. Engagement with partners in Africa and South Pacific on renewables readiness assessment; process and methodologies designed;
 - f. Consultations on cooperation networks for industry, civil society organisations, and experts launched;
 - g. Modalities for technology cooperation;

- h. Architecture for web platform for renewable energy experts' virtual networking.

Table 9. Resource requirements: Knowledge Management and Technology Cooperation

April to December 2011		
Category	Resources	Posts
Core budget		
Post	1,945,100	14
Non-post	1,354,900	
Subtotal	3,300,000	
Voluntary Contributions	2,000,000	-
Total	5,300,000	14

39. The amount of \$3,300,000 would provide \$1,945,100 for 14 posts (1 D-1, 3 P-5, 2 P-4, 6 P-3, 2 GS/OL posts).
40. Non-post resources totalling \$1,354,900 would cover the following requirements in order to achieve the expected results and deliver the outputs elaborated above:
- a. 67 work months of consultant specialised expertise not available in IRENA;
 - b. Seconded personnel;
 - c. 15 expert meetings;
 - d. Travel of staff related to undertake targeted studies, and participate in relevant forums;
 - e. Training related to the concept paper and partnership agreements for a renewable energy potentials platform;
 - f. External printing of the design process related to engagement with partners in Africa and South Pacific on renewable readiness assessment;
 - g. Proprietary software related to the prototype renewable energy statistics database and data collection methodology;
 - h. Technical publications and information related to the knowledge mapping report and the renewable readiness assessment.
41. The voluntary contributions resources of \$2,000,000, to be funded from the UAE bid will contribute to the implementation of the outputs outlined in paragraphs above.

Sub-programme 2
Policy Advisory Services and Capacity Building

Core Resource requirements: \$2,203,100

Voluntary contributions: \$2,000,000

Table 10. Objectives, expected accomplishments, indicators of achievement and performance measures

Objective: To strengthen countries' abilities to develop and implement policy and financial frameworks, and human and institutional capacities for promoting a sustainable deployment of renewable energy technologies	
Expected accomplishments in 2011	Indicators of achievement
(a) Cooperative key-stakeholder approaches to foster enabling policies for renewables initiated	i. Key renewable energy policy support stakeholders agree on joint actions ii. Enhanced knowledge on lessons learned and best practices regarding access to energy programmes and social and macro-economic benefits of renewables
(b) Understanding of the financing possibilities for renewable energy and the framework conditions to leverage renewable energy investments is improved	i. Enhanced knowledge of optional mechanisms for financing renewables for access to energy ii Increased understanding of new approaches of financing renewables through climate funding
(c) Enhanced knowledge for effective response to human resource capacity gaps in transitioning to renewables	i. Increased knowledge on approaches, best practices and lessons learned for renewable energy specific capacity building strategies and programmes ii. Increased interconnectedness of the international community for education and training in renewable energy iii. Increased opportunities for students and trainees to follow renewable energy study programmes, research projects, trainings

External factors

The sub programme is expected to achieve its objectives and expected accomplishments on the assumption that commitments by governments to advance the deployment of renewable energies at national and local levels, their willingness to provide access to relevant data and information and participate in assessment processes will continue. Moreover, the readiness of international organisations, civil society, the private sector as well as the academic and scientific community to share information and partner with IRENA is of equal importance.

42. A major driver for the uptake of renewable energy is the existence of an enabling policy framework and institutional capacity at national level. IRENA is mandated, *inter alia*, to analyse and monitor policies and financial mechanisms,

provide relevant advice and assistance on policies and financing for renewable energy, promote the development of local capacities and offer capacity building, including training and education. IRENA's Policy Advisory Services and Capacity Building sub programme will assist countries to foster an enabling policy, financial and human resource environment for the deployment of renewable energy technologies.

43. The sub programme will provide analysis of the latest trends and developments in renewable energy policy and financial mechanisms, and support its Members with tailored advice on setting up the adequate policy framework conditions, financial mechanisms and education and training strategies. IRENA will support Members to make greater use of effective policy tools and take action to mobilise provision of financial resources and capacity-building to foster access to renewable energy.
44. *Strengthen the ability of countries to create enabling policy frameworks for promoting the sustainable development of renewable energy policies and markets, with a special focus on developing countries.* Well-designed incentives and support policies exert substantial influence on markets, investment, and research and development of renewable energy. Analysis will be provided to Members on renewable energy policy trends and implementation, as well as assessments of the performance of policies, the macroeconomic and social impacts of renewable energy, and access to energy programmes in developing countries. Three activities are planned:
 - Activity 1: Consultation with relevant policy support stakeholders (i.e. OECD/IEA, UNEP, UNDP, UNIDO, World Bank, REEEP, REN21) to identify policy advice priorities and forge partnerships for tailored advice. A discussion paper mapping various stakeholders and their activities related to renewable energy policy advice and including a more in-depth analysis of selected stakeholders to identify cooperation opportunities for IRENA will be prepared and discussed in a stakeholders roundtable meeting to agree on joint actions towards fostering enabling policies for renewables.
 - Activity 2: Consultation with the IEA on collaborative development of a renewable energy policy database. A Memorandum of Understanding (MoU) will be negotiated with the IEA to define modalities for cooperation on a joint IRENA/IEA renewable energy policy database for the purpose of extending the existing datasets of the IEA to deepen the focus on developing countries.
 - Activity 3: Two analyses on social and macro-economic development variables: lessons learned and best practice in policies regarding access to energy; and renewable energies impact on employment. These two studies will assist in developing better understanding of methods to enhance the effectiveness of policy advice offered to governments. (i) An analysis of “access to energy” initiatives to identify lessons learned on policies, financing, and business models for expanding access through up-scaling the use of renewable energy will be undertaken, to be later discussed in a stakeholders workshop in 2012 with an aim to forge cooperation. (ii) Analysis of the impact on employment of renewable energy policies will provide critical insight into the poorly understood

linkages between energy, economic planning and labour policies at national and regional levels.

45. *Improve understanding of the financing possibilities for renewable energy and the framework conditions to leverage renewable energy investments.* Access to financing, especially in developing countries, remains a critical barrier, exacerbated by lack of knowledge on the substantial opportunities renewables offer and the financial options available. The sub-programme will assess financial flows into renewable energy in developing countries and the specific nature and impact of these investments, and opportunities to enhance their efficiency, accessibility and magnitude. Three activities are planned:
 - Activity 1: An in-depth analysis of financial flows and financial mechanisms for renewable energy in developing countries will be conducted in collaboration with relevant stakeholders. The study will provide insight into the size, source, and recent trends of investments, identify information gaps and needs, and highlight best practices for larger and small scale financing of renewable energy projects in developing countries. The results will be published and discussed at a meeting in the framework of the International Year for Sustainable Energy for All in 2012.
 - Activity 2: Cooperation with the Abu Dhabi Fund for Development (ADFD) through consultation on modalities for cooperation with IRENA. Opportunities for providing technical advice or other avenues for enhancing the relationship between the Fund and the policy and capacity-building services of IRENA will be explored with an aim to concluding an agreement by the end of 2011.
 - Activity 3: Facilitate up-scaling the renewables component in the Green Climate Fund of the UNFCCC, by participation in the formal consultations on these initiatives, and preparing a position paper on up-scaling. Through participation in the formal consultations on these initiatives, and preparing a position paper on up-scaling the focus of the Fund on renewables, IRENA will contribute to the discussions of the Transitional Committee of the UNFCCC on the Green Fund. The activity will ensure the highest involvement of the renewable energy community.
46. *Enhance the ability in IRENA Member countries to formulate long-term capacity building responses integrated into national policies and processes and to facilitate access to education and training.* The sub-programme will develop analytical processes assisting Governments to identify existing capacity gaps (e.g. from findings of the RE readiness assessments), priority areas, and the information required to develop integrated capacity building strategies addressing individual and institutional capacities. At the same time, the sub-programme will seek to meet the growing demand from the renewable energy skills market particularly in developing countries, facilitating access to tailored education programmes. Four activities are planned:
 - Activity 1: Review of best practices and lessons learned on effectiveness of capacity building approaches. Information on existing capacity building approaches, programmes and measures targeted at the renewable energy sector will be gathered, and a review undertaken of the effectiveness of selected

approaches. The data gathering and review will focus on the regions involved in renewable readiness assessments, in order to provide input to understanding of capacity building assets in these countries. Improvements of existing approaches will be suggested and new and innovative approaches will be developed to fill identified gaps.

- Activity 2: Design of a Renewable Energy Learning Portal. A common platform will be proposed for exchange among renewable energy and education experts to enhance education and training effectiveness for the sector. The portal will bring together the best databases on renewable energy education and training while exploring the prospects for a comprehensive publicly accessible inventory. This will be done in consultation with key actors such as RETScreen, CEM, REEEP and UN organisations.
- Activity 3: Designing IRENA's approach to supporting country capacity building strategies. Countries have already made considerable effort in identification of capacity gaps and needed action. Building on these efforts as well as on the findings of the readiness assessments and the review of best practices and lessons learned, IRENA's approach to capacity building and strategy development will be elaborated in consultation with its Members and relevant regional institutions.
- Activity 4: Facilitating increased resources for capacity building. Long-term training programmes based on countries' own efforts and institutions will be promoted. Education and training opportunities for talented students, particularly from developing countries, will be facilitated. This includes scholarships at the MASDAR Institute of Science and Technology and its related institutes, which will be linked to research initiatives and priorities of IRENA.

Outputs

47. During 2011, the following final outputs will be delivered:

- a. Discussion paper and roundtable prepared for key stakeholder cooperation on renewables policy support approaches;
- b. Memorandum of Understanding with the IEA on policies database collaboration;
- c. Study on energy access policies lessons learned;
- d. Study on employment impacts of renewables deployment;
- e. Study on financial flows in renewables in developing countries;
- f. Draft modalities for cooperation between IRENA and the ADFD;
- g. Position paper for the discussion at the UNFCCC on the Green Fund;
- h. Compendium of capacity building best practices and lessons learned;
- i. Consultations with strategic partners on Renewable Energy Learning Portal;
- j. Draft strategy paper on IRENA's capacity building approach;
- k. Agreement with the Masdar Institute for Science and Technology on support to graduate research on renewable energy.

Table 11. Resource requirements: Policy Advisory Services and Capacity Building

April to December 2011		
Category	Resources	Posts
Core budget		
Post	955,300	9
Non-post	1,247,800	
Subtotal	2,203,100	
Voluntary Contributions	2,000,000	-
Total	4,203,100	9

48. The amount of \$2,203,100 would provide \$955,300 for 9 posts (1 D-1, 3 P-5, 1 P-4, 2 P-3, and 2 GS/OL).
49. The amount of \$1,247,800 for non-post requirements would provide for:
- a. 45 work months of specialised expertise of consultants to prepare a discussion paper on consultations policy support; access to energy programmes; macroeconomics of renewables; financial flows for renewable energy in developing countries; discussion paper for ADFD; report on UNFCCC Green Climate Fund; best practices in capacity building, design Renewable Energy Learning Portal and strategy in capacity building;
 - b. Seconded personnel;
 - c. Four expert meetings on policy, macroeconomic aspects of renewable energy, assessment of financial flows and mechanisms, and cooperation with ADFD;
 - d. Travel of staff to consult on IEA policy database, to contribute to discussions on UNFCCC, to conduct studies on analysis of contribution of renewable to social and macro-economic development and on assessment of financial flows and mechanisms; to review capacity building best practices; to design a learning platform;
 - e. Other specialised services related to information technology for the Renewable Energy Learning Portal;
 - f. Rental and maintenance of data processing equipment;
 - g. Books and technical publications.
50. The Voluntary Contributions resources of \$2,000,000, to be funded from the UAE bid, will be used to implement the outputs outlined in paragraphs above.

Sub programme 3
Innovation and Technology

Resource requirements from the German voluntary contributions: \$3,100,000

Table 12. Objectives, expected accomplishments, indicators of achievement and performance measures

Objective: To provide governments the means for an accelerated renewable energy technology uptake tailored to their specific needs, considering national conditions of resource endowment, social and economic frameworks	
Expected accomplishments in 2011	Indicators of achievement
(a) Framework for technology policy support to governments for accelerated renewable energy development and deployment designed.	i. Scenario and strategy analysis for one world region completed ii. Innovation, road-mapping and technology assessment integrated toolbox developed and deployed.
(b) Increased understanding of cost reduction potential and wider use of standards to accelerate renewable uptake.	i. Widely accepted and used study laying the basis for analysis of current cost of technology. ii. Partners renewable energy standards mechanisms identified.
(c) Enhanced operational capacity of IRENA.	Bonn centre operational.

External factors

The sub-programme is expected to achieve its objectives and expected accomplishments on the assumption that the voluntary funding is available and the IRENA Innovation and Technology Centre (IITC) is fully operational by September 2011.

51. Governments can steer and accelerate technological change and innovation for renewable energy options through a mix of measures aimed at removal of barriers. The African Union, the Clean Energy Ministerial, the UN General Assembly and the UNFCCC technology mechanism, amongst others, have called for technology and innovation to meet the growing need for energy access for all that is affordable, secure and environmentally sustainable. Accelerated technological change and innovation are needed for a transition to sustainable energy systems.
52. The sub programme will provide governments the means for an accelerated renewable energy technology uptake tailored to their specific needs, considering national conditions of resource endowment, social and economic frameworks. In accordance with the IRENA Statute, activities in this field include analysis of renewable energy technology policies; dissemination of information and increased awareness; technologies and equipment overview and assessment of success-failure factors; improved pertinent knowledge and technology transfer, and joint RD&D and provision of information about the development and deployment of national and international technical standards in relation to renewable energy. A

major mechanism for dissemination and exchange of technical knowledge will be through the industry and experts networks established under the Knowledge Management and Technology Cooperation sub programme.

53. *Assist governments on request in energy planning for more efficient and effective renewable energy technology and innovation strategies.* The Agency will assist governments in medium and long-term energy planning. This will include renewable energy road-mapping activities. Scenario modelling and analysis will be used to analyse complex change in terms of capital stock turnover, technological change and changing energy demand. Based on the scenario analysis robust policy strategies will be proposed that account for uncertainty and risk. Analysis of case studies for renewables and lessons learned from other sectors will assist governments to enhance the technology innovation process. Five activities are planned:

- Activity 1: Scenarios for strategies will be collected and categorised, their key parameters identified and improved datasets proposed, as well as scenario implications for strategy and policy development. A partner dialogue process, including one workshop, will be launched on the representation of renewables in energy scenarios. Africa is selected as the first focus region in 2011. The analysis will include the continent, the five sub regions and the national levels, and it will complement the renewables readiness analysis for Africa in Knowledge Management and Technology Cooperation sub programme and be part of the same process.
- A start will be made in collecting information for the South Pacific for further elaboration in 2012. Also the representation of renewables in global energy scenarios will be enhanced, in cooperation with partners.
- Activity 2: Assessment of end-use technology options, including patent analysis; a technology database will be developed with a set of factsheets on best practice renewable energy technology solutions for different types of end-use. A workshop will be held on renewable power systems for islands. This will complement the renewables readiness analysis for the South Pacific in KMTC. The database will complement similar activities under the aegis of other fora (e.g. CEM, IEA) and cooperation will be explored, notably for effective dissemination through joint web portals. Together with WIPO, a partnership on worldwide patent analysis as a basis for accelerated technology deployment will be further explored.
- Activity 3: Supporting the innovation process with a focus on design criteria for conducive policy frameworks that reduce cost and accelerate the innovation process. Focus will be on success-failure factors based on past experience with renewables, trying to extract general policy design guidelines covering the full technology innovation chain, in cooperation with partners.
- Activity 4: Technology road-mapping will be developed by sector and/or region, identifying prospects, technological barriers, financing, development and policy needs, building on the work of the IEA and MEF/CEM but with special emphasis on increased involvement of developing countries. First area

of attention will be renewables for industrial applications. Both in-depth background analysis and dialogue with stakeholders will be pursued.

- Activity 5: Provide technical expertise in discussions with key stakeholders for technology cooperation, and in the dialogue with the R&D community. Assist UNFCCC in the implementation of the climate technology mechanism for renewables, and promote assessment of environmental impacts in renewables planning.
54. *Facilitate a better understanding of cost and the potential for cost reductions through technology development and market deployment to accelerate renewables uptake.* Activities will provide governments with objective, up-to-date information regarding the current status of, and prospects for renewable energy technologies in terms of cost, availability and supporting infrastructure needs. Efforts will be aimed at streamlining standards and test procedures for equipment as they play an important role in efficient market formation. Two activities are planned:
- Activity 1: Overview of cost and its implications on renewable energy, covering cost on the level of equipment, projects and energy services, and accounting for regional differences in equipment cost, resource quality, the cost of capital and other key parameters. A framework will be developed for data collection. Data will be analysed following a standardised methodology. Both supply and end-use technologies will be covered. The information can help governments to set feed-in tariffs, assess the cost-effectiveness of options and calculate investment and financing needs.
 - Activity 2: Promote wider use of standards, test procedures and good practices for renewable energy equipment, operational practices and energy management that are essential to create well-functioning markets and optimise the use of renewable energy. Partners will be identified at the international, regional and national level. IRENA will develop an active presence in the relevant fora, assist in the development and deployment of existing standards with relevance for renewables and identification of explicit and implied needs and gaps of member countries.
55. *Operationalise IITC.* Staff will be hired, procedures and networks established to make the Bonn centre operational.

Outputs

56. During 2011, the following final outputs will be delivered:
- a. Draft a report and convene workshop on scenarios;
 - b. Technology database concept including 5 technology fact sheets;
 - c. Workshop on island power systems;
 - d. Draft working paper on the use of patent information for accelerated technology transfer;
 - e. Working paper on success/failure criteria for renewable energy innovation policies;
 - f. Working paper and workshop on industry roadmap. Draft policy roadmap;

- g. Draft report and convene workshop on cost of renewable energy options;
- h. Draft working paper on status and gap analysis for standards;
- i. Operational IITC.

*Table 13. Resource requirements from the German voluntary contributions:
Innovation and Technology*

Category	April to December 2011	
	Resources	Posts
Core budget		
Post	-	-
Non-post	-	-
Subtotal	-	-
Voluntary Contributions (Germany)		
Post	965,300	10
Non-post	2,134,700	-
Subtotal	3,100,000	10
Total		10

57. The German contribution of \$3,100,000 would provide \$965,300 for 10 posts (1 D-1, 3 P-5, 1 P-4, 3 P-3 and 2 GS) and \$2,134,700 for non-post requirements including:
- a. Specialised expertise not available in IRENA for the activities related to scenarios and strategies, end-use options including patents, innovation processes technology road-mapping, cost status and outlook; standards;
 - b. Expert meetings on scenarios and strategies for Africa; end-use options: island power systems; roadmapping renewable in industry (4 regions); cost status and outlook; data review;
 - c. Travel of staff in conjunction with the expert meetings and other activities;
 - d. External printing and workshop documentation;
 - e. Proprietary software for scenario modelling;
 - f. Office operating costs;
 - g. Rental and maintenance of data processing equipment;
 - h. Technical publications and materials.

D. Administration and Management Support

Core Resource requirements: \$2,852,100

Voluntary Contributions: \$1,003,000

58. The newly established Division for Administration and Management Support is responsible for the provision of administrative and management services in support of IRENA. The Division has at its core the objective of developing, securing approval and managing the implementation of administration strategies, regulations, rules, policies and procedures, ensuring that the Agency has the necessary infrastructural, human and technical assets in place, and is well positioned to realise its strategic objectives in the short, medium and longer term as per its development and expansion plans.
59. The Division defines standards levels and ensures that the quality of support services provided by outside contractors is of the highest possible level. It further ensures that there is general satisfaction from all stakeholders with internally provided support services, takes action on complaints, identifies sources of dissatisfaction and takes corrective actions.
60. The Division leads the following services: Finance and Budget; Human Resources; Information and Communication Technology; and Procurement & General Services. Managerial and financial authority is exercised to the level delegated by the Director-General. Through its four technical services, the Division will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Members, as reflected in the Statute, the decisions of the governing bodies, the relevant regulations and rules, and reviews by audit and oversight bodies.
61. The capacity of managers to deliver mandated programmes will be strengthened through more focused planning, the adoption of results-based management methodologies and tools, and regular and systematic monitoring and evaluation practices. The Division will also closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. The Division will be responsible for improving management practices throughout the Agency, promoting accountability and management evaluation, improving work processes and procedures, enabling continuous management improvement, implementing management policies and reform initiatives to empower the staff, and enhancing the ability of staff to carry out their work more effectively.
62. Furthermore, the Division will provide administrative and/or technical support to the governing, as well as audit and oversight bodies. The Division will provide coordinating and oversight function of the business process and needs analyses, and the preparations for the implementation of an enterprise resource planning system (ERP) to consolidate the management of all financial, human and physical resources under a single integrated system for the entire Agency. This function will be exercised in a manner that minimises the burden on the Agency and its resources, and mitigates organisational and managerial risks.

63. The Division represents the Director-General, as requested, on administrative and management matters in relation to governing bodies and monitors emerging management issues throughout the Agency. Within its delegated authority, the Division is responsible for maintaining close liaison with host country authorities and Members on all substantive aspects of financial, budgetary, personnel and common support services matters. In this function and in close coordination with the host country, the Division will manage the development plans for the Agency's new Headquarters complex in Masdar.

Human Resources

64. The Office of Human Resources plays a strategic role in ensuring human resources capacity to Agency's overall management to meet their goals and enable them to deliver their mandates. The Office of Human Resources provides the framework to enable the Agency to attract, develop and retain a wide spectrum of talent, taking into account the necessity of securing the highest standards of efficiency, competence and integrity, with due regard to the importance of recruiting staff primarily from Member States and the adequate representation of developing countries with emphasis on gender balance. It participates in strategic workforce planning that aligns with organizational needs.
65. In accordance with the Staff Regulations, the Office continues to develop human resources policies and systems that are in line with the UN common system. In addition, the Office of Human Resources provides expert advice to managers and staff on all aspects of human resources and staff administration; monitors performance; certifies and establishes travel entitlements and carries out the requisite day-to-day administration that enables staff to be properly compensated with appropriate salaries, benefits and entitlements. The Office of Human Resources coordinates with other Offices, i.e. Finance, Information Technology and Procurement to ensure the implementation of related activities.
66. Beyond the scope of this fiscal year, the development of an Enterprise Resource Planning system to integrate all aspects of human resources and financial operations will be essential. This will ensure that Human Resources transitions from a transactional to a more strategic, dynamic office. The Office will also establish a cost-effective and administratively-efficient social security scheme for the staff, including provisions for health protection. Policies and resources will also be needed to ensure that staff members are properly developed and that adequate learning and development activities are integrated into all programmes.

Table 14. *Objectives, expected accomplishments and indicators of achievement*

Objective: Effective human resources management	
Expected accomplishments	Indicators of achievement
Development and implementation of HR procedures in line with the UN common system	Transition of previous contracts in line with those in the UN common system
Availability of a wide array of qualified candidates, i.e. gender and geographically diverse	Maintenance of gender balance and geographically diverse workforce
Standard HR practices and procedures established and implemented in line with Common System policies	A unified HR administration and operations implemented across the offices in Abu Dhabi, Bonn and Vienna
Accurate and timely day-to-day human resources administration across all offices.	Staff entitlements are processed accurately and in a timely manner.

Outputs

67. During 2011, the following final outputs will be delivered:
- a. Revised Staff Regulations and Rules to govern all staff, including those on secondment;
 - b. Development of a Human Resources Manual or issuance of administrative directives as required to define conditions for entitlements established in the Staff Regulations and Rules and to introduce simplified procedures, related forms, templates and checklists (Standard operating procedures), including automated forms/templates;
 - c. Implementation of processes for pre-boarding, on-boarding and induction of new staff;
 - d. Implementation of a formal recruitment process, including standardised vacancy notices to announce employment opportunities;
 - e. Administration of contracts for different contractual arrangements, including fixed-term and temporary appointments, loans and consultancy contracts;
 - f. Administration of benefits, entitlements and separation procedures;
 - g. Introduction of a formal performance appraisal system and support to managers in effectively managing performance of staff;
 - h. Advice to line managers and staff on human resources issues;
 - i. Coordination of official travel and certification of related entitlements; introduction of standard processing for travel requests and claims through simplified procedures.

Finance

68. The Finance Office administers and ensures compliance with the Financial Regulations and Procedures and relevant legislative mandates. It applies the accounting policies and procedures of IRENA, in accordance with the Financial Regulations and Procedures and relevant standards. It ensures sound financial management of all resources made available to the Agency, as well as their effective and efficient use; accounts for and reports to the appropriate authorities on the use made of IRENA's financial resources; will prepare the necessary groundwork for the implementation of the financial components of a planned Enterprise Resource Planning system, in particular by providing specifications for changes and conducting user acceptance tests and ensuring implementation of the International Public Sector Accounting Standards (IPSAS).
69. The Office will ensure that activities implemented from all sources of funding are directed at improving internal controls; enhancing risk management; streamlining processes (in particular in the area of receipt, disbursement and processing of assessed contributions); strengthening information technology services; improving financial management, reporting and accounts; and improving services to meet clients' needs.
70. The Office will establish internal control systems in line with the Financial Regulations and Procedures. The Finance Policy Manual will be finalised. An interim reporting procedure, until the ERP is in place, will be implemented for both internal and external users reporting, which will require standardising existing reports and developing new ones. The Office will assist other support functions including fixed asset management.
71. The Finance Office processes the day to day accounting transactions, performs reconciliations and monthly closing entries. A review of the chart of accounts will be made. The Office is responsible for reviewing and processing of all receipts, payments, obligations and inter-office vouchers; analysis and reconciliation of accounts, including all receivables, payables, inter-office and bank accounts; review and consolidation of all accounts from satellite offices; provides advice on accounting and financial matters and related systems as well as the development of new cost-effective accounting policies, practices and procedures, as appropriate.
72. The Office is responsible for the payment of salaries and related allowances and other benefits; payments to staff upon separation from the Organisation; processing of payments to vendors and other contractors; processing of travel claims.

Table 15. Objectives, expected accomplishments and indicators of achievement

Objective: Effective, efficient and transparent financial management	
Expected accomplishments	Indicators of achievement
Continuing improvements in the quality and the accuracy of financial processing and the timely preparation of financial information for users	Absence of significant adverse audit observations relating to financial management and control
Developing an accurate, systematic and timely reporting process and providing users with clear and transparent reporting on a consistent basis	A positive audit opinion of the Board of Auditors on financial statements
Ensure the prudent investment of funds and to improve cash-management actions.	Maintenance of a loss-free record in safeguarding financial resources

Outputs

73. During 2011, the following final outputs will be delivered:
- a. Establish an IPSAS compliant chart of accounts;
 - b. Accounting, payroll, payment and disbursement of funds and treasury functions;
 - c. Annual financial statements and other financial reports;
 - d. Analysis of business processes in connection with ERP plans
 - e. Technical material (recurrent): financial statements; monthly reports on the status of contributions;
 - f. Provision of advice on accounting and financial matters and related systems to various offices;
 - g. Develop policies and procedures to safeguard financial resources.

Information and Communications Technology

74. The Information and Communications Technology (ICT) office provides a broad range of solutions and services to IRENA offices by enhancing technology to achieve the work programme targets. In 2011, ICT will strengthen service delivery operations aimed at enabling staff members, Members and other stakeholders to connect and share knowledge continuously. ICT targets to improve work efficiency with the newest tools, technologies and applications to increase transparency and accountability in the organisation.
75. Working closely with sub programmes, technical solutions will be developed to collaboratively meet the information technology needs, including unrestricted internet connectivity, state-of-the-art infrastructure supported by wireless network, printing, voice and audio-video technologies to enable personnel and programme partners to connect and share knowledge.
76. One virtual office environment with fully integrated information and communication offices in Abu Dhabi, Bonn and Vienna will be established. The three offices will be connected via site-to-site high-speed connectivity, in a cost-effective, scalable and secured manner for optimal information and knowledge exchange between staff members.
77. ICT acts as a focal point for IRENA's basic and strategic information technology requirements, and takes an active role in building the IT design, specification, branding, installation, implementation and operationalisation. It implements infrastructure, applications and security Health Checks as well as latest anti-virus tools, patches and upgrades. The office also provides regular data backups to ensure all users and operational data are secured.

Table 16. *Objectives, expected accomplishments and indicators of achievement*

Objective: To provide a broad range of solutions and state-of-the-art services that enable personnel to connect and share knowledge effectively and continuously	
Expected accomplishments	Indicators of achievement
(a) Improved office productivity, internal communications and automation of business processes; ICT operational management system in place	i. Development of ICT operational policies and procedures. ii. Provision of monthly ICT service reports
(b) ICT infrastructure for IITC established	i. Installation of a secure site-to-site data link providing transparent user data communication ii. Implementation of a remote support model for IITC staff members
(c) Enhanced and improved website features and hardware infrastructure	i. Additional layer of security and replacing redundant hardware architecture enhance security and high availability of website ii. New design and functionality implemented
(d) Improved office productivity, internal communication and automation of business processes	i. Intranet SharePoint Portal and departmental sites for document exchange and management. ii. Automation of business processes for more transparent and paperless environment

Outputs

78. During 2011, the following final outputs will be delivered:
- a. Development and implementation of an intranet application (SharePoint 2010) to improve office productivity, internal communications and automation of business processes;
 - b. Analysis and design of the business processes for Human Resources, Finance and Procurement;
 - c. Preparation for ERP implementation;
 - d. Updated ICT operational policies and procedures documentation;
 - e. ICT Call Log maintained and reported;
 - f. Change Management Process adapted;
 - g. Implementation of Patch Management Process.

Procurement and General Services

79. The main objectives of the Procurement and General Services Office include: ensuring continued efficient, effective and high-quality support in the areas of procurement, facilities management, archives, mail operations and records management. The Office will focus on ensuring efficiency and transparency in the area of procurement.
80. The Office is responsible, in coordination with the host country, for the management and operation of the existing physical facilities; the preservation and servicing of records with continuing value in support of the Organisation's operational, informational, legal and other needs. The Office is also responsible for the management of the mail operations.

Table 17. Objectives, expected accomplishments and indicators of achievement

Objective: To ensure efficient, effective and high quality support in the areas of procurement and facilities management.	
Expected accomplishments	Indicators of achievement
Transparent, effective, and efficient procurement of goods and services	Full compliance with the procurement requirements, and timely provision of services
Developing an accurate, systematic and timely reporting process and providing users with clear and transparent reporting on a consistent basis	A positive audit opinion of the Board of Auditors on procurement activities
Ensure effective and efficient provision of general services	Timely provision of general services

Outputs

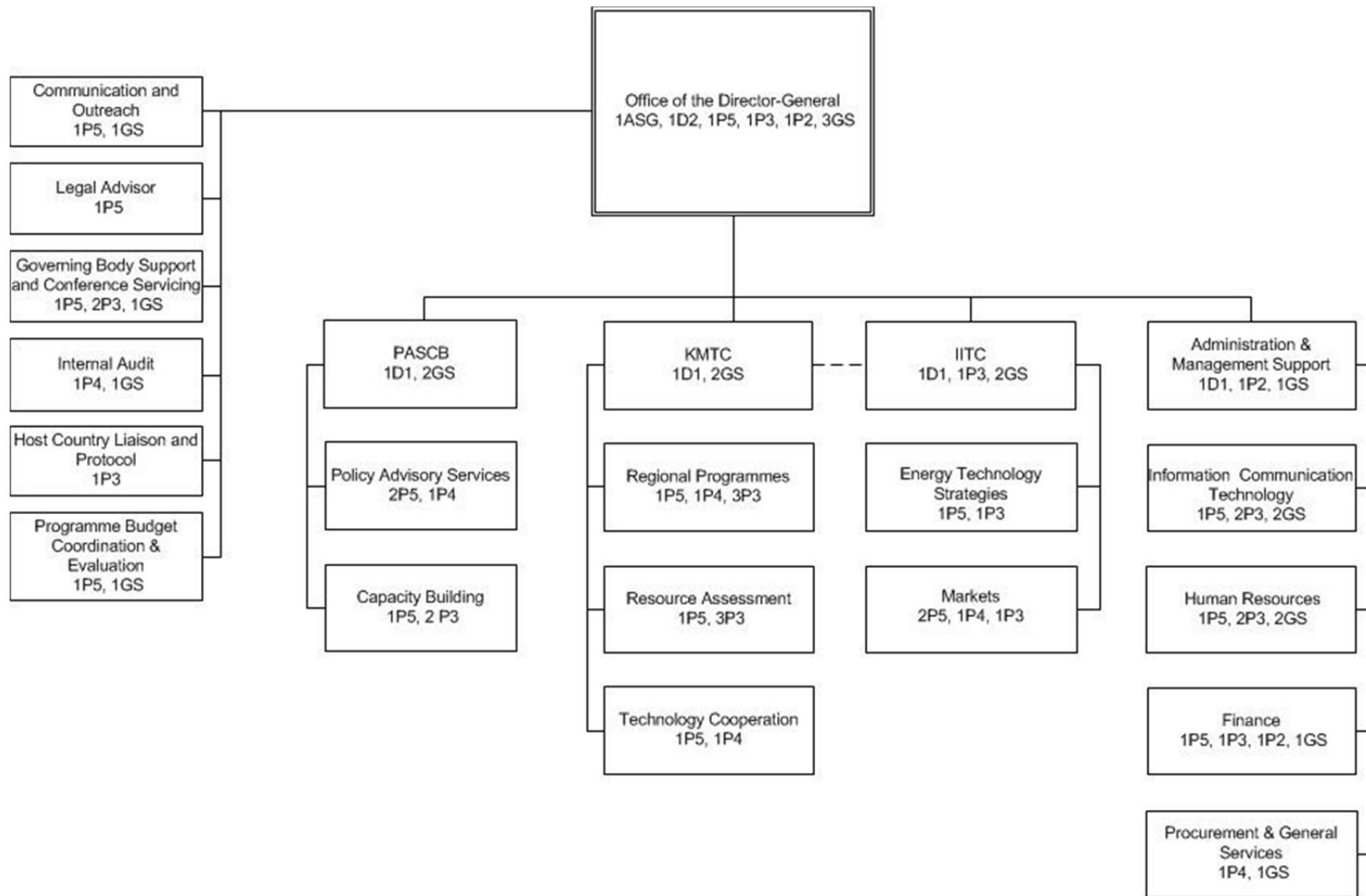
81. During 2011, the following final outputs will be delivered:
- New Procurement and General Services procedural manuals;
 - Maintenance of supplier database;
 - Technical and substantive archives and records management;
 - Asset and inventory services: efficient and effective management of all non-expendable property and equipment;
 - Mail operations services: provision of means of transmitting official correspondence and material through the worldwide pouch and postal service and the messenger service within the Headquarters complex;
 - Liaising with host country on building custodial services;
 - Procurement services: posting of procurement plans and upcoming procurement opportunities; preparation and issuance of tenders.

Table 18. Resource requirements: Administration and Management Support

Category	Resources 2011	Posts 2011
Core budget		
Post	1,877,600	19
Non-post	974,500	
Subtotal	2,852,100	19
Voluntary Contributions	1,003,000	-
Total	3,855,100	19

1. The overall level of resources for the Division for Administration and Management Support under the core budget amounts to \$2,852,100, providing \$1,877,600 for 19 posts (1 D-1, 3 P-5, 1 P-4, 5 P-3, 2 P-2, 1 GS/PL and 6 GS/OL) and \$974,500 for non-post requirements as follows:
- a. General temporary assistance to replace staff on sick or maternity leave;
 - b. Specialised expertise not available in IRENA in the areas of human resources, finance and procurement;
 - c. Seconded personnel;
 - d. Travel of staff to attend training programmes, and to conduct assessments of information technology and financial systems requirements of the Bonn and Vienna offices;
 - e. Training of staff;
 - f. Contractual services related to information technology requirements including proprietary software, email security, telecommunications services, equipment warranties and upgrade of hardware infrastructure;
 - g. Office supplies and materials.

Annex 1
IRENA Organisational structure and post distribution for 2011



Annex II

IRENA Scale of Contributions for 2011

States	UN Factor (%)	Adjusted Contribution (%)	Contribution to IRENA 2011 (USD)
Afghanistan*	0.004	0.005	642
Albania	0.010	0.012	1,606
Algeria*	0.128	0.155	20,555
Angola*	0.010	0.010	1,326
Antigua and Barbuda	0.002	0.002	321
Argentina*	0.287	0.348	46,089
Armenia	0.005	0.006	803
Australia	1.933	2.341	310,418
Austria*	0.851	1.031	136,661
Azerbaijan*	0.015	0.018	2,409
Bahrain*	0.039	0.047	6,263
Bangladesh	0.010	0.010	1,326
Belarus	0.042	0.051	6,745
Benin*	0.003	0.004	482
Bosnia and Herzegovina	0.014	0.017	2,248
Brunei Darussalam*	0.028	0.034	4,496
Bulgaria	0.038	0.046	6,102
Burkina Faso*	0.003	0.004	482
Cambodia*	0.003	0.004	482
Cameroon*	0.011	0.013	1,766
Cape Verde	0.001	0.001	133
Central African Republic*	0.001	0.001	133
Chad*	0.002	0.002	321
Chile*	0.236	0.286	37,899
Colombia*	0.144	0.174	23,125
Comoros*	0.001	0.001	133
Congo*	0.003	0.004	482
Costa Rica*	0.034	0.041	5,460
Côte d'Ivoire*	0.010	0.012	1,606
Croatia*	0.097	0.117	15,577
Cyprus	0.046	0.056	

			7,387
Czech Republic*	0.349	0.423	56,045
Democratic Republic of the Congo*	0.003	0.004	482
Denmark	0.736	0.891	118,193
Djibouti*	0.001	0.001	133
Dominican Republic	0.042	0.051	6,745
Ecuador	0.040	0.048	6,424
Egypt*	0.094	0.114	15,095
Eritrea	0.001	0.001	133
Estonia*	0.040	0.048	6,424
Ethiopia*	0.008	0.010	1,285
Fiji	0.004	0.005	642
Finland	0.566	0.685	90,893
France	6.123	7.415	983,284
Gabon*	0.014	0.017	2,248
Gambia	0.001	0.001	133
Georgia	0.006	0.007	964
Germany	8.018	9.710	1,287,599
Ghana*	0.006	0.007	964
Greece*	0.691	0.837	110,967
Grenada*	0.001	0.001	133
Guatemala*	0.028	0.034	4,496
Guinea*	0.002	0.002	321
Guinea-Bissau*	0.001	0.001	133
Honduras*	0.008	0.010	1,285
Iceland	0.042	0.051	6,745
India	0.534	0.647	85,754
Iran*	0.233	0.282	37,417
Iraq*	0.020	0.024	3,212
Ireland*	0.498	0.603	79,973
Israel	0.384	0.465	61,666
Italy*	4.999	6.054	802,782
Japan	12.530	15.175	2,012,175
Jordan*	0.014	0.017	2,248
Kazakhstan*	0.076	0.092	12,205
Kenya	0.012	0.015	1,927
Kiribati*	0.001	0.001	133

Kuwait*	0.263	0.319	42,235
Kyrgyzstan*	0.001	0.001	133
Latvia	0.038	0.046	6,102
Lebanon*	0.033	0.040	5,299
Lesotho	0.001	0.001	133
Liberia*	0.001	0.001	133
Libyan Arab Jamahiriya*	0.129	0.156	20,716
Liechtenstein	0.009	0.011	1,445
Lithuania	0.065	0.079	10,438
Luxembourg	0.090	0.109	14,453
Madagascar*	0.003	0.004	482
Malaysia	0.253	0.306	40,629
Maldives	0.001	0.001	133
Mali	0.003	0.004	482
Malta*	0.017	0.021	2,730
Marshall Islands	0.001	0.001	133
Mauritania*	0.001	0.001	133
Mauritius	0.011	0.013	1,766
Mexico	2.356	2.853	378,347
Monaco	0.003	0.004	482
Mongolia	0.002	0.002	321
Montenegro	0.004	0.005	642
Morocco*	0.058	0.070	9,314
Mozambique	0.003	0.004	482
Nauru	0.001	0.001	133
Nepal*	0.006	0.007	964
Netherlands	1.855	2.247	297,892
Nicaragua	0.003	0.004	482
Niger	0.002	0.002	321
Nigeria	0.078	0.094	12,526
Norway	0.871	1.055	139,873
Oman	0.086	0.104	13,811
Pakistan*	0.082	0.099	13,168
Palau	0.001	0.001	133
Panama*	0.022	0.027	3,533
Papua New Guinea*	0.002	0.002	321
Peru*	0.090	0.109	14,453
Philippines*	0.090	0.109	14,453
Poland	0.828	1.003	132,967
Portugal*	0.511	0.619	82,061
Qatar	0.135	0.163	21,679

Republic of Korea	2.260	2.737	362,930
Republic of Moldova*	0.002	0.002	321
Romania	0.177	0.214	28,424
Rwanda*	0.001	0.001	133
Saint Vincent and the Grenadines*	0.001	0.001	133
Samoa	0.001	0.001	133
Sao Tome and Principe*	0.001	0.001	133
Senegal	0.006	0.007	964
Serbia	0.037	0.045	5,942
Seychelles*	0.002	0.002	321
Sierra Leone	0.001	0.001	133
Slovakia	0.142	0.172	22,804
Slovenia	0.103	0.125	16,541
Somalia*	0.001	0.001	133
South Africa	0.385	0.466	61,827
Spain	3.177	3.848	510,190
Sri Lanka	0.019	0.023	3,051
Sudan*	0.010	0.010	1,326
Swaziland	0.003	0.004	482
Sweden	1.064	1.289	170,866
Switzerland	1.130	1.369	181,465
Syrian Arab Republic*	0.025	0.030	4,015
Tajikistan*	0.002	0.002	321
The former Yugoslav Republic of Macedonia	0.007	0.008	1,124
Timor-Leste*	0.001	0.001	133
Togo*	0.001	0.001	133
Tonga	0.001	0.001	133
Tunisia*	0.030	0.036	4,818
Turkey*	0.617	0.747	99,083
Uganda*	0.006	0.007	964
United Arab Emirates	0.391	0.474	62,790
United Kingdom of Great Britain and Northern Ireland*	6.604	7.998	1,060,527
United Republic of Tanzania*	0.008	0.010	1,326
United States of America	22.000	22.000	2,917,200
Uruguay*	0.027	0.033	4,336
Uzbekistan*	0.010	0.012	1,606
Vanuatu*	0.001	0.001	133

Yemen*	0.010	0.010	1,326
Zambia*	0.004	0.005	642
Zimbabwe*	0.003	0.004	482
IRENA Budget	86.417	100	13,260,000

This calculation is based on the United Nations General Assembly Resolution 64/248 on “Scale of assessments for the apportionment of expenses” of 24 December 2009¹⁴. It has been adjusted to the number of IRENA Members and Signatories who are UN member states, and does not include the European Union.

States with an asterisk reflect Signatories that have not yet ratified the IRENA Statute.

Pursuant to the decision 2010/385/EU of the Council of the European Union of 24 June 2011, the European Union as a party to IRENA Statute is also requested to contribute to IRENA budget.

¹⁴In force for the period 2010-2012.

Fifth session of the Preparatory Commission

3 April 2011

PROVISIONAL AGENDA

4 April 2011	PLENARY
09.00 – 09.15	1. Opening of the session
09.15 – 09.45	2. Organisation of work e. Adoption of the agenda f. Election of officers
09.45 – 10.00	3. Provisional Rules of Procedure of the Assembly and of the Council
10.00– 10.30	Organisation of work (continuation of item 2) g. Appointment of a Credentials Committee h. Participation of observers
10.30 – 10.45	4. Report of the Depositary
10.45 – 11.15	5. Election of the members of the Council
11.15 – 11.45	6. Report on the activities of the Preparatory Commission
11.45 – 12.00	7. Transfer of assets and liabilities from the Preparatory Commission to IRENA and other transitional arrangements
12.00 – 14.00	LUNCH
14.00 – 14.15	8. Designation of the permanent seat of the Agency
14.15 – 14.30	9. Permanent emblem of IRENA
14.30 – 18.00	10. High Level Segment (Details to be announced)
18.00	11. Closure

5 April 2011	PLENARY
09.00 – 09.30	12. Host Country Agreements
09.30 – 09.45	13. Staff Regulations
09.45 – 10.00	14. Staff Provident Fund
10.00 – 10.15	15. Secondment of personnel
10.15 – 10.30	16. Interim Financial Regulations
10.30 – 10.45	17. Agreement on Privileges and Immunities for IRENA
10.45 – 12.30	18. Proposed Work Programme and Budget for 2011
12.30 – 14.00	LUNCH
14.00 – 14.15	19. Appointment of the Director-General
14.15 – 14.30	20. Multilingualism
14.30 – 14.45	21. Establishment of Committees
14.45 – 15.15	22. Organisation of the second session of the Assembly <ul style="list-style-type: none"> a. Designation of the date of the second session of the Assembly b. Designation of the members of the bureau of the second session of the Assembly
15.15 – 15.30	23. Any other business
15.30 – 15.45	24. Report of the Credentials Committee
16.00	25. Closure of the session

5 April 2011	Ministerial Round Table (Parallel morning session)
09.00 – 12.30	Theme: The Strategic Needs for a Clean Energy Future

Fifth session of the Preparatory Commission
3 April 2011

**Annual report of the Interim Director-General to the fifth session of
the Preparatory Commission for the International Renewable
Energy Agency on the implementation of the 2010 Work Programme
and Budget**

Executive Summary

This report is submitted pursuant to the Preparatory Commission decision PC.4/DC.6 on the Provisional Work Programme and Budget of the Preparatory Commission for 2011. It provides supplementary information to the Report of the Implementation of the 2010 Work Programme which was submitted by the Secretariat to the fourth session of the Preparatory Commission in October 2010.

Table of Contents

I. Introduction	142
A. Executive Direction	142
B. Administrative Support services	143
C. Communication and Outreach	144
D. Knowledge Management	145
E. Innovation and Technology	145
F. Advisory and Capacity Building Programmes	146
Annex I: Human resources	148
<i>Table 1: Post occupancy in 2010</i>	148
<i>Figure 1: Fixed term and seconded personnel</i>	150
Annex II: Budgetary resources	151
<i>Table 2: List of contributions (in USD)</i>	151
<i>Table 3: 2010 contributions and pledges</i>	156
<i>Table 4: 2010 Expenditure / Commitments by programme elements (in USD 000s)</i>	157
<i>Table 5: 2010 expenditure by object of expenditure (in USD 000s)</i>	158
<i>Table 6: Expenditures for seconded personnel (in USD)</i>	158

I. Introduction

1. This report is submitted pursuant to the Preparatory Commission decision PC.4/DC.6. The report provides supplementary information on the activities of the Secretariat, with the emphasis on the period from 1 November until 31 December 2010, which was not covered in the Report on the Implementation of the 2010 Work Programme presented to the Commission in its fourth session on 24-25 October, 2010 in Abu Dhabi, United Arab Emirates.

A. Executive Direction

2. The Executive Direction is responsible for the provision of overall leadership and direction in the implementation of the mandate of the Commission. It oversees the execution of the programmatic activities of the Commission and guides and supports the establishment of the internal management processes and institutional structures of the nascent organisation. Furthermore, the Executive Direction is responsible for strategy development and programmatic planning, support of the governing bodies of the Commission and communication with Members, as well as the internal audit.

3. The Executive Management lead the continuation of the implementation of the 2010 Work Programme of the Commission as decided at the fourth session of the Commission (PC.4/DC.6). It also coordinated the development of the Provisional Work Programme and Budget for 2011.

4. The report of the Financial and Organizational Review Team (FROT), submitted to the Secretariat in August 2010, pointed out a number of shortfalls related to the financial, managerial and human resources activities. Pursuant to the paragraph 1 of PC.4/DC.5, the Executive Management focused on improving the functioning of the organization through implementation of the FROT action plan.

5. Upon taking office on 1 November 2011, the new management team immediately began preparations for the exceptional external audit. Due to the limited procurement capacity at the Secretariat, the tendering process was outsourced to the World Food Programme (WFP), a United Nations organization that has its global logistical hub in Dubai, United Arab Emirates. WFP managed the tendering process with substantive input from the Secretariat, including in technical and financial evaluations of bids. This resulted in the selection of Ernst and Young, which commenced its work in January 2011.

6. The Interim Director-General withdrew all prior delegation of authority, formal and informal, on 1 November 2010, in order to ensure that all decisions made were in compliance with the applicable rules and regulations, and within the resources available to the organization.

7. The Executive Management guided the process of addressing all issues contained in the FROT report, in particular in the areas of human resources, finance and procurement, in order to ensure robust control systems, strengthen accountability and streamline processes and create an efficient and transparent organisation.

8. The legal function was strengthened to ensure the necessary legal support for the implementation of the FROT recommendations, and to prepare for the transition to a fully-fledged Agency. Specifically, this

support was necessary for the institutional, human resources, procurement and financial issues within the Secretariat and the preparation of documents for fifth session of the Preparatory Commission and the Assembly. Input was provided, among other things, on the Staff and Financial Regulations and Rules, the establishment of a Staff Provident Fund, staff and commercial contracts, and the housing agreement with the host country.

9. The development of a Mid-Term-Strategy to position IRENA globally was initiated but not completed by the end of 2010. In December 2010, the Executive Management hosted a brainstorming session with renewable energy experts and Secretariat staff in order to stimulate the strategy discussion and facilitate the development of the Work Programme for 2011. The Interim Director-General also initiated contact with different stakeholders, in order to explore cooperation opportunities and potential synergies. This included meetings with international organizations, such as IEA, IPCC, REEEP, REN 21, UNIDO, WIPO, WMO, and associations such as GWEC and REN Alliance, and participation in the CoP 16 in Cancun, Mexico.

10. During the last two months of 2010, substantive, administrative and logistical support was provided to the Commission's Working Groups. In addition, preparations were commenced for the Informal meeting of Chairs and Vice-Chairs of Working Groups on 19 January, 2011, and fifth session of the Preparatory Commission and the first session of the Assembly in April 2011.

B. Administrative Support services

11. As mandated by the Preparatory Commission, the main focus of the last two months of 2010 was on strengthening of the administrative support services. Immediate action was taken to rectify some of the existing problems, consistent with long-term needs.

12. Human Resources. With the exception of one staff members whose recruitment was underway, no new recruitment was initiated. Overall, the human resources function was strengthened and great progress has been made with respect to the institutionalization of human resources systems and processes. Expert assistance was brought in and new systems and procedures were introduced to ensure transparency of human resources management, as well as compliance with the United Nations Common System.

13. The Human Resources Office was also tasked with the primary management of the payroll, to ensure proper checks and balances. In December 2010, the issuance of pay slips was introduced. Furthermore, procedures have been introduced to ensure that staff comply with their financial obligations, such as the payment of private telephone calls, and repayments of advances received with respect to housing. Arrangements have been made for deduction of the Staff Provident Fund staff portion, as well as the organization's contribution, to be deposited in separate bank accounts for those staff who were given new contracts in accordance with applicable regulations and rules.

14. At present, the development of a human resources manual is underway. The manual will address all aspects of human resources management including recruitment, performance evaluation, and administration of allowances and benefits.

15. Finance and procurement. Efforts have been made to strengthen financial and procurement functions of the organization. Some progress has been made, but the lack of systems, as well as the fact that financial management is done manually, which is prone to human error, requires further

improvements. Action has been taken to address specific problems and reduce risks. All transactions are verified by the office of IDG to ensure that sufficient resources are available, and that the expenditures are necessary and in accordance with the organizational priorities. This allowed the management to have a full overview and control over the organizational financial situation.

16. Due to the fact that the organization provides advance payment for staff housing, specific language was included in rental agreements to minimize organizational liability in the case of early departure of staff for whom the organization has advanced annual rent.

17. A procurement manual had been promulgated in October 2010. However, upon review, the management was not satisfied that it met the needs of an international organization that uses public funds. As a result, a Memorandum of Understanding was signed with the World Food Programme (WFP), which has its global support headquarters in Dubai, to enable the organization to outsource the procurement process when necessary. This service is provided by WFP on a cost-recovery basis, which is 7.5% of the cost of the contract. To date, this system was used only for the procurement of an exceptional private audit.

18. Accounting, reporting and forecasting procedures have been aligned more strictly with the Financial Regulations in force. This included a greater use of Quick Books, which now allows for real-time financial information. Robust certifying and approving procedures were put in place to ensure proper administration and management of the organization's financial resources.

19. With regard to Information Technology (IT), relevant infrastructure has been put in place, and the systems continue to be improved and enhanced. New applications and services continued to be developed. With the financial assistance from the host country, SharePoint software was purchased in order to assist in improving efficiency and transparency, and foster information sharing within the organization. SharePoint will integrate all documents in one place with strict access security. It will provide capability for e-business processes, such as official travel, time management, cash reimbursements, etc., which will improve transparency as there will be an electronic audit trail of approvals and certifications. The development of an integrated virtual office space allowing for an optimal exchange of information and knowledge between staff members stationed in Abu Dhabi, Bonn and Vienna has also been initiated.

C. Communication and Outreach

20. The Communications and Outreach Office within the Secretariat assisted in the day-to-day operations of the Office of the Interim Director-General, and other departments as required. Due to the limited capacity of the office, as well as the focus on institutional issues, only partial progress has been made with respect to the promotion of IRENA's programmatic activities. Efforts have been made to improve the quality and reach of information coming from IRENA. It is anticipated that this Office will become more active once a new Work Programme has been adopted and the substantive work of the organization takes precedence over institutional issues.

21. An in-depth analysis of the broader framework and identification of cooperation possibilities has not been carried out, nor has an outline of long-term cooperation been established. The organization is still in the process of positioning itself in a broader context, and any strategic position will be influenced by the mid-term strategy of IRENA which is being developed. The Secretariat has however

been in contact with a range of relevant actors, which has resulted in a number of cooperation projects:

- i) A cooperation framework with the Ecowas Regional Center for Renewable Energy and Energy Efficiency (ECREEE) was initiated, aimed at policy development, capacity building, renewable energy resource assessment, knowledge management, establishment of regional networks, and awareness raising.
- ii) Participation in the REN21 steering committee, and observer status at the Intergovernmental Panel on Climate Change (IPCC).
- iii) Input was provided to the United Nations Framework Convention on Climate Change's (UNFCCC) Expert Group on Technology Transfer's (EGTT) report on options to facilitate international collaboration technology R&D to address climate change.

D. Knowledge Management

22. As a knowledge based organisation, the management of various renewable energy related knowledge such as quantitative and qualitative data, models, studies, and technical standards is a cornerstone of the Secretariat's day-to-day work. The conceptualisation and implementation of an overall strategy for knowledge management was therefore planned for 2010, as well as a review of existing data and information, and the launch of a policy database. Desk reviews, of 10 countries from the regions of Africa, Asia and the Middle East, to reflect the present status of the energy mix as well as the policy and regulatory framework in the renewable energy sector, was completed. Implementation of the knowledge management strategy is articulated in the proposed Work Programme for 2011.

23. The Secretariat's statistics team began an assessment of existing energy statistics databases and resources available on worldwide scale. Contacts were established with four major institutions active in the field of energy statistics, namely the IEA, the UN, APEC and Eurostat. An agreement on data sharing with the IEA was successfully concluded, and the team focused on collection of data not already contained in the IEA database. The Secretariat attended expert level workshops of the IEA Energy Statistics Working Group and of the Eurostat Renewable Energy Statistics Working Group with the aim of improving its conceptual approach towards a global database. Moreover, the structure of the global statistics database was designed and the work on the conceptual framework for an IT based statistical application has been initiated. It is anticipated that the database will be accessible by the fourth quarter of 2011.

E. Innovation and Technology

24. As articulated in the Work Programme for 2010, the Innovation and Technology sub-programme aims at identifying relevant research needs, fostering cooperation amongst its Members and with involved stakeholders, and identifying promising innovative technologies and related framework conditions. However, due to the fact that IRENA Innovation and Technology Centre in Bonn was not established in 2010, the majority of related activities were not carried out.

25. The Secretariat has initiated desk research in order to identify relevant R&D key stakeholders and innovation centres. IRENA developed a concept for a Renewable Energy Technology Database (RET-DB) to facilitate the access to renewable energy technologies and evaluate the available technology options for each energy use. The World Intellectual Property Organisation (WIPO) was

identified as an Organization with an extensive database of technology related information that would be beneficial to stakeholders. In November 2010, it was agreed to strengthen cooperation with WIPO, specifically with the establishment of IRENA's RE Technology Database (RET-DB). Built in partnership with the World Intellectual Property Organization (WIPO), RET-DB will provide accurate and up-to-date information on renewable energy technologies, the technology trends, and technology opportunities. The RET-DB will help policy makers and investors to evaluate the best technological options for a given region, over time. The database scope includes technical characteristics, patent activities, cost components, best practices, markets, and impact assessments.

26. RET-DB will address all types of renewable energies and all geographical regions. IRENA will ensure that developing countries in particular will be able to access RET-DB to raise technology awareness and facilitate technology transfer. Collaborations with key stakeholders such as IEA and US DOE will avoid redundancy, save time and resources. Other partners will be identified during the implementation of the project. Specific national information such as installation capacity and suitability of technologies will be collected from the Member States.

27. In order to identify possible fields of cooperation with the Major Economies Forum (now replaced by the Clean Energy Ministerial), an analysis of the Technology Action Plans on bioenergy, solar, wind, marine energy, and smart grids was undertaken. The Secretariat engaged in discussions on capacity building related initiatives of the MEF during several meetings.

F. Advisory and Capacity Building Programmes

28. Enhancing access to knowledge, technology and financing was identified as main aim of this section of the 2010 Work Programme and Budget. It was envisaged to develop a methodological approach for structured policy and financial advice as well as for IRENA's capacity building activities, complete its first pilot project in Tonga, organise two regional workshops, and to undertake a review of literature and experiences of innovative renewable energy strategies, financial mechanisms and training and education programmes in the field.

29. The Secretariat initiated a review of existing approaches for policy advice of other organizations, including the World Bank, GEF, UNDP, IEA, REEEP, and REN21 in order to identify synergies and potentials for cooperation. A total of 30 organisations and institutions had been reviewed; results will be summarised in a discussion paper to be prepared and discussed in roundtable meeting with relevant stakeholders in the first half of 2011.

30. A review of literature of existing analyses and data sources on renewable energy financing was conducted to identify research needs and potentials for cooperation. Informal consultations were initiated with a number of institutions active in the field, including the Asian Development Bank (ADB), Bloomberg New Energy Finance (BNEF), the Alliance for Rural Electrification (ARE), the Basel Agency for Sustainable Energy (BASE), or E+Co to understand how IRENA could facilitate their work in future.

31. A concept for an 'IRENA Renewable Energy Learning Platform' (IRELP) was developed for the purpose of enhancing and promoting education and training within the renewable energy sector. The platform will consist of the following elements: A global database on renewable energy education and training providers; a community of renewable energy and education experts; a library with education and training materials and best practices; and e-learning services. Consultations with major

stakeholders that are undertaking related endeavors or have undertaken considerable efforts already were initiated with the aim of establishing close cooperation, especially with the Clean Energy Ministerial and REEEP.

32. The Secretariat initiated a dialogue with Masdar Institute of Science and Technology on the enhancement of the joint Scholarship programme which initially not resulted in sufficient qualified students. The Secretariat is currently working on a comprehensive approach ensuring better outreach of the programme, and closer coordination with the Masdar Institute.

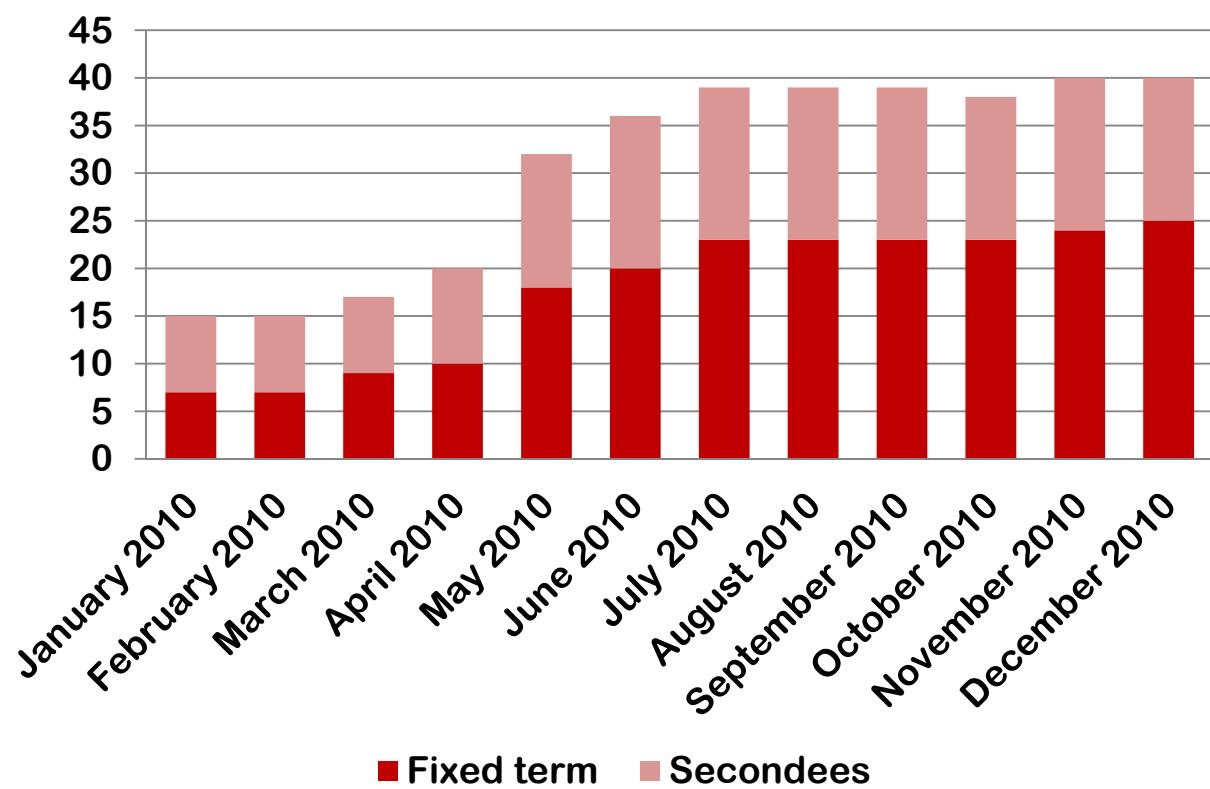
33. Two new projects have been initiated to assess renewables readiness in Africa and Pacific Island Countries. The renewable energy reports will aim to improve the understanding of the obstacles and opportunities for renewables in the respective regions. They will clarify priorities and actions needed and will be the base to develop holistic strategies for the deployment of renewable energies, including the required policy and legal frameworks and measures to build local human and institutional capacity. An initial overview of relevant stakeholders in the region and existing studies was undertaken.

Annex I: Human resources*Table 1: Post occupancy in 2010*

Post	Envisaged	Current	Occupancy (in month)
Executive Direction			
Interim Director-General	ASG	ASG	12
Deputy Director-General [<i>vacant</i>]	D2	-	0
Chief of Staff	P	P5	12
Special Assistant	-	<i>Seconded</i>	2
Senior Adviser Legal	-	<i>Seconded</i>	2
Unclassified [<i>vacant</i>]	P	-	
Internal Auditor [<i>vacant</i>]	P	-	
Personal Assistant to the Interim Director-General	GS	GS6	12
Personal Assistant to the Interim Director-General	GS	GS6	11
Press and Public relations			
Press and Public Relations Officer	P	P5	8
Unclassified [<i>vacant</i>]	GS		
Planning and strategic management			
Planning & Strategy Manager	P	P4	6
Governance and internal communication			
Internal Communications Officer	P	P3	12
Governance Officer	P	P3	12
Project Officer-General Management	-	<i>Seconded</i>	7
Administrative support services			
Human Resources			
Unclassified [<i>vacant</i>]	2P and 2GS	-	0
Public Relations Officer	-	<i>Seconded</i>	12
HR Officer	-	<i>Seconded</i>	12
HR Officer	-	<i>Seconded</i>	9
HR Officer	-	<i>Seconded</i>	10
Budget and financial issues			
Chief Financial Officer	P	P5	7
Senior Accountant	P	P3	9
Junior Accountant	-	P1	7
Unclassified [<i>vacant</i>]	2GS	-	0
Accountant	-	<i>Seconded</i>	8
Accountant	-	<i>Seconded</i>	3
Information Technology			
Chief Information Officer	P	P5	8
IT Operations Manager	P	P3	5
Web Manager	P	P2	9
Unclassified [<i>vacant</i>]	P	-	0
IT Officer	-	<i>Seconded</i>	5
IT Officer	-	<i>Seconded</i>	5

Post	Envisaged	Current	Occupancy (in month)
Legal Issues (Office of Legal Affairs)			
Legal Adviser	P	P5	5
Administrative Services			
Head of Support Services	P	P5	10
Receptionist	GS	GS5	7
Procurement & Logistics Officer	-	P4	8
Receptionist	-	GS5	7
Cooperation Networks			
Unclassified [vacant]	4 P/1GS	-	0
Knowledge Management			
Project Officer-Knowledge Management MENA	P	P3	6
Project Officer-Knowledge Management Sub Saharan Africa	P	P3	6
Project Manager-Renewable Energy Statistics	P	P3	7
Policy & Scenarios Regional Manager	P	P3	8
Unclassified [vacant]	2P and 1GS	-	0
Project Officer-Energy Statistics	-	<i>Seconded</i>	7
Project Officer-Energy Statistics	-	<i>Seconded</i>	7
Innovation & Technology			
Director [vacant]	D1	-	0
Director (Bonn) [vacant]	D1	-	0
Project Officer-Wind Technologies	P	P3	1
Project Manager-Solar Technologies	P	P5	2
Unclassified [vacant]	4P and 2GS	-	0
Unclassified [vacant]	8P and 4GS	-	0
Head of Innovation & Technology	-	<i>Seconded</i>	7
Project Officer-Innovation & Technology	-	<i>Seconded</i>	8
Project Officer-Renewable Energy Potentials	-	<i>Seconded</i>	8
Advisory and capacity building programmes			
Director	D1	D1	2
Officer Programmes, Capacity Building and Outreach	-	<i>Seconded</i>	10
Unclassified [vacant]	6 P and 1 GS	-	0
Project Officer-Climate Change	-	<i>Seconded</i>	7
Project Officer-Capacity Building	-	<i>Seconded</i>	7
Project Officer-Energy Policy	-	<i>Seconded</i>	7
Policy Project Manager	-	<i>Seconded</i>	8

Figure 1: Fixed term and seconded personnel



Annex II: Budgetary resources

Table 2: List of contributions (in USD)

**Total amount of voluntary contributions in 2010
(including 2009 surplus waivers): USD 6,750,296**

Country	Assessed voluntary contributions ¹⁵	New members ¹⁶	Contributions received	Additional contributions received ¹⁷
Afghanistan	696	-	-	-
Albania	1,739	-	-	-
Algeria	22,257	-	-	-
Angola	1,369	-	1,344	-
Antigua & Barbuda	348	-	-	-
Argentina	49,905	-	-	-
Armenia	869	-	965	-
Australia	336,120	-	-	-
Austria	147,976	-	77,220	-
Azerbaijan	2,608	-	2,593	-
Bahrain	6,782	-	6,767	-
Bangladesh	1,369	-	1,354	-
Belarus	7,303	-	-	-
Benin	522	-	-	-
Bosnia and Herzegovina	2,434	-	2,434	-
Brunei Darussalam	4,869	-	4,827	-
Bulgaria	6,608	-	6,608	-
Burkina Faso	522	-	-	-
Cambodia	522	-	-	-
Cameroon	1,913	-	-	-
Cape Verde	137	-	-	-
Central African Republic	137	-	-	-

¹⁵ These voluntary contributions are calculated according to the indicative IRENA adjusted scale of contributions (based on UN GA Resolution 64/248) as adopted by Members through PC.3/DC.6 and PC.4/DC.6 respectively.

¹⁶ For those countries that signed the Statute after 17 January 2010, the appropriate pro rata temporis contribution was calculated pursuant to the Interim Financial Regulations for the Preparatory Commission (PC.2/DC.4, regulation 6.4) and based on the date of signature of the IRENA Statute.

¹⁷ For 2009, Members did not contribute to the Commission's budget according to any pre-defined scale. At the end of the year, there was an accumulated surplus of USD 4,015, 701. According to the Interim Financial Regulations for the Preparatory Commission (PC.2/DC.4, regulation 4.5), any cash surplus in the budget at the close of any financial period was to be apportioned among Members in proportion to their paid voluntary contributions and to be surrendered to the respective Members as of 1 January following the year in which the audit of the accounts of the financial period was completed and in a manner to be determined by them. Certain Members waived their right to receive the surplus back. This was either taken against their respective assessed contribution for 2010 or 2011, or as displayed in the column "additional contributions received".

Country	Assessed voluntary contributions¹⁵	New members¹⁶	Contributions received	Additional contributions received¹⁷
Chad	348	-	15,791	-
Chile	41,037	-	-	-
Colombia	-	12,391	-	-
Comoros	137	-	-	-
Congo	522	-	-	-
Costa Rica	5,912	-	-	-
Cote D'Ivoire	1,739	-	-	-
Croatia	-	9,782	-	-
Cyprus	7,999	-	-	-
Czech Republic	60,686	-	-	-
Democratic Republic of Congo	522	-	-	-
Denmark	127,980	-	127,980	-
Djibouti	137	-	-	-
Dominican Republic	7,303	-	-	-
Ecuador	6,955	-	-	-
Egypt	16,345	-	-	-
Eritrea	137	-	-	-
Estonia	6,955	-	-	-
Ethiopia	1,391	-	-	-
Fiji	696	-	-	-
Finland	98,419	-	243,419	-
France	1,064,700	-	1,064,700	-
Gabon	2,434	-	-	-
Gambia	137	-	-	-
Georgia	1,043	-	1,028	-
Germany	1,394,213	-	1,394,213	-
Ghana	1,043	-	4,960	-
Greece	120,155	-	-	-
Grenada	137	-	-	-
Guatemala	4,869	-	-	-
Guinea	348	-	-	-
Guinea-Bissau	137	-	8,877	-
Honduras	1,391	-	-	-
Iceland	7,303	-	-	-
India	92,855	-	92,840	-
Iran (Islamic Republic of)	40,515	-	-	-
Iraq	3,478	-	3,463	-

Country	Assessed voluntary contributions¹⁵	New members¹⁶	Contributions received	Additional contributions received¹⁷
Ireland	86,595	-	-	-
Israel	66,772	-	-	-
Italy	869,253	-	-	-
Japan	2,178,784	-	-	-
Jordan	2,434	-	2,412	-
Kazakhstan	13,215	-	-	-
Kenya	2,087	-	2,063	-
Kiribati	137	-	-	-
Kuwait	45,732	-	-	-
Kyrgyzstan	137	-	-	-
Latvia	6,608	-	-	-
Lebanon	5,738	-	-	-
Lesotho	137	-	-	-
Liberia	137	-	-	-
Libyan Arab Jamahiriya	22,431	-	22,431	-
Liechtenstein	1,565	-	1,565	1,405
Lithuania	11,303	-	-	-
Luxembourg	15,650	-	68,814	-
Madagascar	522	-	-	-
Malaysia	-	29,205	-	-
Maldives	137	-	-	-
Mali	522	-	477	-
Malta	2,956	-	2,915	-
Marshall Islands	-	68	-	-
Mauritania	137	-	-	-
Mauritius	1,913	-	-	-
Mexico	-	162,752	-	-
Monaco	522	-	502	-
Mongolia	137	-	137	-
Montenegro	137	-	112	-
Morocco	10,085	-	9,793	-
Mozambique	-	435	-	-
Nauru	137	-	-	-
Nepal	1,043	-	-	-
Netherlands	322,557	-	-	-
Nicaragua	522	-	507	-
Niger	348	-	308	-
Nigeria	13,563	-	19,960	-

Country	Assessed voluntary contributions¹⁵	New members¹⁶	Contributions received	Additional contributions received¹⁷
Norway	151,454	-	151,454	-
Oman	14,954	-	-	-
Pakistan	14,259	-	-	-
Palau	137	-	-	-
Panama	3,825	-	-	-
Papua New Guinea	348	-	-	-
Peru	15,650	-	-	-
Philippines	15,650	-	15,635	-
Poland	143,977	-	15,985	-
Portugal	88,855	-	-	-
Qatar	-	11,643	-	-
Republic of Korea	392,981	-	392,981	126,991
Republic of Moldova	348	-	-	-
Romania	30,778	-	-	-
Rwanda	137	-	-	-
Saint Vincent & the Grenadines	137	-	-	-
Samoa	137	-	97	-
Sao Tome & Principe	137	-	-	-
Senegal	1,043	-	-	-
Serbia	6,434	-	6,434	-
Seychelles	348	-	696	-
Sierra Leone	137	-	137	-
Slovakia	24,692	-	-	-
Slovenia	17,910	-	-	-
Somalia	137	-	-	-
South Africa	66,946	-	66,946	-
Spain	552,434	-	334,151	-
Sri Lanka	3,304	-	0	-
Sudan	1,369	-	1,355	-
Swaziland	522	-	0	-
Sweden	185,014	-	185,014	195,370
Switzerland	196,491	-	-	-
Syrian Arab Republic	4,347	-	-	-
Tajikistan	348	-	-	-
The former Yugoslav Republic of Macedonia	1,217	-	-	-
Timor-Leste	137	-	-	-

Country	Assessed voluntary contributions¹⁵	New members¹⁶	Contributions received	Additional contributions received¹⁷
Togo	137	-	112	-
Tonga	137	-	137	-
Tunisia	5,217	-	-	-
Turkey	107,287	-	-	-
Uganda	1,043	-	865	-
United Arab Emirates	67,989	-	-	581,355
United Kingdom of Great Britain and Northern Ireland	1,148,339	-	1,148,339	-
United Republic of Tanzania	1,369	-	1,324	-
United States of America	3,011,800	-	-	-
Uruguay	4,695	-	-	-
Uzbekistan	1,739	-	-	-
Vanuatu	137	-	-	-
Yemen	1,369	-	1,329	-
Zambia	696	-	-	-
Zimbabwe	522	-	497	-
European Union	-	-	328,308	-
TOTAL	13,690,000	226,276	5,845,175	905,121

Table 3: 2010 contributions and pledges

2010 Contributions	Budgeted (in USD 000s)	Actual (in USD 000s)
Core Budget		
Assessed contributions	13,694	5,845
Additional contributions ¹⁸	-	905
Sub-Total Core Budget	13,694	6,750
Other Voluntary contributions		
Voluntary contributions from the German Government	2,400	701 ¹⁹
Voluntary contributions from the Austrian Government	678	-
Subtotal Other Voluntary contributions	3,078	701
TOTAL core budget and voluntary contributions	16,772	7,451
2010 Additional pledges	Budgeted	Actual
UAE bid		
Operations	2,900	1,531
Research	2,900	912 ²⁰
Workshops and conferences	1,600	1,600
Information Technology	2,377	2,377
Total UAE bid	9,777	6,420
GRAND TOTAL	26,549	13,871

¹⁸ For 2009, Members did not contribute to the Commission's budget according to any pre-defined scale. At the end of the year, there was an accumulated surplus of USD 4,015, 701. According to the Interim Financial Regulations for the Preparatory Commission (PC.2/DC.4, regulation 4.5), any cash surplus in the budget at the close of any financial period was to be apportioned among Members in proportion to their paid voluntary contributions and to be surrendered to the respective Members as of 1 January following the year in which the audit of the accounts of the financial period was completed and in a manner to be determined by them. Certain Members waived their right to receive the surplus back. This was either taken against their respective assessed contribution for 2010 or 2011, or as displayed in the column "additional contributions received".

¹⁹ Total commitment made of USD 701,104 for 2010. No expenditure from the 2010 commitment.

²⁰ Total commitment made of USD 893,705 for 2010. USD 18,435 actual expenditure.

Table 4: 2010 Expenditure / Commitments by programme elements (in USD 000s)

Programme	Core Budget	UAE	Germany	TOTAL
1. Executive direction	2,169	2,388	-	4,557
2. Administrative support services	2,154	2,820	-	4,974
3. Communication and outreach	58	-	-	58
4. Cooperation networks	-	-	-	-
5. Knowledge management ²¹	624	324	-	948
6. Innovation and technology	330	324	701 ²²	1,355
7. Advisory and capacity building programmes	524	564	-	1,088
Total	5,859	6,420	701	12,980

²¹ Included in UAE contribution no 5,6 & 7 is a commitment made by the UAE for research totaling USD 893,705. USD 18,435 actual expenditure occurred.

²² Included in the German contribution no 6 is a commitment made for the IRENA Innovation and Technology Center totaling USD 701,104. No expenditure from the 2010 commitment.

Table 5: 2010 expenditure by object of expenditure (in USD 000s)

Expenditure By Cost Element	Core Budget	UAE	Germany	TOTAL
A. Staff and other personnel costs	4,878	-	-	4,878
B. Contractual services	491	2,264	-	2,755
C. Duty travel	249	30	-	279
D. Acquisitions	228	1,554	-	1,782
E. Agency meetings and workshops	13	1,680	-	1,693
Total	5,859	5,528	-	11,387

Table 6: Expenditures for seconded personnel (in USD 000s)

Secondment allowances	2010
Total 1. Executive direction	67
Total 2. Administrative support services	218
Total 3. Communication and outreach	54
Total 4. Cooperation networks	
Total 5. Knowledge management	81
Total 6. Innovation and technology	140
Total 7. Advisory and capacity building programmes	200
Total	760

Fifth session of the Preparatory Commission

3 April 2011

Report on the activities of the Preparatory Commission

The present report has been submitted to Members of IRENA at the first session of the Assembly pursuant to the Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency²³, which requested the Preparatory Commission to prepare “a comprehensive report of its activities and all matters within its mandate to be submitted to the Assembly for its first meeting”²⁴. The report details the implementation of the Commission’s mandate during its existence. Members of IRENA considered the report at the first session of the Assembly on 5 April 2011. Since then it has been revised and completed to reflect the 7th meeting of the Administrative Committee and the 5th session of the Preparatory Commission on 2 and 3 April 2011.

²³ FC/Res.1

²⁴ FC/Res.1, paragraph 10. g

Contents

I	Introduction	161
A.	About the Preparatory Commission for IRENA	161
B.	Structure of the report	161
II.	The Preparatory Commission	162
A.	Existence	162
B.	Legal status	162
C.	Development of membership	162
D.	Sessions	164
E.	Decision making	164
F.	Observer participation	164
G.	Regulations and rules guiding the work of the Commission	165
H.	Administrative Committee	165
I.	Subsidiary bodies	166
J.	Selection of the interim seat	169
K.	Budgetary and financial matters	169
L.	Staff Provident Fund	171
III.	The Secretariat	171
A.	Structure of the Secretariat	171
B.	Offices of the Secretariat	172
C.	Staff	172
IV.	Preliminary implementation of the Statute's objectives	174
A.	Work Programmes of the Commission	174
B.	Implementation of the Work Programmes of the Commission	174
V.	Transition from the Preparatory Commission to IRENA	174
Annex I	Voluntary contributions received (in USD) as of 05.04.2011	176

I. Introduction

A. About the Preparatory Commission for the International Renewable Energy Agency

1. The Conference on the Establishment of the International Renewable Energy Agency, which took place on 26 January 2009 in Bonn, Germany, established the Preparatory Commission for the International Renewable Energy Agency (“Commission”). The Resolution on Establishing a Preparatory Commission for the International Renewable Energy Agency (“Resolution”) mandated the Commission to take all possible measures to ensure the rapid and effective establishment of the Agency until the IRENA Statute had been ratified by 25 countries and countries convened for the first session of the Assembly.

2. In particular, the Commission was established for the purposes of²⁵:

- a) carrying out the necessary preparations for the first meeting of the Assembly and for the effective and early coming into force and implementation of the Statute of the International Renewable Energy Agency [...], particularly by establishing the interim working structures that are necessary for this purpose;
- b) taking the necessary preliminary steps in order to ensure the early presence, profile and influence of the Agency in the international renewables field; and
- c) carrying out the necessary activities in order to ensure the effective preliminary implementation of the objectives of the Statute as soon as possible.

B. Structure of the report

3. The report is divided into four main parts.

1. The Commission itself, its existence, membership, sessions, subsidiary organs, legal framework and status, as well as budgetary and financial matters.
2. The Interim Secretariat of the Commission (“Secretariat”), its structure, staff and offices.
3. The preliminary implementation of the Statute’s objectives and the Work Programmes that were adopted by the Commission, as well as their implementation, detailed in reports submitted by the Secretariat.
4. The transition from the Commission to the International Renewable Energy Agency (“IRENA”) taking place at the fifth and last session of the Commission and the first and inaugural session of the Assembly on 3 April and 4 and 5 April 2011 respectively in Abu Dhabi, United Arab Emirates.

²⁵ FC/Res.1, paragraph 1

II. The Preparatory Commission

A. Existence

4. The Commission was established on 26 January 2009 in Bonn, Germany.
5. The Commission was to remain in existence until the Statute came into force and thereafter until the conclusion of the first session of the Assembly and the election of the Council in accordance with the Statute²⁶.
6. The Commission ceased to exist on 5 April 2011.

B. Legal status

7. The status of the Commission was set out in the Resolution, adopted by the States Signatories of the IRENA Statute. The Resolution expressly provided that the Commission “shall have international legal personality. Subject to national legislation, it may enjoy such domestic legal capacity as may be necessary for the exercise of its functions and the fulfilment of its purposes”.²⁷ It further provided that the “Commission may, for the further implementation of its purposes, carry out such activities of the Agency, as set out in the Statute, as may be necessary for the preliminary implementation of the Agency’s objectives”.²⁸

C. Development of membership

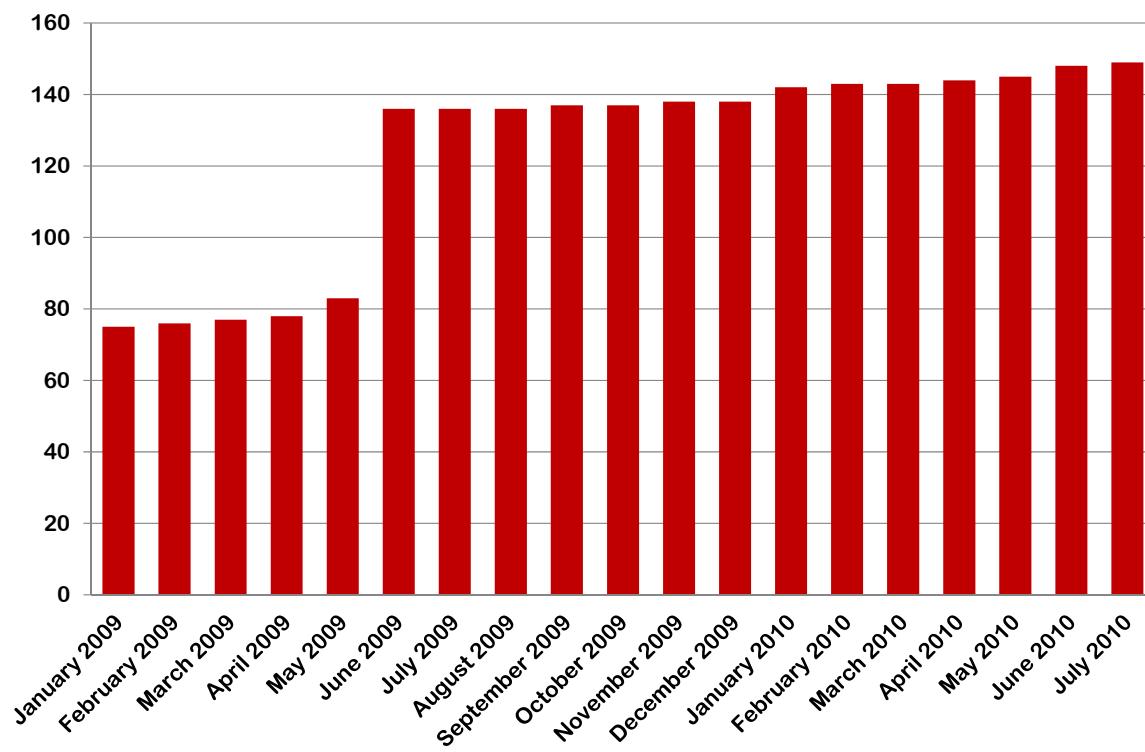
8. The Commission’s membership was composed of one representative of each of the Signatories of the IRENA Statute.

²⁶ FC/Res.1, paragraph 12

²⁷ FC/Res.1, paragraph 5

²⁸ FC/Res.1, paragraph 11

Figure 1. Development of the membership of the Commission



9. The following 75 States signed the Statute at the Founding Conference on 26 January 2009: Afghanistan, Algeria, Argentina, Armenia, Austria, Bahrain, Benin, Bulgaria, Burkina Faso, Cape Verde, Central African Republic, Chad, Chile, Comoros, Côte D'Ivoire, Cyprus, Democratic Republic of the Congo, Denmark, Djibouti, Egypt, Eritrea, Ethiopia, Finland, France, Gambia, Germany, Ghana, Greece, Guatemala, Guinea-Bissau, Honduras, Iceland, Iran (Islamic Republic of), Ireland, Israel, Italy, Jordan, Latvia, Liberia, Lithuania, Luxembourg, Madagascar, Mali, Mongolia, Montenegro, Morocco, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Norway, Peru, Philippines, Poland, Portugal, Republic of Korea, Republic of Moldova, Romania, São Tomé and Príncipe, Senegal, Serbia, Slovenia, Spain, Sweden, Syrian Arab Republic, Tajikistan, The former Yugoslav Republic of Macedonia, Tunisia, Turkey, Uganda, United Arab Emirates, Uruguay, Yemen, Zambia.

10. Subsequently, the European Union and the following 73 states signed the IRENA Statute until its entry into force on 8 July 2010 and became Members of the Commission: Albania, Angola, Antigua and Barbuda, Australia, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Brunei Darussalam, Cambodia, Cameroon, Colombia, Congo, Costa Rica, Croatia, Czech Republic, Dominican Republic, Ecuador, Estonia, Fiji, Gabon, Georgia, Grenada, Guinea, India, Iraq, Japan, Kazakhstan, Kenya, Kiribati, Kuwait, Kyrgyzstan, Lebanon, Lesotho, Libyan Arab Jamahiriya, Liechtenstein, Malaysia, Maldives, Malta, Marshall Islands, Mauritania, Mauritius, Mexico, Monaco,

Mozambique, Nauru, Oman, Pakistan, Palau, Panama, Papua New Guinea, Qatar, Rwanda, Saint Vincent and the Grenadines, Samoa, Seychelles, Sierra Leone, Slovakia, Somalia, South Africa, Sri Lanka, Sudan, Swaziland, Switzerland, Timor-Leste, Togo, Tonga, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, Uzbekistan, Vanuatu, Zimbabwe.

D. Sessions

11. The Commission held five sessions.

1st session: 27 January 2009 in Bonn, Germany. Chair: Germany (Karsten Sach, Deputy Director-General Federal Ministry for the Environment, Nature Conservation and Nuclear Safety).

2nd session: 29 and 30 June 2009 in Sharm El Sheikh, Egypt. Chair: Egypt (Hassan Younes, Minister of Electricity and Energy).

3rd session: 17 January 2010 in Abu Dhabi, United Arab Emirates. Chair: United Arab Emirates (Sultan Ahmed Al Jaber, Chief Executive Officer of Masdar).

4th session: 24 and 25 October 2010 in Abu Dhabi, United Arab Emirates. Chair: Spain (Rafael Conde de Saro, Ambassador Ministry of Foreign Affairs).

5th session: 3 April 2011 in Abu Dhabi, United Arab Emirates. Chair: Sierra Leone (Ogunlade Davidson, Minister of Energy and Water Resources).

12. Pursuant to Rule 44 of the Rules of Procedure of the Commission, the Commission issued five session reports.²⁹

E. Decision making

13. At its first session, Members of the Commission adopted the Interim Rules of Procedure of the Preparatory Commission for the International Renewable Energy Agency³⁰ (“Rules of Procedure”), which were applied at all sessions of the Commission. The Commission took decisions in accordance with the majority requirements for the respective issue foreseen in Article IX of the Statute relating to the Assembly of the Agency³¹.

F. Observer participation

14. The Commission was mandated to grant the right to participate as an observer without the right to vote in sessions of the Commission and its subsidiary bodies to any state and any international organisation or any other organisation active in the field of renewable energy.³² Observers have been

²⁹ PC.1/SR, PC.2/SR, PC.3/SR, PC.4/SR.6 and PC.5/SR

³⁰ PC.1/DC.1

³¹ FC/Res.1, paragraph 7

³² PC.1/DC.1, rule 40

present at all sessions of the Commission but have not attended sessions of subsidiary bodies. Each session report of the Commission contains the respective observers list.

G. Regulations and rules guiding the work of the Commission

15. Pursuant to paragraph 8 c) of the Resolution, the Commission adopted its Rules of Procedure³³, which were also applied at meetings of the Administrative Committee, Rules and Guidelines for Working Groups of the Preparatory Commission³⁴, Interim Financial Regulations³⁵, Financial Rules³⁶, Staff Regulations³⁷, Staff Rules³⁸ and Interim Regulations on Secondment of Staff³⁹.

H. Administrative Committee

16. At its first session, the Commission established the Administrative Committee (“Committee”) in order to facilitate the effectiveness of the Commission’s work in the absence of the Secretariat. The Committee was open to all Members of the Commission who were willing to contribute to its work.⁴⁰

17. Members of the Commission decided to maintain the Committee for a transitional period until the third session of the Commission and as long as deemed necessary by the Members of the Commission.⁴¹ The Committee was mandated to support and oversee the work of the Interim Director-General and to assume any administrative and secretarial tasks that may be required. The Commission further asked the Committee to carry out its work in close collaboration and coordination with the Interim Director-General. After the establishment of the Secretariat in Abu Dhabi, Members decided that the Committee should be maintained until the Statute came into force and the first meeting of the Assembly was held.⁴²

18. While the Committee could not make decisions on behalf of the Commission, its members discussed programmatic activities, as well as regulations governing the work of the Commission. With its discussions, the Committee facilitated the work of the Commission and provided guidance and support to the Secretariat.

³³ PC.1/DC.1

³⁴ PC/WG.GOV/WP.1/Rev.1

³⁵ PC.2/DC.4

³⁶ PC.3/DC.2

³⁷ PC.3/DC.3

³⁸ PC.3/DC.4

³⁹ PC.2/DC.6

⁴⁰ PC.1/DC.1

⁴¹ PC.2/SR, paragraph 57

⁴² PC.3/DC.7

19. The Committee met seven times, with each session chaired by Germany. Meetings of the Committee usually preceded the sessions of the Commission, however, separate meetings were held in May 2009 in Austria (1st meeting), October 2009 (3rd meeting) and June 2010 (5th meeting) in Abu Dhabi.

20. At its fifth session, the Committee established the Financial and Organisational Review Team (FROT) comprising representatives of Australia, France, Germany, Japan, Spain, United Arab Emirates, United Kingdom of Great Britain and Northern Ireland, United States of America, and chaired by Luxembourg. The FROT was mandated with the review of the Commission's finances and internal controls in budgeting, financial and procurement areas.

I. Subsidiary bodies

21. In addition to the Administrative Committee, the Commission established five subsidiary bodies at its third session: the Working Group on 2010 Work Programme Implementation, the Working Group on Legal Issues, the Working Group on Governance⁴³, the Headquarters Agreement Working Group⁴⁴, and the Management Selection Committee⁴⁵. Subsidiary bodies of the Commission were open to all Members of the Commission. At its fourth session, the Commission established the Director-General Selection Committee as an ad hoc entity.⁴⁶

22. The conduct of business of the Working Groups of the Commission was defined in the Rules and Guidelines for Working Groups of the Preparatory Commission⁴⁷, which were drafted by the Working Group on Governance and subsequently agreed on by all Working Groups.

23. The Working Group on 2010 Work Programme Implementation was co-chaired by Guatemala and Japan. The Group was mandated to guide and assist the Secretariat in the implementation of the 2010 Work Programme.⁴⁸ The Group stayed in regular exchange with the Secretariat through a number of conference calls and two physical meetings with a view to providing support and recommendations. During its existence, the Group received and reviewed three reports prepared by the Secretariat, which documented the progress in implementing the 2010 Work Programme⁴⁹. In addition to these comprehensive reports, the Secretariat issued a number of specific reports containing implementation scenarios for individual tasks. On 30 September 2010, the Secretariat sent the first draft of the 2011 Work Programme and Budget to the Group for review and comment. The Group

⁴³ PC.3/DC.7

⁴⁴ PC.3/DC.1

⁴⁵ PC.3/DC.8

⁴⁶ PC.4/DC.5

⁴⁷ PC/WG.GOV/WP.1/Rev.1

⁴⁸ PC.3/DC.7

⁴⁹ PC/WG.PRO/WP.1, PC/WG.PRO/WP.1/Rev.1, IST.10/PRC.1

issued a Summary Report of its activities⁵⁰ and met on 22 October 2010, prior to the fourth session of the Commission, in order to discuss and finalise the 2011 Work Programme and Budget. At its fourth session, the Commission adopted the Provisional Work Programme and Budget of the Preparatory Commission for 2011⁵¹.

24. The Working Group on Legal Issues was chaired by the United Kingdom of Great Britain and Northern Ireland from the third to the fourth session of the Commission and by Tonga from the fourth to the fifth session of the Commission. The Working Group was mandated to work on, *inter alia*, the draft legal documents relating to financial rules and regulations, staff rules and regulations, regulations on secondment of personnel, and the staff provident fund.⁵² In fulfilling its mandate, the Group discussed and submitted to the Commission the following documents for approval: the draft Staff Regulations for IRENA⁵³, the draft Interim Financial Regulations for IRENA⁵⁴, and the draft Principles of the Staff Provident Fund for IRENA⁵⁵. During its existence, the Working Group on Legal Issues met four times.

25. The Working Group on Governance was chaired by Luxembourg. The Working Group was mandated to work on, *inter alia*, draft Rules of Procedure for the Assembly and its subsidiary bodies, draft proposals for the necessary structure to support the work of the Assembly, Council and Secretariat, the cooperation agreement with the Abu Dhabi Fund for Development, and other transition issues, including the issue of participation of Signatories that make voluntary contributions commensurate with the indicative scale of assessment.⁵⁶ During its existence, the Group discussed and submitted to the Commission the following documents for approval: the draft Provisional Rules of Procedure of the Assembly and of the Council⁵⁷, the Draft Decision on Multilingualism⁵⁸, the draft Decision on the Establishment of Committees⁵⁹, the Selection procedures for projects applying for funding from the Abu Dhabi Fund for Development⁶⁰, an explanatory note on the Entry into Force of IRENA's Statute⁶¹, and the Procedure to identify candidates for the position of Director-General⁶². The Working Group on Governance met four times.

⁵⁰ PC.4/SR.4

⁵¹ PC.4/DC.6

⁵² PC.3/DC.7

⁵³ PC.5/DC.2

⁵⁴ PC.5/DC.5

⁵⁵ PC.5/DC.3

⁵⁶ PC.3/DC.7

⁵⁷ PC.5/DC.1

⁵⁸ PC.5/DC.11

⁵⁹ PC.5/DC.10

⁶⁰ PC.4/DC.4

⁶¹ PC/WG.GOV/WP.7/Rev.1

⁶² PC.4/DC.5

26. The Working Group on Governance established the Subcommittee on Budget and Transition (Sub-committee), also chaired by Luxembourg, which covered budgetary matters and issues related to the transition from the Preparatory Commission to the International Renewable Energy Agency. The Sub-committee discussed and submitted four documents: Budget Overview and Transition Issues⁶³, FROT report recommendations and Secretariat Action Plan “The way forward”⁶⁴, Draft Decision on the Transfer of Assets and Liabilities from the Preparatory Commission for the International Renewable Energy Agency to the International Renewable Energy Agency and Recommendations on other Transitional Arrangements⁶⁵ and Draft Decision on the Acceptance of Assets and Liabilities of the Preparatory Commission for the International Renewable Energy Agency by the International Renewable Energy Agency and other Transitional Arrangements.

27. The Headquarters Agreement Working Group was chaired by the United Arab Emirates. The Commission formally mandated the Group, which had already been constituted informally in November 2009, to finalise the text of the Headquarters Agreement between the Commission and the host country in order to regulate the legal relations between the Commission and the host country and to secure privileges and immunities for the Commission and its subsidiary bodies, as well as the Secretariat and its staff.⁶⁶ The Headquarters Agreement was revised according to comments from Group members, as well as other Members of the Commission during 2010, and was ready for signature at the fourth session of the Commission. It was signed on 25 October 2010 by His Excellency Dr. Abdul Rahim Al Awadhi, Assistant Minister for Legal Affairs of the United Arab Emirates, on behalf of the host country and by Rafael Conde de Saro, Chair of the fourth session of the Commission, on behalf of the Interim Secretariat.⁶⁷ At the fourth session of the Commission, Members adopted the procedure for the permanent agreements relating to the Headquarters in Abu Dhabi, the IRENA Innovation and Technology Centre in Bonn and the IRENA Liaison Office in Vienna as proposed in the Report of the Chair of the Working Group on the Headquarters Agreement.⁶⁸

28. The Management Selection Committee was chaired by Argentina. Due to insufficient human resources capacities at this nascent stage of the institution, Members mandated the temporary Committee with defining job descriptions and steering the screening and selection process for senior management positions (three Directors at the D1 level and one Deputy Director-General at the D2 level).⁶⁹ In fulfilling its mandate, the Committee assisted in the selection of the senior management.

⁶³ PC/WG.GOV/WP.8/Rev.1

⁶⁴ PC.4/PRC.2

⁶⁵ PC.5/DC.6

⁶⁶ PC.3/DC.1

⁶⁷ PC.4/SR.6, paragraph 99 f.

⁶⁸ PC.4/SR.6, paragraph 97 and PC.4/DC.8

⁶⁹ PC.3/DC.8

29. The Director-General Selection Committee (DGSC) was chaired by the United Arab Emirates. The Commission mandated the Committee to facilitate a procedure for developing a recommendation for the position of the Director-General of IRENA which was to provide for the identification of candidates, the creation of a shortlist of up to four candidates to be considered at the fifth session of the Commission and the selection of one individual for recommendation to the Assembly.⁷⁰ In fulfilling its mandate, the DGSC agreed upon a shortlist of two candidates which was forwarded by the Chair of the DGSC, together with supporting documents, to the Members of the Commission. At the fifth session of the Commission, the Chair of the DGSC reported on the activities of the Committee and presented the shortlist of candidates. The Commission recommended that the Assembly appoints Mr Adnan Amin as Director-General.

J. Selection of the interim seat

30. Pursuant to the decision on a Selection Procedure for IRENA's interim seat of the Secretariat adopted by the Commission at its first session⁷¹, the Commission invited Signatories to submit applications to host the interim seat. At the second session of the Commission, Members designated Abu Dhabi, United Arab Emirates, by acclamation as the interim seat of the Secretariat.⁷²

K. Budgetary and financial matters

31. During its existence, the Commission adopted three programme budgets, which were based on voluntary contributions from its Members and formed an integral part of the annual Work Programmes.

32. Taking into account the commitment of the United Arab Emirates as defined in the “Proposal of the United Arab Emirates to host the interim seat of the Secretariat for the International Renewable Energy Agency (IRENA)”⁷³, as well as the commitment of Germany and Vienna to host the IRENA Innovation and Technology Centre (IITC) in Bonn, Germany and the IRENA Liaison Office to international agencies and UN (ILOV) respectively in Vienna, Austria, the 2010 and provisional 2011 budgets of the Commission were divided into several parts.

33. For the period July through December 2009, Members adopted a budget of 6.175 million USD.⁷⁴

⁷⁰ PC.4/DC.5

⁷¹ PC.1/DC.2

⁷² PC.2/SR, paragraph 35

⁷³ This document detailed the support the United Arab Emirates pledged to extend to the Secretariat once it was headquartered in Abu Dhabi.

⁷⁴ PC.2/DC.2

34. For 2010, Members adopted the following budget⁷⁵:

- 13.69 million USD for IRENA's Headquarters for the purposes specified in Annex I, table 1 of PC.3/DC.6;
- 470,000 EUR for IRENA's Liaison Office in Vienna funded by the Austrian Government, as specified in Annex II, table 11 of PC.3/DC.6;
- 1.7 million EUR for IRENA's Innovation and Technology Centre (IITC) in Bonn funded by the German Government, as specified in Annex III, table 12 of PC.3/DC.6.

35. For 2011, Members adopted the following budget on a provisional basis, subject to approval by Members of IRENA at the first session of the Assembly in April 2011⁷⁶:

- A core budget for IRENA of USD 13.26 million to cover core activities and administrative costs and an operating reserve through to December 2011;
- Additional voluntary contributions resulting from the UAE bid implementation agreement of up to 2.9 million USD for operations, up to 2.9 million USD for research and 1.6 million USD for workshops and conferences;
- Additional voluntary contributions for the operation of the IITC in Bonn granted by Germany of up to 3.1 million USD; and
- Additional voluntary contributions for the operation of the IRENA Liaison Office in Vienna granted by Austria.

36. The Commission received the following voluntary contributions from Members as of 05 April 2011:

In 2009: Total amount of voluntary contributions – USD 5,344,119

In 2010: Total amount of voluntary contributions (including 2009 surplus waivers) – USD 6,750,296

In 2011: Total amount of voluntary contributions (as of 28 March 2011) – USD 3,621,609

A detailed overview of the voluntary contributions received is provided in the Annex I to the present report.

37. Although Members' contributions to the budget of the Commission were of a voluntary nature, Members agreed on an assessment scale which defined the exact amount each Member was to contribute to the respective budget for the programme budgets 2010 and 2011. This assessment scale was based on the assessment scale used by the United Nations and adjusted to the specific requirements of the Commission.

⁷⁵ PC.3/DC.6

⁷⁶ PC.4/DC.6

38. During the existence of the Commission, the Commission's accounts underwent two private and one public external audit; reports thereupon were submitted to the Commission.

39. Through the Decision on the Transfer of Assets and Liabilities from the Preparatory Commission for the International Renewable Energy Agency to the International Renewable Energy Agency and Recommendations on other Transitional Arrangements⁷⁷, Members empowered a Liquidator to complete the final closure of the Commission's accounts in accordance with the Interim Financial Regulations for the Commission.

L. Staff Provident Fund

40. The Commission established the Staff Provident Fund for the Preparatory Commission as a response to the need for a social security scheme and adopted its Principles.⁷⁸ The Management Board for the Staff Provident Fund (“Management Board”) was elected and adopted its Charter and Administrative Rules⁷⁹, which formed the basis of the Management Board’s operations and decisions. The Management Board consisted of two Commission Representatives, two Executive Management Representatives, one Professional Staff Representative and one General Service Representative. The contributions to the Fund of those staff members who were issued contracts after 01 August 2010, as well as the contributions of the organisation, were deposited in a bank account on behalf of each staff member.

III. The Secretariat

A. Structure of the Secretariat

41. In order to offer the Agency effective working structures, the Commission established an Interim Secretariat to assist the Commission in exercising such functions and powers as the Commission may determine and to appoint the necessary staff in accordance with Article XI paragraph C of the Statute.⁸⁰

42. The establishment of the Secretariat in Abu Dhabi, United Arab Emirates started after the election of the Interim Director-General at the second session of the Commission in June 2009. During 2009 and 2010, the internal structure of the Secretariat continuously changed and evolved. In 2010 it comprised the Executive Direction and Administrative Support Services, as well as the two directorates on “Programmes, Capacity Building and Outreach” and “Knowledge Management and Innovation and Technology”.

⁷⁷ PC.5/DC.6

⁷⁸ PC.3/DC.5 and PC.4/MB/SR.5

⁷⁹ as contained in Annex I and II of PC.4/MB/SR.5

⁸⁰ FC/Res.1, paragraph 8. b.4

B. Offices of the Secretariat

43. Pending the completion of the office building designated to host the Secretariat until the move to the final headquarters in Masdar City, the host country provided the Secretariat free-of-charge provisional office space in the Abu Dhabi Chamber of Commerce and Industry from September 2009 to April 2010. The Secretariat then moved to its interim offices in a newly constructed building located in the Khalidiya area of Abu Dhabi in April 2010 once the offices were fully equipped and operational.

44. Pursuant to the commitment of the United Arab Emirates as defined in the “Proposal of the United Arab Emirates to host the interim seat of the Secretariat for the International Renewable Energy Agency (IRENA)”, the host country covered all expenses related to setting up the interim offices, made available office furniture, and covered all maintenance and service costs. The host country provided the Secretariat with set funds for purchasing ICT equipment and covered the annual cost of IT data center support and website data center hosting and development.

45. With a view to facilitating the establishment of the IITC in Bonn, Germany to be established within the framework of the IRENA Secretariat⁸¹, and in order to regulate the legal relations between the office and host countries, and in accordance with the procedure detailed in the “Report of the Chair of the Headquarters Agreement Working Group”⁸², Members of the Commission were given the opportunity to review the draft Host Country Agreement submitted by Germany.

46. In order to link the offices in Abu Dhabi and Bonn and to provide for a fully integrated structure of the Secretariat, the Secretariat established a virtual office environment that allowed for an optimal exchange of information and knowledge between staff members stationed at all locations.

C. Staff

47. At the second session of the Commission, Members appointed Ms. Hélène Pelosse as Interim Director-General in accordance with paragraphs 8. b. 2. and 9. of the Resolution.⁸³ As a consequence of the resignation of Ms. Hélène Pelosse at the fourth session of the Commission, the Chair proposed that Mr. Adnan Z. Amin, Deputy Director-General, assume the role of Acting Interim Director-General until the first session of the Assembly. Members adopted this proposal by acclamation.⁸⁴

48. As of the third session of the Commission in January 2010, 15 staff members worked at the Secretariat, out of which eight were seconded.

⁸¹ PC.2/SR, paragraphs 64 and 65f

⁸² PC.4/DC.8

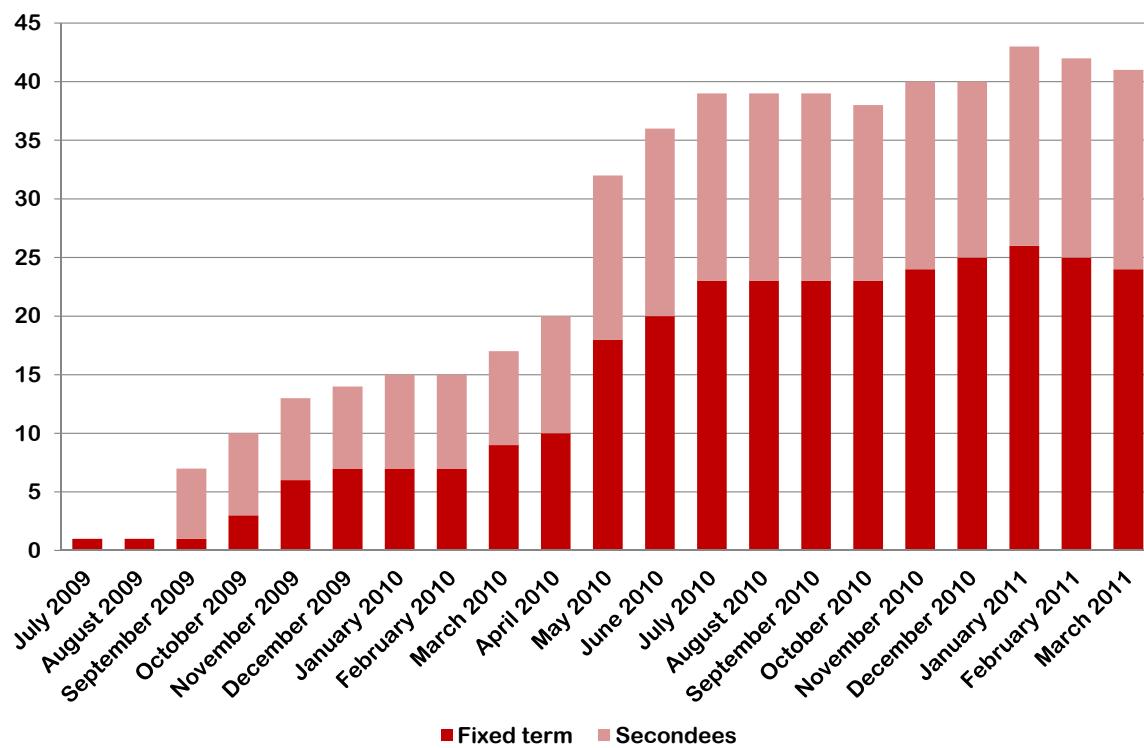
⁸³ PC.2/SR, paragraph 36

⁸⁴ PC.4/SR.6, paragraph 37

As of the fourth session of the Commission in October 2010, the Secretariat counted 39 staff members, of which 16 were seconded.

Upon the transition from the Commission to IRENA, the Secretariat counted 42 staff members, of which 17 were seconded.

Figure 2. Number of staff



49. The Commission promulgated Staff Regulations⁸⁵, Staff Rules⁸⁶, and Interim Regulations on Secondment of Staff⁸⁷ and the Secretariat issued a number of administrative directives to facilitate proper implementation of Regulations and Rules.

50. Pursuant to the commitment of the host country in the “Proposal of the United Arab Emirates to host the interim seat of the Secretariat for the International Renewable Energy Agency (IRENA)”, the host country pledged to guarantee housing availability of reasonable standing for all IRENA staff and to provide allowances as per the UN model. With the “Employee Housing Allowance”, the Secretariat and the host country agreed on a subsidy based on the actual rent cost and the grade level of staff members in March 2010.

⁸⁵ PC.3/DC.3

⁸⁶ PC.3/DC.4

⁸⁷ PC2/DC.6

IV. Preliminary implementation of the Statute's objectives

A. Work Programmes of the Commission

51. In fulfilling its mandate to carry out the necessary activities to ensure the effective preliminary implementation of the objectives of the Statute as soon as possible⁸⁸, the Commission adopted the Interim Work Programme 2009/2010⁸⁹ at the second session of the Commission in June 2009, the 2010 Work Programme and Budget⁹⁰ at its third session in January 2010 and the Provisional Work Programme and Budget for 2011⁹¹ at its fourth session.

52. These Work Programmes served the dual purpose of establishing the institutional structures of a nascent international governmental organisation while at the same time detailing the first renewable energy related activities to be implemented by the Secretariat.

B. Implementation of the Work Programmes of the Commission

53. The Secretariat reported on the implementation of the Work Programmes in the “Report on: Establishment of the Secretariat, Implementation of Interim Work Programme 2009/2010, Income, Budget Performance and Possible Adjustments”⁹², in the “Report on the Implementation of the 2010 Work Programme”⁹³ and in the “Annual Report by the Interim Director-General on the implementation of the 2010 Work Programme and Budget”⁹⁴.

V. Transition from the Preparatory Commission to IRENA

54. After the Statute entered into force on 8 July 2010, the Commission agreed at its fourth session in October 2010 that the fifth and last session of the Commission would take place on 3 April 2011 in Abu Dhabi, United Arab Emirates. It was decided that the first and inaugural session of the Assembly would take place on 4 and 5 April 2011 at the same venue.

55. The summary report of the fifth session of the Commission⁹⁵ provides a detailed overview over the recommendations that the Commission submitted to the Assembly.

⁸⁸ FC/Res.1, 1. c

⁸⁹ PC.2/DC.1

⁹⁰ PC.3/DC.6

⁹¹ PC.4/DC.6

⁹² PC.3/PROC.4, see Annex II

⁹³ IST.10/PRC.1, see Annex III

⁹⁴ PC.5/2, see Annex IV

⁹⁵ PC.5/SR

56. At its fifth session, the Chair of the Commission introduced the Commission's provisional report, which would be revised and completed in light of developments before 4 April 2011, especially reflecting the seventh meeting of the Administrative Committee and the fifth session of the Commission. The Commission took note of the provisional report and agreed to forward it to the Assembly for its consideration.

Annex I – Voluntary contributions received (in USD) as of 05.04.2011

Country	2011		2010			2009 Contributions received ***
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	
Afghanistan	642	-	696	-	-	-
Albania	1,606	-	1,739	-	-	-
Algeria	20,555	-	22,257	-	-	-
Angola	1,326	2,667	1,369	-	1,344	-
Antigua & Barbuda	321	-	348	-	-	-
Argentina	46,089	-	49,905	-	-	-
Armenia	803	-	869	-	965	-
Australia	310,418	310,668	336,120	-	-	-
Austria	136,661	-	147,976	-	77,220	-
Azerbaijan	2,409	-	2,608	-	2,593	-
Bahrain	6,263	-	6,782	-	6,767	-
Bangladesh	1,326	-	1,369	-	1,354	-
Belarus	6,745	-	7,303	-	-	-
Benin	482	-	522	-	-	-
Bosnia and Herzegovina	2,248	-	2,434	-	2,434	-
Brunei Darussalam	4,496	4,439	4,869	-	4,827	-
Bulgaria	6,102	6,102	6,608	-	6,608	-
Burkina Faso	482	-	522	-	-	-
Cambodia	482	-	522	-	-	-
Cameroon	1,766	-	1,913	-	-	-
Cape Verde	133	-	137	-	-	-

Country	2011		2010			2009	
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
Central African Republic	133	-	137	-	-	-	-
Chad	321	-	348	-	15,791	-	-
Chile	37,899	-	41,037	-	-	-	-
Colombia	23,125	-	-	12,391	-	-	-
Comoros	133	-	137	-	-	-	-
Congo	482	-	522	-	-	-	-
Costa Rica	5,460	-	5,912	-	-	-	-
Cote D'Ivoire	1,606	-	1,739	-	-	-	-
Croatia	15,577	-	-	9,782	-	-	-
Cyprus	7,387	-	7,999	-	-	-	-
Czech Republic	56,045	-	60,686	-	-	-	-
Democratic Republic of Congo	482	-	522	-	-	-	-
Denmark	118,193	118,183	127,980	-	127,980	-	-
Djibouti	133	-	137	-	-	-	-
Dominican Republic	6,745	-	7,303	-	-	-	-
Ecuador	6,424	-	6,955	-	-	-	-
Egypt	15,095	-	16,345	-	-	-	-
Eritrea	133	-	137	-	-	-	-
Estonia	6,424	-	6,955	-	-	-	-
Ethiopia	1,285	-	1,391	-	-	-	-
Fiji	642	-	696	-	-	-	-
Finland	90,893	-	98,419	-	243,419	-	-
France	983,284	-	1,064,700	-	1,064,700	-	1,500,000
Gabon	2,248	-	2,434	-	-	-	-

Country	2011		2010			2009	
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
Gambia	133	-	137	-	-	-	-
Georgia	964	-	1,043	-	1,028	-	-
Germany	1,287,599	1,287,599	1,394,213	-	1,394,213	-	1,792,000
Ghana	964	-	1,043	-	4,960	-	-
Greece	110,967	-	120,155	-	-	-	-
Grenada	133	-	137	-	-	-	-
Guatemala	4,496	-	4,869	-	-	-	-
Guinea	321	-	348	-	-	-	-
Guinea-Bissau	133	-	137	-	8,877	-	-
Honduras	1,285	-	1,391	-	-	-	-
Iceland	6,745	6,710	7,303	-	-	-	-
India	85,754	85,739	92,855	-	92,840	-	-
Iran (Islamic Republic of)	37,417	-	40,515	-	-	-	-
Iraq	3,212	-	3,478	-	3,463	-	-
Ireland	79,973	86,483	86,595	-	-	-	-
Israel	61,666	-	66,772	-	-	-	-
Italy	802,782	-	869,253	-	-	-	-
Japan	2,012,175	-	2,178,784	-	-	-	-
Jordan	2,248	-	2,434	-	2,412	-	-
Kazakhstan	12,205	-	13,215	-	-	-	-
Kenya	1,927	-	2,087	-	2,063	-	2,074
Kiribati	133	-	137	-	-	-	-
Kuwait	42,235	-	45,732	-	-	-	-
Kyrgyzstan	133	-	137	-	-	-	-

Country	2011		2010			2009	
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
Latvia	6,102	-	6,608	-	-	-	-
Lebanon	5,299	-	5,738	-	-	-	-
Lesotho	133	-	137	-	-	-	-
Liberia	133	-	137	-	-	-	-
Libyan Arab Jamahiriya	20,716	-	22,431	-	22,431	-	-
Liechtenstein	1,445	1,430	1,565	-	1,565	1,405	1,870
Lithuania	10,438	-	11,303	-	-	-	-
Luxembourg	14,453	-	15,650	-	68,814	-	-
Madagascar	482	-	522	-	-	-	-
Malaysia	40,629	-	-	29,205	-	-	-
Maldives	133	-	137	-	-	-	-
Mali	482	515	522	-	477	-	-
Malta	2,730	-	2,956	-	2,915	-	-
Marshall Islands	133	-	-	68	-	-	-
Mauritania	133	-	137	-	-	-	-
Mauritius	1,766	-	1,913	-	-	-	-
Mexico	378,347	-	-	162,752	-	-	-
Monaco	482	-	522	-	502	-	-
Mongolia	321	-	137	-	137	-	-
Montenegro	642	-	137	-	112	-	-
Morocco	9,314	-	10,085	-	9,793	-	-
Mozambique	482	-	-	435	-	-	-
Nauru	133	-	137	-	-	-	-
Nepal	964	-	1,043	-	-	-	-

Country	2011		2010			2009	
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
Netherlands	297,892	-	322,557	-	-	-	-
Nicaragua	482	-	522	-	507	-	-
Niger	321	-	348	-	308	-	-
Nigeria	12,526	-	13,563	-	19,960	-	-
Norway	139,873	-	151,454	-	151,454	-	100,000
Oman	13,811	-	14,954	-	-	-	-
Pakistan	13,168	-	14,259	-	-	-	-
Palau	133	-	137	-	-	-	-
Panama	3,533	-	3,825	-	-	-	-
Papua New Guinea	321	-	348	-	-	-	-
Peru	14,453	-	15,650	-	-	-	-
Philippines	14,453	-	15,650	-	15,635	-	-
Poland	132,967	-	143,977		15,985	-	-
Portugal	82,061	-	88,855	-	-	-	-
Qatar	21,679	-	-	11,643	-	-	-
Republic of Korea	362,930	-	392,981	-	392,981	126,991	169,000
Republic of Moldova	321	-	348	-	-	-	-
Romania	28,424	-	30,778	-	-	-	-
Rwanda	133	-	137	-	-	-	-
Saint Vincent & the Grenadines	133	-	137	-	-	-	-
Samoa	133	-	137	-	97	-	-
Sao Tome & Principe	133	-	137	-	-	-	-
Senegal	964	-	1,043	-	-	-	-
Serbia	5,942	-	6,434	-	6,434	-	-

Country	2011		2010			2009	
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
Seychelles	321	-	348	-	696	-	-
Sierra Leone	133	-	137	-	137	-	-
Slovakia	22,804	-	24,692	-	-	-	-
Slovenia	16,541	-	17,910	-	-	-	-
Somalia	133	-	137	-	-	-	169
South Africa	61,827	61,827	66,946	-	66,946	-	-
Spain	510,190	-	552,434	-	334,151	-	743,350
Sri Lanka	3,051	-	3,304	-	-	-	-
Sudan	1,326	-	1,369	-	1,355	-	-
Swaziland	482	-	522	-	-	-	-
Sweden	170,866	-	185,014	-	185,014	195,370	260,000
Switzerland	181,465	-	196,491	-	-	-	-
Syrian Arab Republic	4,015	-	4,347	-	-	-	-
Tajikistan	321	-	348	-	-	-	-
The former Yugoslav Republic of Macedonia	1,124	-	1,217	-	-	-	-
Timor-Leste	133	-	137	-	-	-	-
Togo	133	-	137	-	112	-	-
Tonga	133	-	137	-	137	-	-
Tunisia	4,818	-	5,217	-	-	-	-
Turkey	99,083	-	107,287	-	-	-	-
Uganda	964	-	1,043	-	865	-	-
United Arab Emirates	62,790	500,000	67,989	-	-	581,355	773,671
United Kingdom of Great Britain and Northern Ireland	1,060,527	1,060,527	1,148,339	-	1,148,339	-	-

Country	2011		2010				2009
	Assessed voluntary contributions*	Contributions received	Assessed voluntary contributions*	New Members**	Contributions received	Additional contributions received***	Contributions received ***
United Republic of Tanzania	1,326	-	1,369	-	1,324	-	-
United States of America	2,917,200	-	3,011,800	-	-	-	-
Uruguay	4,336	-	4,695	-	-	-	-
Uzbekistan	1,606	-	1,739	-	-	-	-
Vanuatu	133	-	137	-	-	-	-
Yemen	1,326	-	1,369	-	1,329	-	-
Zambia	642	-	696	-	-	-	-
Zimbabwe	482	-	522	-	497	-	-
European Union	undefined	-	undefined	-	328,308	-	-
TOTAL	13,260,000	3,532,889	13,690,000	226,276	5,845,175	905,121	5,344,119

* These voluntary contributions are calculated according to the indicative IRENA adjusted scale of contributions (based on UN GA Resolution 64/248) as adopted by Members through PC.3/DC.6 and PC.4/DC.6 respectively.

** For those countries that signed the Statute after 17 January 2010, the appropriate pro rata temporis contribution was calculated pursuant to the Interim Financial Regulations for the Preparatory Commission (PC.2/DC.4, regulation 6.4) and based on the date of signature of the IRENA Statute.

*** For 2009, Members did not contribute to the Commission's budget according to any pre-defined scale. At the end of the year, there was an accumulated surplus of USD 4,015,701. According to the Interim Financial Regulations for the Preparatory Commission (PC.2/DC.4, regulation 4.5), any cash surplus in the budget at the close of any financial period was to be apportioned among Members in proportion to their paid voluntary contributions and to be surrendered to the respective Members as of 1 January following the year in which the audit of the accounts of the financial period was completed and in a manner to be determined by them. Certain Members waived their right to receive the surplus back. This was either taken against their respective assessed contribution for 2010 or 2011, or as displayed in the column "additional contributions received".

Fifth session of the Preparatory Commission

3 April 2011

Credentials of Members attending the fifth session of the Preparatory Commission for IRENA

Report of the Credentials Committee

I. Introduction

1. The Credentials Committee, established in accordance with Rule 10 of the Interim Rules of Procedure of the Preparatory Commission for the International Renewable Energy Agency (IRENA), met at the Abu Dhabi National Exhibition Centre (ADNEC), Abu Dhabi, United Arab Emirates, from 10.00 to 12.00 and 15.00 to 17.00 on 3 April 2011.
2. The Committee consisted of five representatives of the same IRENA Members as at the previous two sessions of the Preparatory Commission, namely Argentina (Chair), Norway, Philippines, Samoa and the United Arab Emirates.

II. Examination of credentials

3. The Credentials Committee examined the documents submitted in accordance with Rule 9 of the Interim Rules of Procedure. A total of 125 Members had submitted their valid credentials, either as originals or copies:

Afghanistan, Albania, Algeria, Angola, Antigua and Barbuda, Argentina*, Armenia*, Australia, Austria*, Azerbaijan, Bahrain*, Bangladesh*, Belarus, Benin, Bosnia and Herzegovina, Brunei Darussalam, Bulgaria, Burkina Faso*, Cameroon, Cap Verde, Chad, Chile*, Colombia, Comoros*, Congo*, Croatia, Cyprus, Czech Republic*, Democratic Republic of the Congo, Denmark*, Djibouti*, Ecuador*, Eritrea*, Ethiopia*, European Union*, Fiji, Finland, France, Gabon*, Gambia, Germany, Ghana*, Greece, Grenada*, Guatemala, Guinea, Guinea-Bissau*, Iceland, India, Iran (Islamic Republic of), Iraq, Ireland, Israel*, Italy, Japan, Jordan, Kenya*, Kuwait, Latvia, Lesotho, Lichtenstein, Lithuania, Luxembourg, Madagascar, Malaysia, Maldives, Mali, Malta, Marshall Islands (Republic of), Mauritania, Mauritius, Mexico, Monaco, Mongolia, Montenegro, Morocco, Mozambique, Nauru, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Norway, Oman*, Pakistan, Palau, Peru, Philippines, Poland, Portugal, Qatar, Republic of Korea, Romania*, Samoa, Sao Tome and Principe*, Senegal, Serbia*, Seychelles, Sierra Leone, Slovakia, Slovenia, Somalia, South*

Africa, Spain, Sri Lanka, Sudan, Swaziland, Sweden, Switzerland, Timor-Leste, Togo, Tonga, Tunisia*, Turkey, Uganda*, United Arab Emirates*, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, Uruguay, Uzbekistan, Vanuatu, Yemen*, Zimbabwe.*

*Member States that have not submitted credentials for the Fifth Session of the Preparatory Commission but whose credentials submitted for previous sessions remain valid pursuant to Rule 9.4 of the Interim Rules of Procedure of the Preparatory Commission.

4. Signatory States that had presented insufficient credentials and copies would be requested to submit the original documents immediately after the current session of the Commission.