

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Report of the Third Session of the Preparatory Commission

Third session

IRENA/PC.3/SR

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Emirates Palace, Abu Dhabi, UAE

**REPORT OF THE THIRD SESSION OF THE PREPARATORY COMMISSION
FOR THE INTERNATIONAL RENEWABLE ENERGY AGENCY**

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A. Introduction

1. By adopting the resolution on establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA) at the Conference for the Establishment of the International Renewable Energy Agency on 26 January 2009 in Bonn, the Preparatory Commission for IRENA (hereinafter referred to as “Commission”) was established. In accordance with the decision at the second session of the Commission in June 2009 in Sharm El Sheikh, Egypt, and with number 6 of the resolution on establishing a Preparatory Commission for the International Renewable Energy Agency (IRENA), the Commission met for its third session in Abu Dhabi, United Arab Emirates, on 17 January 2010.

B. Participants

2. Until 16 January 2010, 138 States and the European Union had signed the Statute of IRENA. On 17 January 2010, 3 States wishing to participate as Members in the third session of the Commission signed the Statute of IRENA (see G). The following 120 Signatories participated in the third session of the Commission as Members of the Commission: Afghanistan, Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Benin, Bosnia and Herzegovina, Brunei Darussalam, Burkina Faso, Cape Verde, Central African Republic, Chad, Chile, Comoros, Côte d'Ivoire, Cyprus, Czech Republic, Democratic Republic of the Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, Eritrea, Estonia, European Union, Fiji, Finland, France, Gambia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea-Bissau, Honduras, Iceland, India, Iran (Islamic Republic of), Iraq, Ireland, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya (Republic of), Kuwait, Kyrgyzstan, Latvia, Lebanon, Liberia, Lithuania, Libyan Arab Jamahiriya, Luxembourg, Madagascar, Maldives, Mauritania, Mauritius, Mongolia, Montenegro, Morocco, Nauru, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan (Islamic Republic of), Palau, Philippines, Poland, Portugal, Republic of Korea, Romania, Saint Vincent and the Grenadines, Samoa, Sao Tome and Principe, Senegal, Serbia, Seychelles, Sierra Leone, Slovakia, Slovenia, Somalia, South Africa, Spain, Sudan, Swaziland, Sweden, Switzerland, Tajikistan, Tanzania, The former Yugoslav Republic of Macedonia, Timor-Leste, Togo, Tonga, Tunisia, Turkey, Uganda, United Arab Emirates (UAE), United Kingdom, United States of America, Uruguay, Uzbekistan, Vanuatu, Yemen, Zambia, and Zimbabwe (see **Annex 1** for details).

3. The following 26 states participated in the third session of the Commission as observers: Belgium, Belize, Bolivia, Botswana, Brazil, Burundi, Canada, China, Columbia, Hungary, Indonesia, Kyrgyzstan, Malaysia, Mexico, Mozambique, New Zealand, Qatar, Saint Vincent and the Grenadines, Saudi Arabia, Singapore, South Africa, Suriname, Thailand, Tuvalu, Ukraine, Vietnam (see section D paragraph IV and **Annex 3** for details).

4. Representatives of 43 organisations active in the field of renewable energy participated in the third session of the Commission as observers (see **Annex 3** for details).

C. Opening of the session

5. The session was formally opened by the Chair of the third session of the Commission, Dr. Sultan Ahmed Al Jaber, Chief Executive Officer of Masdar, Abu Dhabi Future Energy Company, who also addressed the participants.

6. Subsequent, H.E. Dr. Anwar Gargash, Minister of State for Foreign Affairs, on behalf of the UAE gave an address of welcome to the participants. H.E. Dr. Gargash affirmed that the UAE will continue to support IRENA in every way in order to make the Agency efficient and effective.

7. Subsequent, Ms. Hélène Pelosse, Interim Director-General of IRENA, also addressed the participants expressing her wish that the decisions to be adopted will allow strengthening of the IRENA Secretariat.

D. Organisational matters

I. Adoption of the agenda

8. The Commission adopted the agenda as contained in **Annex 2** by consensus.

II. Election of a Rapporteur

9. The Commission, in accordance with rule 13 number 4 of its rules of procedure, elected Professor Abubakar Sani Sambo, Director General/Chief Executive Officer of the Energy Commission of Nigeria, as Rapporteur of the third session.

III. Appointment of a Credentials Committee

10. According to rule 10 of the rules of procedure of the Commission, the Commission established a Credentials Committee, consisting of representatives of Argentina, Norway, the Philippines, Samoa and the UAE. A representative of the depository of the Statute (Germany) completed the credentials committee to verify full powers of observer states intending to sign the Statute during the signing ceremony.

IV. Participation of observers at the second session

11. A list of proposed observers that had registered early had been circulated by the Secretariat to the Members of the Commission on 1 December 2009. This list was approved by silent procedure.

12. An updated list of observers was presented to the Commission on 17 January 2010. In accordance with rule 40 of its interim rules of procedure, the Commission granted observer

status for the third session of the Commission to all States, International Organisations, and any other organisation active in the field of renewable energy mentioned on this list (see **Annex 2** for details).

13. Of the 26 States listed in **Annex 2**, Kyrgyzstan and South Africa signed the Statute of IRENA during the official signing ceremony, thereby becoming Members of the Commission with the right to vote. The observer state Saint Vincent and the Grenadines presented sufficient full powers after the official signing ceremony and signed the Statute at the end of the session (see section H).

E. High Level Segment

14. In the course of the high-level segment, the representatives of the following 16 Members of the Commission made statements regarding the development of the Agency and its prospective role in the international arena: Bangladesh, Egypt, European Union, France, Germany, Israel, Japan, Kenya, Maldives, Poland, Portugal, Republic of Korea, Sweden, The Former Yugoslav Republic of Macedonia, Tonga and the USA. China, participating as an observer, also made a statement.

15. Given the large number of States that asked for the floor and time constraints due to the large number of agenda items, the Chair asked all States that could not take the floor to submit their statements to the Secretariat in writing. Statements received will be published on the IRENA website.

F. Establishment of the Secretariat

I. Report of the Interim Director-General on the Establishment of the Secretariat

16. The Interim Director-General of IRENA, Ms. H  l  ne Pelosse, presented the Report on the Establishment of the Secretariat. Ms. Pelosse provided an overview of the Agency's challenges in establishing the Secretariat. In addition to putting the decisions adopted at the second session of the Commission into action and operationalise the Agency, the Secretariat focused on internal (establishment of IRENA headquarters, building up support functions, human capacity and technical infrastructure) and external (fostering and developing of relationships with member states, host country and UN bodies) development. The Interim Director-General of IRENA also stated that the external audit is currently conducted. The audit report will be distributed once completed. The Commission took note of the report as contained in **Annex 4**.

II. Report of the Chair of the Administrative Committee

17. Dr. Karsten Sach, on behalf of the Chair of the Administrative Committee (Germany) presented the report on the work of the Administrative Committee since the second session of the Preparatory Commission. He reflected on the meeting of the Administrative Committee after the second session of the Preparatory Commission in October 2009 and all major achievements in bringing IRENA forward. He also referred to the meeting of

Working Group 2 on the three locations on 11 and 12 November 2009 which provided the basis for further negotiations on this issue. The Administrative Committee meeting one day prior to the third session of the Commission on 16 January was considered to have provided a very valuable basis for the preparation of the documents for the meeting of the Commission. Mr. Sach expressed his sincere gratitude to the members who actively contributed to the important work of the Administrative Committee in supporting the Commission and the Secretariat to get IRENA fully operational as quickly as possible. The Commission took notice of the report of the Chair of the Administrative Committee. The report on the work of the Administrative Committee is contained in **Annex 5**.

G. Signing Ceremony

18. The following 3 States signed the Statute during the third session: Kyrgyzstan, Saint Vincent and the Grenadines, and South Africa.

19. Two of these three states, Kyrgyzstan and South Africa, signed the Statute during the official signing ceremony in the morning of the session (agenda item 6). These States thereby became eligible to participate as Members of the Commission in its third session, including the right to vote in decisions of the Commission.

20. At the end of the session Saint Vincent and the Grenadines signed the Statute, thereby becoming IRENAs 142nd Signatory.

H. Decision on the Further Proceedings on the Headquarters Agreement

21. To finalise the draft decision on the Headquarters Agreement prepared by the Secretariat in close cooperation with the Working Group on the Headquarters Agreement (Chair: UAE), a breakout group convened at the Administrative Committee meeting on 16 January 2010. An agreement was reached on most of the substantive issues; only certain technical issues remained unsolved. The Working Group therefore drafted a decision describing the proposed further proceedings in order to finalise the Headquarters Agreement as soon as possible. Accordingly, the Headquarters Agreement Working Group will remain in place to finalise the Agreement. The latest draft will be posted on the website in order to allow for further Member States' comment by no later than 6 February. The Headquarters Agreement Working Group shall, taking into account all comments and suggestions received and, together with the United Arab Emirates and the Interim Secretariat, prepare a revised text of the Interim Headquarters Agreement no later than 27 February and will circulate the product to all Members of the Commission for final comment to be provided no later than 20 March 2010. The final Agreement will be consolidated and signed no later than 27 March and circulated through the Secretariat subsequently. The draft decision foresees that the Interim Director-General of IRENA is authorised to sign the agreement on behalf of the Preparatory Commission.

22. The Commission adopted the decision regarding further proceedings on the Headquarter Agreements as contained in **Annex 6**.

23. Egypt stated that the headquarters agreement is a matter of the Secretariat and the host country. If there should still be outstanding matters at the end of the deadlines, Egypt

suggested that the issue should be solved between the Secretariat and the host country. Egypt proposed that the same methods of elaborating a headquarters agreement (working group) should be applied for the other two locations in Bonn and Vienna.

I. Financial Regulations and Rules

I. Report on Financial Regulations

24. The Commission discussed the draft decision on amending the financial regulations for the Commission as drafted by the Secretariat in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The Chair of the Working Group presented the outcome of the meeting, which took place during the Administrative Committee Meeting on 16 January. The meeting was attended by Germany, Egypt, France, Japan, Korea, UAE, UK (Chair), USA, and the Secretariat. Due to time constraints and remaining open and controversial issues between the attending member states regarding the draft decision on amending the financial regulations, it was decided not to put this draft decision forward to the Commission for adoption. Instead, the Chair of the Working Group explained to the Commission that the current financial regulations (IRENA/PC.2/dc.4), adopted at the second session of the Preparatory Commission in Sharm El-Sheikh, will remain the valid legal framework for financial issues. The Chair stated that this document, although providing a robust basis for financial issues of the Commission, will need to be re-examined in the transition from the Preparatory Commission to IRENA and its bodies (Assembly and Council). It was further agreed in the Working Group that the detailed framework on procurement which was proposed by the UAE before the meeting, will also have to be taken under further consideration to provide an appropriate procurement policy in line with with the financial regulations. The Chair of the Working Group also informed the plenary that both financial regulations and financial rules shall be combined in one document to provide a practical financial framework as requested by the attending member states.

25. The Commission took notice of the report made by the Chair of the Working Group. The interim financial regulations adopted in Sharm-El Sheikh remain valid.

II. Decision on Financial Rules

26. The Commission discussed the draft decision on financial rules as drafted by the Secretariat of the Commission in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The Chair of the Working Group informed the plenary on the slight changes in the draft decision on financial rules, which have been made in the meeting of the Working Group during the Administrative Committee meeting on 16 January 2010.

27. Egypt requested a change of a definition in Chapter 1, Rule 101.1, No. 4 of the drafted financial rules. The definition was thereupon changed from "Member means any approved Member of the Commission" into "Member means any Member of the Commission".

28. The Commission adopted the decision on financial rules as contained in **Annex 7**.

J. Staff Regulations and Rules

I. Decision on Staff Regulations

29. The Commission discussed the draft decision on staff regulations as drafted by the Secretariat of the Commission in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The Chair of the Working Group informed the plenary on the changes in the staff regulations made in the meeting of the Working Group during the Administrative Committee meeting on 16 January 2010. The Chair also informed the plenary that both the staff regulations and the staff rules shall be combined in one document to provide a practical framework on staff issues as requested by the attending member states.

30. The Commission adopted the decision on staff regulations as contained in **Annex 8**.

II. Decision on Staff Rules

31. The Commission discussed the draft decision on the staff rules as drafted by the Secretariat of the Commission in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The Chair of the Working Group informed the plenary on the slight changes in the draft decision on staff rules made in the meeting of the Working Group during the Administrative Committee meeting on 16 January 2010.

32. The Commission adopted the decision on staff rules as contained in **Annex 9**.

K. Decision on Staff Provident Fund

33. The Commission discussed the draft decision on the Staff Provident Fund as drafted by the Secretariat of the Commission in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The Chair of the Working Group reported to the Commission on the changes to the proposed Staff Provident Fund made in the meeting of the Working Group during the Administrative Committee meeting on 16 January 2010. The main changes compared to the former draft are as follows: amendment of conservative investment policy, removal of a minimum investment return, election of the Chair of the Management Board, and election of Commission representatives in the Management Board by the Commission. Since two out of six members of the Management Board must be representatives of Members of the Commission, the Chair invited all Members to inform the Secretariat if they are willing to send representatives to the Management Board of the Provident Fund.

34. The Commission adopted the decision on the Staff Provident Fund as contained in **Annex 10**.

L. Report on Regulations on Secondment of Staff

35. The Commission discussed the draft decision on regulations on secondment of staff in their revised version as drafted by the Secretariat of the Commission in close cooperation with the Working Group on Legal Documents, chaired by the United Kingdom. The existing regulations on secondment of staff, adopted at the second session of the Preparatory Commission, were revised with the aim to better reflect certain circumstances in the UAE. On occasion of the Administrative Committee meeting on 16 January 2010, this draft was taken under consideration again by the Working Group to discuss additional member comments. The Chair of the Working Group reported back to the plenary that the proposed draft decision on amending the Regulations on Secondment of Staff could not be forwarded to adoption since the United States disagreed on regulation 3.3 of the draft decision, even though this regulation is part of the current regulations on secondment of staff (IRENA/PC.2/dc.6), which will remain valid. The Chair also announced that this issue requires further consideration by legal experts in a dedicated working group in the near future.

36. The Commission took note of the report of the Chair of the Working Group on the revised draft decision on regulations regarding secondment of staff. The interim regulations on secondment of staff adopted in Sharm-El Sheikh remain valid.

M. Presentation of a Best Practice Example

37. A best practice example for clean energy production in Mauritius from biomass, in particular “bagasse” (a by-product of sugar production), was given by Serge Kong Win Chang, Deputy Commissioner of the International Society of Sugar Cane Technologists (ISSCT). In addition to explaining the production process, Mr. Kong Win Chang informed the Commission that energy produced from bagasse meets up to 20% of Mauritius’s total energy requirements – contributing 366 GWh of electricity and cutting CO2 emissions by up to 750.000 tonnes per annum. He also mentioned that the Mauritian model could be replicated in many other member states, if appropriate policies would be implemented and incentives provided. Mr. Serge Kong Win Chang’s presentation will be posted on the IRENA website shortly.

N. Report on Transition from Preparatory Commission to IRENA

38. The Commission discussed the draft decision on Signatories and the decision on the Protocol regarding the transfer of assets, liabilities, records and functions from the Preparatory Commission to IRENA as drafted by the Secretariat of the Commission. The Interim Director-General of IRENA explained the consequences of the entry into force of the Statute after the 25th ratification of the Statute. To keep all Signatories committed to IRENA and providing them with the right to participate and vote, even though they have not yet ratified the Statute, the Secretariat proposed a draft decision on Signatories. This would have allowed for a broad involvement of IRENA Signatories after the Statute's entry into force. However, given the complexity of legal and political issues and the diversity of views, the establishment of a dedicated legal Working Group was proposed which is supposed to present its findings at the next session of the Preparatory Commission.

39. The Commission took notice and agreed on this proposal from the Interim Director-General. A dedicated Working Group will be established as soon as possible (see also Decision on Governance of the Administrative Committee and working groups in 2010 under section R paragraph IV and **Annex 11**).

O. Report on 2009 Work Programme and Budget

40. The report on the implementation process of the 2009 Work Programme (including the report on income, budget performance and possible adjustments) was included in the Report on the Establishment of the Secretariat, Implementation of the Interim Work Programme 2009/2010, Income, Budget Performance and Possible Adjustments (see section F, paragraph I and **Annex 4**). The Interim Director-General of IRENA presented this report, focusing specifically on the implementation of the 2009 Work Programme and the auditing of IRENA. Regarding the implementation of the 2009 Work Programme she highlighted the following achievements:

- **Communication and Outreach:** establishment and coordination of the Working Group on Communication (elaboration of the Vision and Mission Statement and an Outline of IRENAs Internal Communication Strategy), side-event at COP15 and presence at the World Future Energy Summit
- **Cooperation Networks:** development of an international renewable energy event list for 2009/2010, establish contact with UN Organisations (e.g. UNDP, UNEP, UNIDO), other international organisations and networks (e.g. IEA, REN21, REEEP), business sector (e.g. REN Alliance) and the science sector (e.g. IPCC-SRREN)
- **Knowledge Management:** organisation of the first expert meeting in October 2009 which identified best practice examples and needs
- **Policy Advice:** policy advice and financial/technical assistance for the implementation of the Tonga Energy Roadmap 2010-2020
- **Capacity Building:** organisation of an initial workshop in October 2009 (e.g. identification of best-practice examples, needs)
- **Potentials/Scenarios:** organisation of an expert meeting in October 2009 on renewable energy scenarios with representatives of several international laboratories and organisations; organisation of another expert meeting in November 2009 on a potential global renewable energy potential database with UNEP, IEA, NREL

41. The Interim Director-General also informed the audience on the ongoing external auditing of the Agency in 2009. Ms. Pelosse explained the preparation process (Request for Proposals, Selection of KPMG, closing of accounts, begin of audit process with KPMG) and provided an overview on the audit results (contributions both in-kind and voluntary, expenditures, profits and loss including cash surplus, balance sheet). She stated that the final audit report is currently being prepared and will be distributed as soon as it is completed.

P. Welcome Address by H.H. Sheikh Abdullah Bin Zayed Al Nahyan

42. The Foreign Minister of the United Arab Emirates, H.H. Sheikh Abdullah Bin Zayed Al Nahyan, addressed the audience and expressed the host country's strong support of the IRENA Secretariat for the present and future development of IRENA.

Q. Decision on the 2010 Work Programme and Budget (incl. communication and currency)

43. The Commission discussed the draft decision on the 2010 Work Programme and Budget as prepared by the Secretariat of the Commission in close cooperation with the Working Group on the Work Programme and Budget, chaired by Spain, in accordance with decision PC.2/dc.1, paragraph III and decision PC.2/dc.3, paragraph IV, number 4. The 2010 Work Programme and Budget have been drafted on the basis of discussions held at the meeting of the Administrative Committee on 12 and 13 October 2009, in Abu Dhabi. The discussion on the chapter "Innovation and Technology" was continued in another meeting on 11 and 12 November 2009 in Abu Dhabi, to implement the decision taken in Sharm El-Sheikh on the three locations of the Secretariat. Further input was provided by the Working Group on the Work Programme and Budget, which was established after that meeting and assisted the Secretariat in finalising the Draft 2010 Work Programme and Budget. Additional changes to the draft decision on the 2010 Work Programme and Budget were requested by delegates at the meeting of the Administrative Committee held prior to the third session of the Preparatory Commission on 16 January 2010. In a breakout session, the Working Group discussed the additional member comments, revised and consolidated an updated draft of the document and provided it to the Commission.

44. The Chair of the Working Group (Spain) informed the Commission on the additional amendments in the updated draft decision of the 2010 Work Programme and Budget. The main amendments were as follows: incorporation of the revised organisational chart reflecting the joint proposal of the UAE and Germany on the Bonn - Abu Dhabi relationship, adjustment of the 2010 Budget, reflection on the distribution of tasks in the new text, prioritization of seconded staff over permanent staff.

45. The Commission discussed the updated draft decision on the 2010 Work Programme and Budget. Subsequently the Commission adopted the draft decision on the 2010 Work Programme and Budget including a decision on the currency as contained in **Annex 11**.

46. India made an additional statement on an issue mentioned in the 2010 Work Programme. Since the document mentions the role of IRENA in climate change negotiations, the Secretariat was requested to prepare a paper for this purpose. The aim should be to raise IRENAs perception as global voice for renewable energy. In this regard a potential UN Year on renewable energies should be discussed.

47. According to the decision on the Interim Work Programme 2009/2010 (IRENA/PC.2/dc.1), adopted at the second session of the Commission in Sharm El-Sheikh, and upon a request by the Netherlands, the Interim Director-General of IRENA confirmed that the Secretariat will provide a long-term strategy for IRENA at the fourth session of the Commission.

R. Work of the Preparatory Commission beyond its third session

I. Organisation of the work of the Preparatory Commission after its third session

48. The Commission discussed the issue of administrative and secretarial support for IRENA and the Interim Director-General.

49. The Commission decided to maintain the Administrative Committee, chaired by Germany, as established by decision IRENA/PC.1/dc.5 until the first Assembly of IRENA (See also section R, paragraph IV).

II. Designation of the date and place of the fourth session

50. With the Statute already ratified by eight Members, the first Assembly of IRENA is expected to convene by the end of 2010 or beginning of 2011 in Abu Dhabi, United Arab Emirates. To elaborate on and implement the Work Programme for 2011 and to ensure a transparent and legally compliant handing over from the Commission to IRENA, the Commission decided that a fourth session shall be held in early November 2010 in Abu Dhabi.

III. Election of the Chair and Vice-Chairs for the fourth session

51. In accordance with rule 13 paragraph 2 of its interim rules of procedure, the Commission elected Spain as Chair of the fourth session.

52. The Commission also elected, in accordance with rule 13 paragraph 2 of its Interim Rules of Procedure, representatives of South Korea, Sierra Leone, Australia, and Poland as Vice-Chairs of its fourth session.

IV. Decision on Governance of the Administrative Committee and Working Groups in 2010

53. The Chair of the Working Group on Governance (Australia) presented a draft for a decision on Governance in the morning of 16 January on occasion of the meeting of the Administrative Committee.

54. The Working Group took this draft decision under consideration in a breakout session during the Administrative Committee meeting, without reaching a consensus on the draft proposal. Hence, the Chair of the Working Group drafted a new version of the draft decision, circulated in the morning of 17 January. This version formed the basis for further negotiation in the plenary.

55. Spain objected to the updated version since two of their main concerns, voluntary contributions and reducing the number of working groups, were not covered. Austria suggested that the summary of the discussions held regarding this point on 16 January may sufficiently cover the concerns raised by Spain. Subsequently, the summary was reiterated

by the Interim Director-General. Additional comments were made by Austria, Egypt, France, Ghana, Japan, Jordan, Liberia, Nicaragua, Niger, Palau, Samoa, Sierra Leone, South Africa, Spain, Tanzania, Tonga, UAE, UK and USA – most of them showed support for the Australian proposal but some had different views on specific issues – in further discussion regarding the issue. Therefore and since no consensus could be reached, the Interim Director-General proposed to negotiate the issue further in bilateral meetings to find an appropriate compromise.

56. After further negotiations in a breakout group, a compromise was found. Subsequently, the revised draft decision was put forward for decision.

57. The Commission adopted the decision on Governance of the Administrative Committee and Working Groups in 2010 in the amended form as contained in **Annex 12**.

58. In this regard, Egypt mentioned that the future Working Group on Governance should reflect that the participation of all Signatories after the entry into force of the Statute is an important issue. A linkage of participation in IRENAs future work to financial contributions would discriminate developing countries and is therefore not acceptable for Egypt.

V. Decision on the Selection Process for IRENA upper Management Positions

59. The Commission discussed the draft decision on the selection process for IRENA Upper Management Positions provided and explained by Japan. Argentina, Republic of Korea, Tonga and USA were grateful for the Japanese proposal and showed strong support. Estonia raised the question if such a committee is of importance and if this should not be done by the Interim Director-General or the Secretariat. France requested some amendments. Subsequently, the amended draft decision was put forward for decision.

60. The Commission adopted the decision on the selection process for IRENA Upper Management Positions as drafted and circulated by Japan (**Annex 13**).

S. Any other Business

61. A representative from the Indian Ministry of New and Renewable Energy provided a brief presentation on the Delhi International Renewable Energy Conference (DIREC), which will take place from 26 to 29 October 2010, and invited all Signatories to participate. The main focus of the conference and a provisional list of speakers was presented and it was specifically pointed out that IRENA should play an important role in this event.

62. On occasion of the meeting of the Administrative Committee on 12 and 13 October in Abu Dhabi, UAE, it was decided that the Secretariat should provide input for the selection criteria and the governance procedure in order to elaborate an agreement on the funding provided by the Abu Dhabi Fund for Development (ADFD) to finance renewable energy projects chosen by IRENA. The Interim Director-General of IRENA, Ms. Hélène Pelosse, presented a document on these two issues as a basis for the future cooperation between IRENA and the ADFD, including a suggestion for the further proceedings. The UAE Government stated its preparedness to join the proposed dedicated Working Group regarding this issue as soon as it is fully established, since the paper would need more in-

depth consideration and further substantial revision. The USA mentioned that the operational ties between the ADFD and IRENA should not be too close, even though close and complementary relationship will be required. Togo highlighted that it would be very important to find a method where every country gets the chance to access the funds. France requested high transparency in further elaboration of the agreement in this regard.

63. Grenada regrets the dramatic earthquake in Haiti and calls for international aid among the members of the Commission for Haiti. Grenada requested to find a way that the Work Programmes for 2010 to 2012 encourage the reconstruction in Haiti.

64. The Chair of the session announced after the lunch break that Saudi Arabia will make all efforts to sign the Statute of IRENA as soon as possible.

65. The Depositary of the Statute (Germany) informed the Commission regarding the ratification process. To date eight Signatories have ratified the Statute. The Depositary also informed the Commission regarding the authentic versions of the Statute. Since no Member of the Commission objected in the three-month period, the IRENA Statute is now available as authentic versions in French, Spanish and German. This will be announced by the Depositary with a verbal note within the next couple of days. An Arabic version will be finalised within the next couple of days and circulated with another three-month objection period. If no objection arises within the period this version will be authenticated as well.

T. Closing of the Session

I. Credentials Committee Report

66. The spokesperson of the Credentials Committee, Ambassador Alfredo Morelli from the Ministry of Foreign Affairs of Argentina, presented the results regarding the Committee's deliberations on Signatories eligible to vote and observer states to sign the Statute. The report is contained in **Annex 14**.

II. Provisional report of the third session of the Preparatory Commission

67. Professor Abubakar Sani Sambo expressed his gratitude to the Commission for entrusting him with the function of Rapporteur of the third session of the Commission. He reported on the main matters of debate and highlighted important aspects discussed and adopted at the third session of the Commission. He announced that the full report will be prepared and forwarded to the Members of the Commission as soon as possible.

68. Upon the proposal of the Chair, the Commission accepted the report of its third session as presented by the Rapporteur.

III. Closing remarks

69. The Chair of the third session, Dr. Sultan Ahmed Al Jaber, expressed his gratitude to all Members of the Commission and to the staff for their contributions and work which made the third session of the Preparatory Commission a success. Subsequently he closed the third session of the Preparatory Commission.



H.E. Dr. Sultan Ahmed Al Jaber
Chair

CEO of Masdar, Abu Dhabi
Future Energy Company



Professor Abubakar Sani Sambo
Rapporteur

Director General/Chief Executive
Officer of the Energy
Commission of Nigeria

Abu Dhabi, 17 January 2009

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

List of Participants

Report
Annex 1

Third session

IRENA/PC.3/proc.1

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

**List of Participants
of the Third Session of the Preparatory Commission for IRENA**

Country	HD/D	Name	Institution	Job Title
1. Afghanistan	HD	H.E. Dr. Mohammad Jalil Shams	Ministry of Economy	Minister of Economy
	D	Abdul Qadier Nur	Ministry of Foreign Affairs	Director of Multilateral Relations
2. Albania	HD	H.E. Mr. Ilir Meta	Ministry of Foreign Affairs	Deputy Prime Minister and Minister of Foreign Affairs
	D	Sokol Dervishaj	Ministry of Foreign Affairs	Director of the Ministry of Foreign Affairs Cabinet
	D	Saimir Repishti	Ministry of Foreign Affairs	Head of the UN Division
	D	Behar Bejko	Ministry of Foreign Affairs	Advisor to the Minister of Foreign Affairs
	D	H.E. Admirim Banaj	Ministry of Foreign Affairs	Ambassador to Riyadh, Saudi Arabia
3. Algeria	HD	H.E. Hamid Echebira	Ministry of Foreign Affairs	Ambassador to Abu Dhabi
	D	Mehned Saeed Teibi	Ministry of Energy	Manager of Electricity, Renewable Energies
	D	Abdelhakim Mihoubi	Ministry of Foreign Affairs	Sub-Director in charge of Sustainable Development
	D	Rashid Hamouda	Ministry of Energy and Mines	Director of Electricity, Gas and Renewable Energies

	D	Mostefa Zeglache	Ministry of Foreign Affairs	Minister Counsellor
4. Angola	HD	Sandra Marina de Almeida	Ministry of Energy	Director of Renewable Energy
	D	Yusa Santos	Ministry of Energy	General Secretary
	D	Kiala Pierre	Ministry of Energy	Director of International Affairs
5. Antigua and Barbuda	HD	H.E. Conrod Hunte	United Nations	Ambassador to the UN
6. Argentina	HD	H.E. Alfredo Raul Morelli	Ministry of Foreign Affairs, International Trade and Worship	Ambassador
	D	Eduardo Leone	Ministry of Foreign Affairs, International Trade and Worship	
	D	Dr. Antonio Adrian Arcienaga Morales	National Ministry of Science, Technology and Productive Innovation	In Charge of the National Directorate of Studies
	D	Sergio Servin	Ministry of Foreign Affairs, International Trade and Worship	Counsellor
7. Armenia	HD	H.E. Armen Gevorgyan	Ministry of Territorial Administration	Deputy Prime Minister
	D	Aram Vardanyan	BIASFER Company	General Director
8. Australia	HD	Doug Trappett	Australian Embassy	Ambassador
	D	Kerin Ayyalaraju	Australian Embassy	Deputy Head of Mission
	D	Richard Belt	Department of Resources, Energy and Tourism	Manager, Renewable Energy Section
	D	Veronica Westacott	Department of Resources, Energy and Tourism	Assistant Policy Manager
9. Austria	HD	Irene Freudenschuss-Reichl	Ministry for European and International Affairs	Ambassador
	D	Werner Druml	Ministry for European and International Affairs	Director International Organizations

	D	Friedrich Kapusta	Energy Institute for the Economy	General Manager
	D	Dr. Julius Lauritsch	Ministry of Foreign Affairs	Ambassador to UAE
10. Azerbaijan	HD	H.E. Natiq Aliyev	Ministry of Industry and Energy	Minister of Industry and Energy
	D	Elkhan Gahramanov		
	D	Rasim Mammadov	Ministry of Industry and Energy	Head of Staff
11. Bahrain	HD	Dr. Abdulmajeed Alawadhi	Electricity and Water Authority	Chief Executive
	D	Sh. Nawaf Al Khalifa	Electricity and Water Authority	Vice Chief Executive
	D	Mohamed Shaheen	Electricity and Water Authority	Office Manager of Chief Executive
	D	Yasser Al Shaheen	Ministry of Foreign Affairs	Counsellor Legal Directorate
12. Bangladesh	HD	H.E. Muhammad Enamul Huq	Ministry of Power, Energy and Mineral Resources	Hon'ble State Minister of Power, Energy & Mineral Resources
	D	Tapos Kumar Roy	Ministry of Power, Energy and Mineral Resources	Additional Secretary, Power Division
	D	Md. Naimul Hossain	Bangladesh Power Development Board (BPDB)	Director
	D	H.E. Nazmul Quaunine	Ministry of Foreign Affairs	Ambassador to UAE
13. Belarus	HD	H.E. Aleksandr Semeshko	Ministry of Foreign Affairs	Ambassador to UAE
	D	Denis Kovalev	Ministry of Foreign Affairs	Counsellor Belarus Embassy to the UAE
	D	Olga Ozhigalo	Ministry of Foreign Affairs	Third Secretary at Embassy to UAE
14. Benin	HD	Raoufou Moutairou Badarou	Ministry of Energy and Water	Director of Cabinet
	D	Issa Moussa	Ministry of Foreign Affairs	Ambassador to UAE
	D	Franck Armel Ogouwa Afoukou	Ministry of Foreign Affairs	Director of UN Operations
15. Bosnia and Herzegovina	HD	H.E. Sven Alkalaj	Ministry of Foreign Affairs	Minister of Foreign Affairs
	D	Radomir Kosic	Ministry of Foreign Affairs	Ambassador to UAE
	D	Edhem Pasic	Ministry of Foreign Affairs	Ambassador at Large

	D	Ljubo Grkovic	Ministry of Foreign Affairs	Head of Department for Asia and Africa
16. Brunei	HD	Lim Cheng Guan	Prime Minister's Office	Head of Renewable Energy Unit
	D	Noraini Binti Haji Abd Karim		
17. Burkina Faso	HD	H.E. Abdoulaye Abdoukader Cisse	Ministry of Mines, Quarries and Energy	Minister of Mines and Energy
	D	Der Kogda	Ministry of Foreign Affairs and Regional Cooperation	Director General of Multilateral Relations
	D	Vera Diallo Ivanova	Ministry of Mines, Quarries and Energy	Director of Renewable Energy Department
18. Cape Verde	HD	H.E. Severino Almeida	Ministry of Foreign Affairs	Ambassador to UAE
	D	Carlos Semedo	Ministry of Foreign Affairs	Deputy General Director for International Cooperation
	D	Daniel Santos	Ministry of Economy	Advisor for the Minister of Economy
19. Central African Republic	HD	Dr. Patrick Ngaye-Yankoisset	Ministry of Mines, Energy and Hydraulic	General Director of Energy
20. Chad	HD	Yoboussoum Nodjitoloum	Ministry of Petroleum and Energy	Secretary General
	D	Oumar Noury Abdelkerim	Ministry of foreign Affairs	Director of Bilateral Cooperation
	D	Abdelkerim Dangaye Ouedemi	Ministry of Petrol and Energy	Director
21. Chile	HD	Jaime Bravo Oliva	Ministry of Energy	Director of Renewable Energy and Environment
	D	Marco Martinez	Ministry of Foreign Affairs	Charge d'Affaires, Embassy to the UAE
22. Comoros	HD	H.E. Ahmed Ben Said Jaffar	Ministry of Foreign Affairs	Minister of Foreign Affairs
	D	H.E. Zoubert Ahmed Soufiane Al Ahdal	Ministry of Foreign Affairs	Ambassador to UAE
	D	Abdouroihamane Soundi	Ministry of Foreign Affairs	Second Secretary

	D	Mirhane Said Omar		Director of Department
	D	Abdillah Said Soilihi	Ministry of Foreign Affairs	First Counsellor
	D	Cheikh Ahmed Said Aboubacar	Ministry of Foreign Affairs	Advisor of Foreign Affairs
23. Cote d'Ivoire	HD	H.E. Youssouf Bakayoko	Ministry of Foreign Affairs	Minister of Foreign Affairs
	D	H.E. Hamza Sallah	Ministry of Foreign Affairs	Ambassador to Saudi Arabia
	D	N'Gaman Eboua	Ministry of Foreign Affairs	Official Representative of the Minister of Foreign Affairs
	D	Zabavy Francois Xavier	Ministry of Foreign Affairs	Deputy Director in charge of Specialized Institutions at the UN Department
24. Cyprus	HD	Georgios Hajipapas	Ministry Commerce, Industry and Tourism	Senior Industrial Extension Officer
25. Czech Republic	HD	Alice Trombikova	Ministry of Energy	Director Renewable Energy Sources
	D	Jiri Rak	Embassy of Czech Republic to UAE	Head of Commercial Section
26. Democratic Republic of Congo	HD	Mpanu Mpanu Tosi	Ministry of Environment	Director of the CDM
	D	Venan Mabilia ma Mabilia	Ministry of Environment	Advisor in charge of CDM
	D	Etienne Kitungwa		
27. Denmark	HD	Hans Jørgen Koch	Danish Energy Agency	Deputy Permanent Secretary
	D	Annette Schou	Danish Energy Agency	Senior Policy Advisor
28. Djibouti	HD	H.E. Idriss Ahmed Chirwa	Embassy	Ambassador Djibouti Embassy in Abu Dhabi
	D	Abdillah Aouled Ali	Embassy	First Counsellor Djibouti Embassy in Abu Dhabi
29. Dominican Republic	HD	H.E. Carlos Morales Troncoso	Ministry of Foreign Affairs	Minister of Foreign Affairs
	D	H.E. Clara Martinez Thedy	Ministry of Foreign Affairs	Ambassador Dominican Republic Embassy to UAE
	D	Lil Jana	Ministry of Foreign Affairs	Deputy Head of Protocol
	D	Michelle Morales	Ministry of Foreign Affairs	Assistant Minister
	D	Louis Bogaert	Ministry of Foreign Affairs	

	D	Eduardo Cintron	Ministry of Foreign Affairs	Counsellor Dominican Republic Embassy to UAE
30. Ecuador	HD	Juan Diego Stacey	Ministry of Foreign Affairs	Ambassador to Austria
31. Egypt	HD	H.E. Dr. Hassan Younis	Ministry of Electricity and Energy	Minister of Electricity and Energy
	D	H.E. Tamer Mansour	Ministry of Foreign Affairs	Ambassador to UAE
	D	H.E. Motaaz Ahmedein Khalil	Ministry of Foreign Affairs	Dep. Ass. Minister for Environmental Affairs and Sustainable Development
	D	Laila Georgy Yousif	Ministry of Electricity and Energy	Deputy Chair for Studies & Technical Affairs of New and Renewable Energy Authority
	D	Hassan Mahmoud Hassanein	Ministry of Electricity and Energy	Undersecretary of State for Ministers Office Affairs
	D	Ala'a Hijazi	Ministry of Foreign Affairs	Counsellor
32. Eritrea	HD	H.E. Ahmed Ali	Ministry of Mines and Energy	Minister of Mines and Energy
	D	Tesfai Zecarias	Ministry of Mines and Energy	D.G Minister of Energy
	D	H.E. Alamin Yousif	Ministry of Foreign Affairs	Ambassador to UAE
33. Estonia	HD	Lauri Tammiste	Ministry of Economic Affairs and Communications	Director of Energy Department
	D	Kristiina Rebane	Climate and Energy Agency, Kredex Foundation	Head of Agency
	D	Marek Strandberg	Parliament	Member of the Parliament
34. EU	HD	Hans Van Steen	European Commission	Head of Unit D1 "Regulatory Policy & Promotion of Renewable Energy"
35. Fiji	HD	Malakai Tadulala	Ministry of Works, Transport and Public Utilities	Deputy Secretary
	D	Ifereimi Dau	Department of Energy	Director
36. Finland	HD	Taisto Turunen	Ministry of Employment and the Economy	Director General
	D	Anne Väätäinen	Ministry of Employment and the Economy	Consulting Official

	D	Matti Lassila	Ministry of Foreign Affairs	Ambassador to UAE
37. France	HD	H.E. Alan Azouaou	Ministry of Foreign and European Affairs	Ambassador to UAE
	D	Aline Costere-Menager	Ministry of Ecology, Energy, Sustainable Development and Sea	Sub-Director for Climate Change and Sustainable Development of the International Affairs Department
	D	Jean Lamy	Ministry of Foreign and European Affairs	Sub-Director of Climate & Energy Department
	D	Christina Vasak	Ministry of Foreign and European Affairs	Advisor for UN Affairs
	D	Elise Calibre	Ministry of Ecology, Energy, Sustainable Development and Sea	Advisor
	D	Vincent Floreani	French Embassy UAE	Deputy Head of Mission
	D	Serge Perez	French Embassy UAE	Advisor to the Ambassador
38. Gambia	HD	H.E. Sirra Waly Njie	Ministry of Energy	Minister of Energy
	D	Mod A.K. Secka	Ministry of Energy	Permanent Secretary
	D	Mariam Khan	Office of President	Acting Director of Policy Analysis Unit
	D	Mambury Nije		
39. Germany	HD	Jürgen Becker	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	State Secretary
	D	Dr. Karsten Sach	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Deputy Director General for International Cooperation
	D	Martin Schoepe	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Head of the Division for Cooperation with OECD, Int. and EU Affairs "Renewable Energies"
	D	Mathias von Polenz	Ministry of Foreign Affairs	Counsellor German Embassy UAE

	D	Monika Frieling	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Desk Officer of the Division for Coop. with the OECD, Int. and EU Affairs "Renewable Energies"
	D	Hein Winnubst	Federal Ministry for Economic Cooperation and Development	Desk Officer
	D	Tony Adam	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Advisor to the Ministry
	D	Philippe Lempp	Federal Ministry for Economic Cooperation and Development	Advisor to the Ministry
	D	Mike Enskat	German Technical Cooperation	Head of Energy Policy Program
	D	Ralf Christmann	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Desk Officer
	D	Andreas Grote	Ministry of Foreign Affairs	Third Secretary, German Embassy UAE
	D	Sonja Niehoff	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Personal Assistant to the State Secretary
	D	Bouchra Nagla	Ministry of Foreign Affairs	Assistant Secretary, German Embassy UAE
	D	Ernst-Christoph Stolper	Ministry of the Environment of North Rhine-Westphalia	Director General Sustainable Development
	D	Enken Tadsen-Duch	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	Interpreter
40. Ghana	HD	Alfred Ahenkorah	Energy Commission	Director
	D	Francis Gbeddy	Energy Commission	
	D	Wisdom Ahiataku-Togobo	Energy Commission	Renewable Energy Expert
41. Greece	HD	Charalampos Pippos	Ministry for Environment, Energy and Climate Change	Director of Public Relations and International Activities
	D	Dimitris Papastefanakis	Ministry for Environment, Energy and Climate Change	Director of Center of Renewable Energy Sources

42. Grenada	HD	H.E. Dr. Dessima M. Williams	United Nations	Ambassador to the UN
43. Guatemala	HD	Rita Mishaan Rossell	Office for Human Rights	Joint Director
44. Guinea-Bissau	HD	Almeida Mário Adão Carlos	Ministry of Energy and Natural Resources	General Director
	D	Julio Antonio Raul	Ministry of Energy and Natural Resources	Service Director at Department of Energy/Renewable Energy
45. Honduras	HD	Saba Imad Yacoub	Ministry of Foreign Affairs	Embassy to UAE
46. Iceland	HD	Benedikt Hoskuldsson	Ministry of Foreign Affairs	Minister-Counsellor
47. India	HD	Deepak Gupta	Ministry of New and Renewable Energy	Secretary Govt. of India
48. Iran (Islamic Republic of)	HD	H.E. Abbas Aliabadi	Ministry for Electricity and Energy Affairs	Deputy Minister
	D	Yousef Armoodeli	Renewable Energy Organization	Managing Director
	D	Ahmad Kahrobaiean	Renewable Energy Organization	Head of Research and Technology Office
	D	Shahriar Jalaei	Renewable Energy Organization	Deputy Head of Planning and Development
	D	Mojtaba Ramezani Ahmadbadi	Ministry of Foreign Affairs	Senior Expert
	D	Keyvan Shala	Renewable Energy Organization	Expert
49. Iraq	HD	H.E. Samir Raouf	Ministry of Information and Technology	Deputy Minister
	D	H.E. Talal Hashim Al Khudairi	Ministry of Foreign Affairs	Ambassador to the UAE
	D	Nasser Kasim	Ministry of Information and Technology	Director of Solar Energy
	D	Thuha Turkey	Ministry of Foreign Affairs	Interpreter
50. Ireland	HD	Ciarán Madden	Ministry of Foreign Affairs	Ambassador of Ireland to UAE
	D	Robert O'Driscoll	Embassy of Ireland, Abu Dhabi	Second Secretary
51. Israel	HD	H.E. Uzi Landau	Ministry for National Infrastructures	Minister of National Infrastructure

	D	Simona Halperin	Ministry of Foreign Affairs	Director of International Org. and Human Rights Dep.
	D	Avraham Arbib	Ministry for National Infrastructures	Deputy Chief Scientist and Director R&D Division
	D	Salomon Kofman	Ministry for National Infrastructures	Head of International Department
	D	Smadar Bat-Adam Levitan	Ministry for National Infrastructures	Minister's Chief of Staff
	D	Tamar Kaplan	Ministry for National Infrastructures	Director of Diplomatic and Civil Law Department
52. Italy	HD	H.E. Pier Benedetto Francese	Ministry of Foreign Affairs	WTO Coordinator
	D	Ing. Fabio Annunziata	Ministry of Marine Environment	General Secretary
	D	Dr. Massimiliano Calamea	Ministry of Foreign Affairs	Senior Energy Expert
	D	Dr. Andrea Marroni	Ministry of Foreign Affairs	Advisor for Energy
	D	Ing. Salvatore Vinci	Ministry of Economy	Italian Gov Energy Expert
53. Japan	HD	Yasuo Tanabe	Ministry of Foreign Affairs	Deputy Director-General, Economic Affairs Bureau
	D	Michio Hashimoto	Cabinet Office	Counsellor Bureau of Science, Technology and Innovation Policy
	D	Daigo Takeishi	Ministry of Foreign Affairs	Researcher, Economic Security Division, Economic Affairs Bureau
	D	Osamu Minakawa	Ministry of Agriculture, Forestry and Fisheries	Deputy Director Environment and Biomass Policy Division
	D	Osamu Onodera	Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry	Director Int. Coop. Office, Energy, Conservation and Renewable Energy Dep.
	D	Tomoyoshi Hisamori	Ministry of Foreign Affairs	Head of Economic and Commercial Section, Embassy to UAE
54. Jordan	HD	H.E. Khaled Irani	Ministry of Energy and Mineral Resources	Minister of Energy and Mineral Resources
	D	Malek Kabariti	National Energy Research Centre	Advisor

	D	Ziad Jebрил Sabra	Ministry of Energy and Mineral Resources	Director of Renewable Energy and Energy Efficiency Department
	D	H.E. Saqer M. Abu Shatteal	Jordanian Embassy UAE	Ambassador
55. Kazakhstan	HD	Ordabaev Mahsut		Director
	D	Olzhas Bukenov		
	D	Bulekbayeva Raigul		Expert
	D	Rakhimov Kairat		Chief Expert
56. Kenya	HD	H.E. Hon. Kiraitu Murungi	Ministry of Energy	Minister of Energy
	D	Patrick Nyoike	Ministry of Energy	Permanent Secretary
	D	H.E. Mohamed Gello	Ministry of Foreign Affairs	Ambassador of Kenya to UAE
	D	Solomon K. Maina	Ministry of Foreign Affairs	Director International Organizations and Conference Directorate
	D	John Wambua	Ministry of Foreign Affairs	First Secretary, Embassy of Kenya to UAE
	D	Jacqueline Okoth	Ministry of Foreign Affairs	Third Secretary, International Organizations and Conferences (IOC) Division
	D	Isaac Kiva	Ministry of Energy	Principal Superintending Engineer (Renewable Energy)
	D	Fredrick Karimi	Ministry of Energy	Assistant Secretary
57. Korea (Republic of)	HD	H.E. Younghak Kim	Ministry of Knowledge Economy	Vice Minister
	D	H.E. Jongyong Kim	Ministry of Foreign Affairs and Trade	Ambassador for Energy and Resources
	D	Mincheol Lee	Ministry of Foreign Affairs and Trade	Director of Energy Team
	D	Sooseong Hwang	Ministry of Knowledge Economy	Director of New and Renewable Energy Division
	D	Donghyup Shin	Ministry of Knowledge Economy	Deputy Director of New and Renewable Energy Division
	D	Eunjung Yoon	Ministry of Environment	Deputy Director of Waste to Energy Team

	D	Byungmoon Kim	Korea Energy Management Corporation	Director General, New and Renewable Energy Center
	D	Junoh Kim	Korea Energy Management Corporation	Team Leader, New and Renewable Energy Center
58. Kuwait	HD	Dr. Naji Al-Mutairi	Kuwait Institute for Scientific Research	Director General
	D	Osamah Alsayegh	Kuwait Institute for Scientific Research	Research Scientist, Chairman, Renewable Energy Committee
	D	Abdul Nasser Mohammed Bokhador		
	D	Dr. Adnan Shihab-Eldin	Kuwait National Nuclear Energy Committee (KNNEC)	Secretary General
59. Kyrgyzstan	HD	H.E. Davydov Ilyas Abdulloovich	Ministry of Energy	Minister of Energy
	D	Asan Usupov	Ministry of Foreign Affairs	Embassy of Kyrgyzstan in UAE
60. Latvia	HD	H.E. Guntis Pukitis	Ministry of Environment	State Secretary
61. Lebanon	HD	H.E. Gebran Bassil	Ministry of Energy and Water	Minister of Energy and Water
	D	Kamal Hayek	Lebanon Electricity	Head of Board, Director General
	D	Pierre El Khoury	Lebanese Center for Energy Conservation	Project Manager
62. Liberia	HD	H.E. Dr. Eugene H. Shannon	Ministry of Lands, Mines and Energy	Minister of Lands, Mines and Energy
	D	Rufus Tarnue	Ministry of Lands, Mines and Energy	Assistant Minister
63. Libya Arab Jamahiriya	HD	Fathi Abougarad	Renewable Energy Authority Libya	Chairman
	D	Siraj Sasi Aisa	Prime Minister's Office	Representative Foreign Affairs in General Peoples Committee
	D	Hatem Serquioh	Ministry of Foreign Affairs, International Org. Department	Second Secretary of the General Peoples Committee for Foreign Communication and International Cooperation
64. Lithuania	HD	Henrikas Bernatavicius	Ministry of Energy	Vice Minister

	D	Vaidotas Karvelis	Ministry of Foreign Affairs	Head of Strategic Sector's Policy Division of the Economic Security Policy Dept.
65. Luxembourg	HD	Guy Lentz	EU	Permanent Representative of Luxembourg to EU
66. Madagascar	HD	H.E. Jean Rodolphe Ramanantsoa	Ministry of Energy	Minister of Energy
	D	Joseph Emmanuel Raberanohatra	Ministry of Energy	Director of Electricity
	D	Sahondra Harilala Rakotoniaina	Ministry of Foreign Affairs	Acting Head of Service of Environmental Affairs
67. Maldives	HD	H.E. Ahmed Naseem	Ministry of Foreign Affairs	Minister of State of Foreign Affairs
	D	H.E. Akram Kamaludeen	Ministry of Housing, Transport and Environment	Deputy Minister
	D	Ahmed Ali	Ministry of Housing, Transport and Environment	Assistant Director
	D	Yamane Adam Zahir	Ministry of Foreign Affairs	Assistant Director
68. Mauritania	HD	Ahmed Weld Al Zain	Ministry of Energy	Legal Advisor
	D	Dah Ould Ahmedou	Ministry of Energy	Legal Adviser to the Minister
69. Mauritius	HD	Nirmaladevi Nababsing	Ministry of Renewable Energy and Public Utilities	Permanent Secretary
70. Mongolia	HD	Enkhtaivan Tundev	Ministry for Mineral Resources and Energy	Deputy Minister
	D	Enebish Namjil	National Center of Renewable Energy	Executive Director
	D	Lundaa Odonchimeg	Ministry for Mineral Resources and Energy	Expert, International Coop. Division
	D	Boldbaatar Burentsagaan	Energy Authority	Expert, Renewable Energy Division
71. Montenegro	HD	H.E. Aleksandar Erakovic	Ministry of Foreign Affairs	Ambassador of Montenegro to UAE
	D	Nikola Erakovic	Ministry of Foreign Affairs	Ambassador's translator
72. Morocco	HD	H.E. Abdelkader Zaoui	Ministry of Foreign Affairs	Ambassador of the Kingdom of Morocco to UAE

	D	Abdulraheem Al Hafeethy	Ministry of Energy, Mines, Water and the Environment	Director of Electricity and Renewable Energies
	D	Amal Benaissa		
	D	Mohamed Boudrif		
73. Nauru	HD	Chitra Jermiah	Ministry of Foreign Affairs	Vice Consul-General
74. Nepal	HD	Meena Khanal	Ministry of Environment	Officiating Secretary
	D	Mangal Maharjan	Ministry of Environment	Senior Engineer, Alternative Energy Promotion Center
75. Netherlands	HD	Gilles Beschoor Plug	Ministry of Foreign Affairs	Ambassador to UAE
	D	Huib de Blik	Ministry of Foreign Affairs	Deputy Head of Mission to UAE
	D	Roeland Kollen	Ministry of Foreign Affairs	Senior Policy Advisor on Energy
	D	Willem van der Heul	Ministry of Economic Affairs	Senior Policy Advisor on Sustainable Energy
76. Nicaragua	HD	Donald Enrique Espinosa Romero	Ministry of Energy and Mines	General Secretary
77. Niger	HD	H.E. Abdouh Mohamed	Ministry of Mines and Energy	Minister of Mines and Energy
	D	Gbaguidi Adolphe Julien	Ministry of Mines and Energy	Minister's Advisor
	D	Alzouma Safiatou	Ministry of Mines and Energy	Director of Renewable Energy Department
78. Nigeria	HD	H.E. Dr. Al Hassan Bako Zaku	Ministry of Science and Technology	Minister of Science and Technology
	D	Prof. Abubakar Sambo	Energy Commission of Nigeria	Director-General
	D	Oyebola Kuku	Ministry of Foreign Affairs	Advisor
	D	Prof. Abubakar Malah Umar	Energy Commission of Nigeria	Director
	D	Kenneth Ogoro Okeh		
79. Norway	HD	Eva Paaske	Ministry of Petroleum and Energy	Deputy Director General
	D	Oivind Johansen	Ministry of Petroleum and Energy	Assistant Director General
	D	H.E. Aase Elin Bjerke	Ministry of Foreign Affairs	Ambassador of Royal Norwegian Embassy to UAE

	D	Gunnar Gjerde	Ministry of Foreign Affairs	Counsellor at Royal Norwegian Embassy to UAE
	D	Vegard Kaale	Ministry of Foreign Affairs	Senior Advisor
80. Oman	HD	Ali Al Ghafri	Public Authority for Electricity and Water	Director General
	D	Hamad bin Salem Al Meghderi	Rural Areas Electricity Company	General Manager
	D	Ahmed Saleh Al Jahdhami	Public Authority for Electricity and Water	Director of Privatization and Restructuring
	D	Mohamed Al Shanfari	Ministry of Foreign Affairs	Director of Environment and Energy Office
	D	Farhat Ayesha	Embassy of Pakistan to the UAE	Second Secretary
81. Pakistan	HD	H.E. Khurshed Ahmed Junejo	Embassy of Pakistan to UAE	Ambassador
	D	Riaz H. Bukhari	Embassy of Pakistan to UAE	Deputy head of Mission
	D	Faisal Niaz Tirmizi	Embassy of Pakistan to UAE	Counsellor
	D	Farhat Ayesha	Embassy of Pakistan to UAE	Second Secretary
82. Palau	HD	H.E. Hon. Jackson Ngiraingas	Ministry of Public Infrastructure Industries & Commerce	Minister of Public Infrastructure Industries & Commerce
	D	Georgio Decherong	Palau Energy Office	Manager
	D	Lydia Ngirablosch	Ministry of Foreign Affairs	Senior Foreign Service Officer
83. Philippines	HD	Hon. Angelo T. Reyes	Ministry of Energy	Minister of Energy
	D	Hon. Grace R. Princesa	Embassy of the Philippines to the UAE	Ambassador
	D	Evelyn N. Reyes	Department of Energy	Director, Energy Utilization Management Bureau
	D	Lilian Fernandez	Department of Energy	Government Official
	D	Adelio Angelito Cruz	Embassy of the Philippines to the UAE	First Secretary and Consul
	D	Reymond Cabales	Embassy of the Philippines to the UAE	Protocol Officer
84. Poland	HD	H.E. Marcin Korolec	Ministry of Economy	Undersecretary of State

	D	Sebastian Stepnicki	Ministry of Economy	Ministerial Chief Expert for Energy
	D	Tomasz Wysocki		
85. Portugal	HD	H.E. Carlos Zorrinho	Ministry of Economy, Innovation and Development	Secretary of State of Energy and Innovation
	D	Bento Morais Sarmiento	Ministry of Economy, Innovation and Development	Deputy Director-General of Energy and Geology
	D	Tiago Neves	Ministry of Economy, Innovation and Development	Advisor to the Minister
	D	Hugo Zsolt de Sousa	Ministry of Economy, Innovation and Development	Advisor to the Minister
	D	João Bernardo	Ministry of Economy, Innovation and Development	Public Officer
86. Romania	HD	Sandulescu Alexandru	Ministry of Economy, Trade and Business Environment	Director General
87. Saint Vincent and the Grenadines	HD	Leonard Deane	Prime Minister's Office	Director of Energy Unit
	D	Thornley Myers	Saint Vincent Electricity Services Ltd. (VINLEC)	CEO
88. Samoa	HD	Mataia Uaine Loleni Silailai	Ministry of Natural Resources and Environment	Assistant Chief Executive Officer for Renewable Energy
	D	Josephine Stowers-Fiu	Ministry of Natural Resources and Environment	Assistant Chief Executive for Legal Services
89. Sao Tome & Principe	HD	H.E. Dr. Carlos Alberto Pires Tiny	Ministry of Foreign Affairs and Cooperation	Minister of Foreign Affairs and Cooperation
	D	H.E. Christina Maria Fernandes	Ministry of Natural Resources, Energy and Environment	Minister of Natural Resources, Energy and Environment
	D	Esterline Goncalves Genero	Ministry of Foreign Affairs and Cooperation	Adviser to the Minister of Foreign Affairs and Cooperation
	D	Tome Vera Cruz	Ministry of Natural Resources, Energy and Environment	Adviser to the Minister of Natural Resources, Energy and Environment

90. Senegal	HD	H.E. Abdourahmane Diop	Embassy of Senegal to the UAE	Ambassador of Senegal to the UAE
	D	Papa Diomaye Loum	Ministry of Foreign Affairs	Foreign Affairs Counsellor
	D	Alioune Ndoye	Embassy of Senegal to the UAE	First Secretary
	D	Alassane Niane	Ministry of Energy and Biofuel	Technical Counsellor
	D	Ismaila Lo	Ministry of Energy and Biofuel	Chief of R.E. Division
91. Serbia	HD	Dejan Stojadinovic	Ministry of Mining and Energy	Assistant Minister
	D	Radislav Momirov	Ministry of Environment and Spatial Planning	Assistant Minister
	D	Tatjana Jovanovic	Ministry of Mining and Energy	Chief of Staff
92. Seychelles	HD	Philippe Morin	Seychelles Energy Commission	Chief Executive Officer
93. Sierra Leone	HD	H.E. Ogunlade Davidson	Ministry of Energy and Water Resources	Minister of Energy and Water Resources
	D	Edmund Koroma	Ministry of Energy and Water Resources	Financial Secretary
	D	Soulalman Daramy	Ministry of Foreign Affairs	Director
	D	Bahige Annan	Ministry of Foreign Affairs	
94. Slovakia	HD	Juraj Novak	Ministry of Economic	Chief State Counsellor
	D	Tomáš Bičan	Ministry of Foreign Affairs	Director of Economic Diplomacy Department
95. Slovenia	HD	Ana Novak	Ministry of Foreign Affairs	Minister Plenipotentiary, Head of Division for Global Challenges
96. Somalia	HD	H.E. Abdiwahid Elmi Omar	Ministry of Petroleum and Energy	Deputy Prime Minister & Minister of Petroleum and Energy
	D	Mohamed Deriyeh	Ministry of Petroleum and Energy	Undersecretary
	D	Mohmud Mohamed Tifow	Embassy of Somalia to Germany	Ambassador to Germany
	D	Ahmed Mohamed Egal	Embassy of Somalia to the UAE	Ambassador to UAE
97. South Africa	HD	H.E. Dipuo Elizabeth Peters	Ministry of Energy	Minister of Energy

	D	H.E. Maite Nkoana-Mashabane	Ministry of International Relations and Cooperation	Minister of International Relations and Cooperation
	D	H.E. Yacoob Abba Omar		Ambassador to UAE
	D	Garrith Bezuidenhout	Department of Energy	Chief of Staff
	D	Mokgadi Mathekgana	Department of Energy	Chief Director: Clean Energy
	D	Nomawethu Qase	Department of Energy	Director, Renewable Energy
	D	Sylvia Mathebula	Department of Energy	Director, International Coordination
	D	Mmutlane Samson Makena	Embassy of South Africa	Counsellor South African Embassy to UAE
98. Spain	HD	Rafael Conde de Saro	Ministry of Foreign Affairs and Cooperation	General Director for International Economic Relations and Energy Issues
	D	Juan Jose Sanchez	Ministry of the Environment and Rural and Marine	Advisor for the Secretariat for Climate Change
	D	Marisa Olano	Ministry of Industry, Tourism and Trade	Head of the International Department, Institute for the Diversification and Saving of Energy (IDAE)
	D	Jaume Margarit	Ministry of Industry, Tourism and Trade	Renewable Energy Director, Institute for the Diversification and Saving of Energy (IDEA)
99. Sudan	HD	Igbal Mohammad Ahmed	Ministry of Energy and Mining	Director of Coordination
	D	Souad Siddig Ahmed	Ministry of Energy and Mining	Vice Director of Coordination
	D	Mohamed Shareif		Director General
	D	Hamdan Wadi Deldoom		
100. Swaziland	HD	Henry Dumsani Shongwe	Ministry of Natural Resources and Energy	Director
	D	Swazi Patrick Dlamini		
	D	Mlondi S. Dlamini		
	D	Moses Mandlenkosi Dlamini	Ministry of Natural Resources and Energy	Energy Engineer

101. Sweden	HD	Ola Alterå	Ministry of Enterprise, Energy and Communications	State Secretary for Energy
	D	H.E. Bruno Beijer	Embassy of Sweden to the UAE	Ambassador to UAE
	D	Erik Thornström	Ministry of Enterprise, Energy and Communications	Head of Section
	D	Daniel Badmann	Ministry of Enterprise, Energy and Communications	Desk Officer
	D	Lisa Lundmark	Swedish Energy Agency	Desk Officer
102. Switzerland	HD	H.E. Walter Steinmann	Ministry of the Environment, Transport, Energy and Communication (DETEC)	State Secretary of Energy
	D	H.E. Wolfgang Amadeus Bruehlhart	Embassy of Switzerland to the UAE	Ambassador to the UAE
	D	Jean-Christophe Fueeg	Ministry of the Environment, Transport, Energy and Communication (DETEC)	Head International Energy Affairs
	D	Karin Imoberdorf	Embassy of Switzerland to the UAE	Counsellor
	D	Jacqueline de Quattro		
103. Tajikistan	HD	Nisrov Rahimjon	Consulate General	Consul General
	D	Salikov Saidmuhammad	Consulate General	Vice Consul General
104. Tanzania	HD	Hon. Adam K. A Malima	Ministry for Energy and Minerals	Deputy Minister
	D	Athumani W. Beleko	Embassy of Tanzania to the UAE	Charge d'Affaires a.i.
	D	Mhaima Mpugusi	Embassy of Tanzania to the UAE	Counsellor
	D	Paul Morris Kiwele	Ministry for Energy and Minerals	Energy Officer
	D	Macocha Tembele	Ministry of Foreign Affairs and International Cooperation	Second Secretary

105. The former Yugoslav Republic of Macedonia	HD	H.E. Fatmir Besimi	Ministry of Economy	Minister of Economy
	D	Abukadar Memedi	Ministry of Foreign Affairs	State Secretary
	D	Ismail Ebipi	Ministry of Economy	State Counsellor
106. Timor-Leste	HD	Marcos dos Santos	Ministry of Foreign Affairs	General Director for Secretary of State for Energy Policy
	D	Pedro Sarmiento	Ministry of Foreign Affairs	Advisor for Secretary of State for Energy Policy
	D	Joseph Issa	Ministry of Foreign Affairs	Legal Consultant
107. Togo	HD	Kuami Wowogno	Yil Agence	Managing Director
108. Tonga	HD	H.E. Dr. the Hon. Feleti Sevele	Prime Minister's Office	Prime Minister and Minister for Foreign Affairs and Defense
	D	Honourable aka Lord Tuita	Ministry of Lands, Survey and Natural Resources	Minister of Lands, Survey and Natural Resources
	D	Va'inga Tone	Ministry of Foreign Affairs	Foreign Affairs Secretary
	D	Robert Solomon	Prime Minister's Office	Economic Advisor to PM
	D	Lano Fonua	Prime Minister's Office	Energy Officer/Consultant
	D	Akau ola	Prime Minister's Office	Renewable Energy Coordinator
109. Tunisia	HD	Amor Aounalli	Agence Nationale pour la Maitrise de l'Energie (ANME)	Director
	D	H.E. Cheikh Tijan		
110. Turkey	HD	Nilgün Şaziye Açıklın	Ministry of Energy and Natural Resources	Deputy Director General of Energy Affairs General Directorate
	D	A Qadier Nur	Ministry of Foreign Affairs	Director Multilateral Relations & IFIs, Economic Affairs
	D	Elif Atalay	Ministry of Foreign Affairs	Energy Advisor, Deputy General Directorate for Energy, Water and Environment Issues
111. Uganda	HD	H.E. Simon D'ujanga	Ministry of Energy and Mineral Development	Minister of Energy and Mineral Development
	D	Semakula-Kiwanuka Matia Mulumba	Embassy of Uganda to the UAE	Ambassador of Uganda to the UAE

	D	Godfrey Ndawula	Ministry of Energy and Mineral Development	Assistant Commissioner for Renewable Energy
112. United Arab Emirates	HD	H.E. Anwar Mohamed Gargash	Ministry of Foreign Affairs	Minister of State for Foreign Affairs
	D	H.E. Mohammed Bin Daen Al Hameli	Ministry of Energy	Minister of Energy
	D	H.E. Rashed Hmad Bin Fahed	Ministry of Environment and Water	Minister of Environment and Water
	D	H.E. Dr. Tarek Ahmd Al Haidan	Ministry of Foreign Affairs	Assistant to the Minister of Foreign Affairs
	D	H.E. Abdulrahim Yousif Al Awadi	Ministry of Foreign Affairs	Assistant to Minister of Foreign Affairs for Legal Affairs and International Organizations
	D	H.E. Dr. Sultan Ahmed Al Jaber	Abu Dhabi Future Energy Company (Masdar)	CEO of Abu Dhabi Future Energy Company
	D	H.E. Khaled Ghanem Al Gaith	Ministry of Foreign Affairs	Assistant to Minister of Foreign Affairs for Economic Affairs
	D	H.E. Salem Al Dhahiri	Ministry of Environment and Water	
	D	H.E. Saif Mohammed Al Suwaidi	Abu Dhabi Fund for Development	
	D	H.E. Ali Al Owais	Ministry of Energy	
	D	H.E. Lana Nusseibeh	Ministry of State for Federal National Council Affairs	Director of Research
	D	Abdallah Hamdan Al Naqbi	Ministry of Foreign Affairs	Deputy Director of Legal Affairs Department
	D	Thani Ahmed Al Zeyoudi	Abu Dhabi Future Energy Company (Masdar)	Project Manager
	D	Mohammed Issa Hamad Abu Shahab	UAE Permanent Mission to the UN	Second Secretary
	D	Rowda Al Otaiba	Ministry of Foreign Affairs	Second Secretary
	D	Hind Abdulaziz Al Owais	UAE Permanent Mission to the UN	Second Secretary
	D	Bushra Al Matroshi	Ministry of Foreign Affairs	Second Secretary
D	Mohammed Al Harbi	Ministry of Foreign Affairs	Second Secretary	

	D	Ahmed Al Hameli	Ministry of Foreign Affairs	Second Secretary
	D	Mohamed Al Harbi	Ministry of Foreign Affairs	Third Secretary
	D	Hazza Al Kaabi	Ministry of Foreign Affairs	Attaché
	D	Khamis Rashed Lebsaailli	Ministry of Foreign Affairs	Attaché
	D	Abdullah Saleh Al Hammadi	Ministry of Foreign Affairs	Attaché
	D	Suood Al Mazrouei	Ministry of Foreign Affairs	Attaché
	D	Ahood Al Zaabi	Ministry of Foreign Affairs	Attaché
	D	Ayesha Amer Al Zarei	Ministry of Foreign Affairs	Attaché
	D	Hajer Al Bayraq	Ministry of Foreign Affairs	Attaché
	D	Omar Shehadeh	Masdar	Advisor
	D	Serene Serhan	Masdar	Advisor
	D	Ahmed Al Rabeea	Masdar	Advisor
	D	Hadef Al Shamsi	Masdar	Advisor
	D	Cynthia Fareed	Masdar	Legal Advisor
	D	Dr. Roy Lee	Masdar	Advisor
	D	Sameer Mechken	Masdar	Advisor
113. United Kingdom of Great Britain and Northern Ireland	HD	Graham White	Department of Energy and Climate Change	Director International Energy and Technology Directorate
	D	St. John Hoskyns	Department of Energy and Climate Change	Assistant Director International Energy and Technology Directorate
	D	Douglas Cook	Department of Energy and Climate Change	Senior Policy Advisor
	D	Ian Wood	British Embassy Abu Dhabi	Deputy Head of Mission
114. United States of America	HD	Kerri-Ann Jones	Department of State, Bureau of Oceans, Environment and Science	Assistant Secretary
	D	H.E. Richard Olson	Embassy of the United States to the UAE	US Ambassador to the UAE
	D	Griffin Thompson	Department of State, Bureau of Oceans, Environment and Science	Senior Energy Advisor

	D	Rebecca Webber	Department of State, Bureau of International Organisation Affairs	Environmental Expert
	D	Danielle Monosson	Depart of State, Bureau of Economic, Energy and Business Affairs	Energy Officer
	D	David Sullivan	Department of State, Bureau of Legal Affairs	Assistant Legal Adviser
	D	Kundai Mashingaidze	United States Mission to the UAE	Control Officer
115. Uruguay	HD	Luis Bermudez	Consulate General to the UAE	Consul General
	D	Wilson Omar Sierra Martinez	Ministry of Industry, Energy and Minerals	Counsellor Directorate for Energy and Nuclear technology
116. Uzbekistan	HD	Farrukh Vakhobov	Embassy of Uzbekistan to the UAE	Charge d'Affaires a.i.
117. Vanuatu	HD	H.E. Joe Natuman	Ministry of Foreign Affairs and External Trade	Minister of Foreign Affairs and External Trade
	D	Kalfau G. Kaloris	Ministry of Foreign Affairs and External Trade	Director of Foreign Affairs
	D	Brian Eddie Phillips	Vanuatu Meteorological Services	Climate Change Coordinator
118. Yemen	HD	H.E. Awad Al Soqatri	Ministry of Electricity and Energy	Minister of Electricity and Energy
	D	Hareth Al Amri		Deputy Managing G.D.
	D	Mohammed Alshaabi	Ministry of Electricity and Energy	Director General of Renewable Energy Department
119. Zambia	HD	Patrick Mubanga	Department of Energy	Acting Principal Engineer
	D	Harriet Zulu	Ministry of Energy and natural Resources	Senior Energy Officer
	D	Charles Bensaia	Department of Energy	Trade Attaché
120. Zimbabwe	HD	Getrude Marabada	Ministry of Foreign Affairs	Senior Energy Development Officer

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Agenda for the Third Session

Report
Annex 2

Third session

Sunday 17 January 2010

Emirates Palace Hotel, Abu Dhabi, UAE

IRENA/PC.3/proc. 2

Agenda item 2a

Agenda for the Third Session

16 January 2010	
07.00 – 08.00	Registration Administrative Committee and Third Session of the Preparatory Commission
08.00 – 18.30	Meeting of the Administrative Committee
19.30 – 22.30	Dinner (Beach)
17 January 2010	
07.00 – 08.00	Registration Third Session of the Preparatory Commission
08.00 – 08.15	<p>1. Opening of the Session: Welcome Addresses</p> <p>H.E. Dr. Anwar Gargash, Minister of State of Foreign Affairs</p> <p>Ms. Hélène Pelosse, Interim Director-General of IRENA</p>
08.15 – 08.45	2. Organisational Matters
	a. Adoption of the Agenda
	b. Election of the Rapporteur

	c. Appointment of a Credentials Committee
	d. Participation of Observers at the Third Session
08.45 – 09.45	3. High Level Segment
09.45 – 10.00	4. Presentation of a Best Practice Example
10.00 – 10.30	5. Establishment of the Secretariat a. Report on the Establishment of the Secretariat b. Report of the Chair of the Administrative Committee
10.30 – 11.00	COFFEE BREAK
11.00 – 11.15	6. Signing Ceremony
11.15 – 11.30	7. Decision on Headquarters Agreement
11.30 – 11.45	8. Financial Regulations and Rules a. Report on Financial Regulations b. Decision on Financial Rules
11.45 – 12.00	9. Staff Regulations and Rules a. Decision on Staff Regulations b. Decision on Staff Rules
12.00 – 12.15	10. Decision on the Staff Provident Fund
12.15 – 12.25	11. Report on the Regulations on Secondment of Staff.
12.25 – 12.30	Address by H.H. Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs of the U.A.E.
12.30 – 13.30	LUNCH
13.30 – 14.00	12. Report on Transition from Preparatory Commission to IRENA
14.00 – 14.30	13. 2009 Work Programme and Budget a. Report on the implementation process of the 2009 work programme

	<ul style="list-style-type: none"> b. Report on the income, budget performance and possible adjustments c. Update on External Auditor
14.30 – 15.30	14. Decision on 2010 Work Programme and Budget (including communication and currency)
15.30 – 16.00	COFFEE BREAK
16.00 – 17.00	14. Decision on 2010 Work Programme and Budget (including communication and currency) (continued)
17.00 – 17.15	<p>15. Work of the Preparatory Commission beyond its Third Session</p> <ul style="list-style-type: none"> a. Organisation of the work of the Preparatory Commission after its third session b. Designation of the date and place of the fourth session c. Election of the Chair and Vice-Chairs for the fourth session d. Decision on Governance of the Administrative Committee and Subsidiary Working Groups in 2010 e. Decision on the Selection Process for IRENA upper Management Positions
17.15 – 17.45	<p>16. Any other Business</p> <ul style="list-style-type: none"> a. Update on the Delhi International Renewable Energy Conference (DIREC) b. Update on Abu Dhabi Fund for Development c. Report from the Depositary
17.45 – 18.15	<p>17. Closing of the Session</p> <ul style="list-style-type: none"> a. Credentials Committee Report b. Report of the third session of the Preparatory Commission c. Closing remarks
18.15 – 18.45	18. Press Conference
19.30	Dinner Reception at the Emirates Palace Hotel

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

List of Observers

Report
Annex 3

Third session
Sunday, 17 January 2010
Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/proc.3
Agenda item 2d

**List of Observers
for the Third Session of the Preparatory Commission for IRENA**

No	Name of State
1	Belgium
2	Belize
3	Bolivia
4	Botswana
5	Brazil
6	Burundi
7	Canada
8	China
9	Columbia
10	Hungary
11	Indonesia
12	Kyrgyzstan*
13	Malaysia
14	Mexico
15	Mozambique

16	New Zealand
17	Qatar
18	Saint Vincent and the Grenadines*
19	Saudi Arabia
20	Singapore
21	South Africa*
22	Suriname
23	Thailand
24	Tuvalu
25	Ukraine
26	Vietnam

* The Kyrgyz Republic, Saint Vincent and the Grenadines, and South Africa signed the Statute on the third session of the Preparatory Commission, thereby becoming Members of the Commission.

No	Name of Organisation
1	Africa Power Generation C
2	Algerian Electricity and Gas Regulation Commission
3	American Council on Renewable Energy
4	Asian Development Bank
5	Association of Former International Civil Servants of the United Nations, Egypt
6	Baran Renewable Energy Company, Lebanon
7	Deloitte & Touch, Abu Dhabi
8	Energy Saving Bureau – ESCO, Estonia
9	Energy Studies Institute, National University of Singapore
10	European Environment Agency
11	European Renewable Energy Council
12	Food and Agriculture Organisation of the United Nations in Abu Dhabi

13	German NGO Forum on Environment and Development
14	Global Wind Energy Council
15	Institut de l'énergie et de l'environnement de la Francophonie/Organisation internationale de la Francophonie
16	Institute of Energy Economics, Japan
17	International Geothermal Association
18	International Hydropower Association
19	International Institute for Non-Aligned Studies
20	International Solar Energy Society
21	IPA Energy and Water Economics, UAE
22	Landsvirkjun Power, Iceland
23	League of Arab States
24	Masdar Institute of Science & Technology, UAE
25	Mazrui Holdings, UAE
26	Mitsubishi Research Institute, Japan
27	National Renewable Energy Laboratory, USA
28	New Energy Foundation, Japan
29	New Energy and Industrial Technology Development Organisation, Japan
30	Palestinian Energy Authority
31	Palestinian Energy and Environment Research Center
32	Renewable Energy and Energy Efficiency Partnership
33	Renewable Energy Policy Network for the 21 st Century
34	Source Integral, UAE
35	Staatsolie Mij., Suriname
36	Statistics Center-Abu Dhabi
37	Talent Partners, UAE
38	Tallinn University of Technology, Estonia

39	United Nations Development Programme, Lebanon
40	University of Tartu, Estonia
41	World Bioenergy Association
42	World Future Council
43	World Wind Energy Association

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

**Report on: Establishment of the Secretariat,
Implementation of Interim Work Programme
2009/2010, Income, Budget Performance and
Possible Adjustments**

Report
Annex 4

Third session
Sunday 17 January 2010
Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/proc.4
Agenda item 5a and 13

**Report on: Establishment of the Secretariat, Implementation of
Interim Work Programme 2009/2010, Income, Budget
Performance and Possible Adjustments**

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- 5. INCOME, BUDGET PERFORMANCE AND POSSIBLE ADJUSTMENTS61

Abbreviations

ADB	Asian Development Bank
ADFD	Abu Dhabi Fund for Development
EC	European Commission
EDMS	Electronic Document Management System
EIB	European Investment Bank
EREC	European Renewable Energy Council
ERP	Enterprise Resource Planning
HR	Human Resources
ICT	Information and Communication Technologies
IDG	Interim Director-General
IEA	International Energy Agency
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
IREC	International Renewable Energy Conference
JICA	Japan International Cooperation Agency
KFW	German promotional bank under the ownership of the Federal Republic and the Länder (federal states)
MoU	Memorandum of Understanding
NEDO	New Energy and Industrial Technology Development Organisation
NZAID	New Zealand's International Aid & Development Agency
REEEP	Renewable Energy and Energy Efficiency Partnership
REN 21	Renewable Energy Policy Network for the 21 st Century
RENAC	Renewables Academy
REN Alliance	International Renewable Energy Alliance
RFQ/RFP	Request for Quotations/Request for Proposals
SRREN	Special Report on Renewable Energy Sources and Climate Change
UAE	United Arab Emirates
UN-CEB	United Nations System Chief Executives Board
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WG	Working Group

Introduction

The activities of the IRENA Secretariat in the second half of 2009 were essentially determined by the decisions made at the second session of the Preparatory Commission for IRENA held in June 2009 in Sharm El Sheikh, Egypt, where it was designated that the interim seat of the Secretariat would be located in Abu Dhabi, United Arab Emirates (UAE). At that Session Ms H  l  ne Pelosse was appointed as the Interim Director-General (IDG) of IRENA. Additionally, the Interim Work Programme 2009/2010, the 2009 Budget, the 2010 Budget Outline as well as the staff, financial and secondment regulations were adopted by the attending delegations. The major challenge for the Secretariat was therefore to transform these decisions into concrete action and operationalise the Agency.

The following report provides an overview of the Secretariat's work and the budget performance during the last six months. Apart from the implementation of the Commission's work programme for that period of time, the most fundamental task was to establish IRENA's headquarters, including human expertise and capacity and its technical infrastructure. Additionally, the IDG, supported by the Secretariat, was strongly involved in building strong relationships with the host country and its relevant authorities, and developing a secure, effective and transparent legal framework for the Preparatory Commission for IRENA and its Secretariat. At the same time the IDG endeavored to establish contacts and networks with IRENA's international stakeholders and to implement initial projects of its 2009 work programme.

The last quarter of 2009 was dedicated to prepare for the third session of the Preparatory Commission on 17 January 2010 in Abu Dhabi. With nearly 700 participants including the various stakeholders of IRENA, this event not only has an impact on outreach and IRENA's image, but also is important for the numerous legal decisions that will be taken by Member States, which will shape the Agency's path in 2010.

Establishing the Secretariat

Initially the IDG convened several meetings with the Chair of the Administrative Committee, the UAE and international consultants relating to human resources and the legal and technical build-up of the Secretariat. The IDG also visited potential interim offices in Abu Dhabi and met the authorities and institutions involved with setting-up the Secretariat.

Until the interim offices in the new refurbished building located in the Khalidiya area of Abu Dhabi are fully equipped and operational (envisioned 1st February 2010), the UAE government provided 1.5 floors with about 25 working spaces in the Abu Dhabi Chamber of Commerce and Industry for the IRENA Secretariat. The IDG, supported by a small team of secondees and short term consultants, focused her efforts on laying the foundations for, and establishing, the support services of the Secretariat, including human resources (HR), information and communication technologies (ICT), finance and accounting, and procurement.

To implement the agreement reached at the second session of the Preparatory Commission that an IRENA Innovation Centre (funded by Germany) be established in Bonn, and an IRENA Liaison Office to international organisations be established in Vienna (funded by Austria) the IDG met with the governments of Austria, Germany and the UAE to seek clarification on IRENA's three locations. In this regard, the IDG convened a meeting on 11 and 12 November 2009 to clarify the separation of tasks and the technical implications of the agreement and to establish an operational framework for IRENA's headquarters and its satellites)¹. Further efforts will be made in bilateral meetings to achieve an agreement at the Third Session of the Preparatory Commission.

In August, supported by French legal experts the work on the headquarters agreement between the Preparatory Commission and the UAE began. The headquarters agreement is a centerpiece of IRENA's legal status and negotiations are underway in order to finalise it. Legal agreements for the satellites in Bonn and Vienna will be established subsequently.

Human Resources

A small team, including an external consultant and two secondees, focusing on HR was established to manage the recruiting activities for both seconded and permanent staff as well as HR development and administration.

Regarding secondments, in 2009 37 seconded staff applications have been proposed by Member States. Recruiting interviews have been conducted and 13 secondees have been selected. The selection and use of seconded staff is based upon the 2010 Work Programme activities and needs, in line with profiles and skills of seconded staff candidates. With the support from international consultants, familiar with the UN system, seconded staff regulations have been prepared and will be adopted at the third session of the Preparatory Commission meeting in January 2010. Any service for secondees including administration, relocation and allowances has been negotiated and agreed up on with the host country.

Regarding permanent staff, the overall framework for staff rules and regulations has been prepared in accordance and compliance with UN Common System of Standards. A new and updated set of staff rules and regulations will be approved at the third session of the Preparatory Commission as well as a proposal for a staff provident fund, also in line with UN system.

The IDG supported by the HR team contacted the International Civil Service commission (ICSC) to get support on the following HR issues:

- Job descriptions format and templates
- Methodology and tools for calculation of salaries and benefits
- Update on wage scale and post adjustment rate
- UN grading systems and tools

Contact has been established with the current existing local UN offices in the UAE.

¹ (for more detailed information see the report on the meeting, available under the password secured area on IRENA's website)

Job descriptions for highly qualified “support function” managers, which is seen as the most important and urgent task have been drafted and advertised on the web site; an e-mail alert tool providing interested people with information on any upcoming vacancies is also available. Other sources for identifying candidates are under scrutiny and will be implemented as appropriate (for example, advertisements in Financial Times, or on international recruiting web sites). Also, a senior support site manager, highly qualified and experienced in building up support functions has been recruited to handle the consultants and the IT team.

Besides support functions, the upper management positions including D2 and D1 positions are regarded as equal priority. A Working Group (WG) out of Member States has been set up to contribute to, and provide feedback on the job descriptions. The job descriptions have been drafted in accordance with the 2010 Work Programme requirements, feedback received by the WG and with the template and format of the United Nations. It is planned to advertise all D2 and D1 positions on the web site and internationally in order to attract suitable candidates and increase IRENA’s visibility within the coming month. The candidates list will be submitted by the Secretariat to the WG dealing as Hiring Committee to establish a short list of candidates. An organisational chart outlining D1 and D2 positions have been drafted and will be proposed to Member States at the third session of the Preparatory Commission.

Regarding other permanent staff, identification of potential candidates and sourcing actions have been undertaken with key renewable energy actors and organisations and screening of current applications and interviews are continuously conducted. As of today, IRENA has received more than 700 direct applications; about 80 candidates with a significant experience and knowledge of renewable energy have been invited for an interview directly or by phone. A proposal of selection and recruiting process has been prepared and is currently under review in order to be implemented after the hiring of the D2 and D1 Directors, supporting them in fulfilling their recruitment needs.

In addition, an IRENA HR handbook is currently under preparation and will be completed by the end of February. An Ethical Code, outlining IRENA core values as well as expected behaviors of all IRENA staff Members is also in preparation and will be submitted to all new comers with request of their signature and acceptance (for more detailed information on HR issues see the HR note dated 10 January 2010 available under the password secured area on IRENA’s website).

Information and Communication Technologies (ICT)

The current ICT team at IRENA consists of two seconded staff, two contracted support staff, and a contracted web developer. This number is due to the fact that two sites are currently being maintained: actual IRENA site in the Abu Dhabi Chamber of Commerce and the new premises (IRENA building).

In the current site the first priority of this group was to ensure the internet connection and to configure and install new IT equipment and software. Access to standard local and external network services was provided. The transfer of the IRENA website was completed successfully.

A resident web developer has been working closely with the communications team for further enhancements and any necessary changes of the website including development of the Member States secured area, the creation of an online HR application as well as general fixes and daily updates to the website.

The support staff was responsible to tweak and fine tune the ICT equipment and services to ensure the maximum level of stability, reliability and performance. This included purchase and configuration of networking components to establish an IRENA network separate from the existing infrastructure and to provide backup and shared drive services.

In parallel, the two seconded staff members have been overseeing the ICT infrastructure and services setup and configuration of the new IRENA offices. A Request For Proposals (RFP) was recently prepared and distributed for an audit of the new infrastructure setup to ensure that it meets standards of reliability and security, providing assurance and further enabling a smooth transition to the new location.

For the future site preparation of the implementation of a full scale Enterprise Resource Planning (ERP) system has been underway. It will encompass the following areas:

- Finance Management
- Procurement Management
- Customer Relationship Management
- Human Resource Management.

An RFP for the above project has been drafted and is currently under review. Different options for an enterprise level Electronic Document Management System (EDMS) are also in the process of being assessed.

Finally, the seconded staff has been working to formalise an ICT strategy that will include defined policies and procedures to streamline the work and to provide both internal and external transparency (security policy, backup policy, newcomer procedure, etc.). This is expected to continue in 2010 to ensure that the department's vision is aligned with IRENA's overall mandates.

Finance/Accounting

The Finance/Accounting Department of IRENA opened with two seconded staff to handle the financial activities.

The Finance Department started with opening a USD account at the Standard Chartered Bank that became operational in September 2009. The Standard Chartered Bank financed over \$3 billion renewable energy and clean technology projects. Subsequently IRENA opened sub-accounts to end with five accounts that are the following:

- USD Account 01-9925384-01 (The main account for IRENA operations).
- EUR Account 01-9925384-01 (For Euro transactions)
- EUR Account 01-9925384-02 (A special account for Bonn Center)

- EUR Account 01-9925384-03 (A special account for Vienna Office)
- AED Account 01-9925384-01 (For the UAE local vendor payments)

IRENA has four authorised Signatories with different limits to ensure continuous operation and avoid payment delays. IRENA managed to settle more than 90% of its invoices at December 31st and the remaining invoices were not settled due to late submission by the vendor(s). The Finance Department follows up with German and UAE Government about costs incurred by them for IRENA operations as well.

In order to assess the conformity of the Finance/Accounting activities since the first transactions were recorded, IRENA has ordered a financial audit of its accounts up to 31st December 2009. After a Request For Quote (RFQ) among three of the major audit firms, KPMG has been selected to conduct this audit according to the IPSAS standard so as to come as closely as possible to the UN requisite in terms of external audit.

For the first half of 2010, the Finance/Accounting office will be backed by an accounting consultant, Grant Thornton, selected on the same principle as the external audit firm to bridge the gap until the ad hoc professional staff is onboard. It is envisaged that the full Finance/Accounting capacity be achieved when an ERP system (subject to RFQ/RFP) is implemented within the coming six or seven months.

Procurement

Ahead of IRENA's Financial Regulations and Rules coming into force, the following general principles have been given due consideration while executing procurement on behalf of the organisation:

- Best value for money
- Fairness, integrity and transparency
- Effective international competition
- The interest of IRENA

By and large the core governing principle of IRENA has been and still is to obtain the best value for money. In the context of the procurement process, obtaining "best value for money" means selection of the offer, which presents the optimum combination of expertise costs and benefits, and meets IRENA's requirements.

In practice, the specific procurement rules and procedures to be established for the implementation of a programme are contingent upon the individual circumstances of a particular requirement. However, three considerations have consistently guided the organisation's interest for the acquisition of inputs:

- The need for economy and efficiency in the implementation of the programme, including the procurement of goods and services involved
- Giving all eligible suppliers/vendors the same information and equal opportunity to compete in providing goods or services, and

- The access to procurement opportunities for all interested and qualified offerors/vendors worldwide.

So far IRENA's methods of solicitation have included the following:

- RFQ for the procurement of goods or services where the contract value was between USD 2,500 and USD 100,000
- RFP for all contracts exceeding USD 100,000 where the desired inputs and/or outputs could quantitatively and qualitatively be expressed in sufficient details at the time the invitation was made
- Local shopping for amounts less than \$2500 and based on "best value for money".

IRENA's commitment to the environment

"Green" procurement is rooted in the principle of pollution prevention, which strives to eliminate or to reduce risks to human health and the environment. In order to do so, IRENA staff will evaluate purchases based on a variety of criteria, ranging from the necessity of the purchase, resource consumption, waste generation, environmental impact and health of the users.

IRENA's "green" procurement policy promotes the four 'R' strategies:

- re-think the requirements to reduce environmental impact
- reduce material consumption
- recycle materials/waste, and
- reduce energy consumption.

"Green" procurement at IRENA requires its staff to conduct all activities in a resource-efficient manner. Thus IRENA will be selective in its choice of products, processes and services to promote the four 'R' strategies, taking into consideration the effects of energy consumption, toxicity, ozone depletion, radiation, and the use of recycled materials. To help determine how environmentally friendly the goods and/or services are, IRENA staff evaluates the applicable Eco-label rating, or the official label for approved "green" products, such as Energy Star, EU Eco-label, Energuide, etc.

Travel Policy

IRENA aims to participate in the CO₂ emission reduction for its overall travels. Air flights are primarily concerned when it comes to class of travel. Economy class will be preferred over business class.

IRENA will look into the various travel plans applied within the UN organisations and will adopt the most relevant policy which combines the preservation of the environment and the traveler's health and comfort related to long-haul flights for instance.

Train travel will be an alternative air travel where practical. As for city travel, public transport will be standard practice to be followed wherever practical.

Preparation of the Third Session of the Preparatory Commission

This activity not only includes the logistical preparation of the session, but also the drafting of the relevant documents that have to be adopted at that session to enable IRENA to operate effectively and efficiently, and to commence its mission immediately afterward. These decisions include the:

- 2010 Work Programme and Budget
- Vision and Mission Statement and the Outline of the Internal Communication Strategy
- Staff Regulations and Rules
- Financial Regulations and Rules
- Secondment Regulations
- Proposal on the Establishment of a Staff Provident Fund
- Headquarters Agreement
- Transition Issue (Protocol Regarding the Transfer of Assets, Liabilities, Records and Functions from the Preparatory Commission to IRENA; and the Status of Signatories after the 25th Ratification of the Statute of IRENA).

A first draft of the 2010 Work Programme of the Commission was developed by the Administrative Committee based on consultations with international experts active in the field of renewable energy. This was discussed with interested Member States at the meeting of the Administrative Committee held on 12/13 October 2009 in Abu Dhabi.² (These discussions had been continued at a meeting dealing explicitly with the part on innovation and technology of the Work Programme, which took place on 11/12 November.³)

To accelerate the process and assist the Secretariat drafting the above-mentioned documents it was decided to establish several temporary WGs chaired and coordinated by different countries representatives and the Secretariat (for the members of the WGs see the Report on the meeting held on 11/12 November, available on the password secured area of IRENA's website). The following five thematic WGs immediately took up their tasks and contributed decisively to the development of all papers (the Chairs are indicated in brackets):

- WG Legal Documents (United Kingdom)
- WG Communication (Australia)
- WG 2010 Work Programme and Budget (Spain)

² (for further information see the report on the meeting available under the password secured area on IRENA's website)

³ (for further information see the report on the meeting available under the password secured area on IRENA's website)

- WG Headquarters Agreement (United Arab Emirates)
- WG Job Descriptions (Argentina)

While the first draft for each document was developed by the Secretariat, members of the respective WGs took the opportunity to comment on that draft and suggest amendments. The documents were consolidated by the Secretariat and then submitted to Member States by mid-December according to Rule 3 of the Rules of Procedure of the Preparatory Commission, which states that all supporting documents should be distributed by the Secretariat to Members at least four weeks before the opening of the session. In addition, the Secretariat prepared a "Strategic Note on Governance of IRENA". The principles laid down in this note are intended to guide the drafting of the Rules of Procedure for the Assembly and the Council of IRENA. The general aim of the Rules of Procedure is to maximise the effectiveness and efficiency IRENA's work.

In addition, a first paper on the cooperation between the Abu Dhabi Fund for Development (ADFD) and IRENA was submitted to Member States in order to facilitate initial discussions on this topic. This paper supplemented by comments from Member States will be the basis for the further elaboration of a Memorandum of Understanding (MoU) between IRENA and the ADFD to be prepared by a responsible WG.

Apart from the preparation of all relevant documents, the technical preparations and the logistics for this large conference were organised in a coordinated effort by the IRENA-Secretariat, the UAE and an assigned event agency. 600 to 700 participants are expected at the third session in total including a high level participation by around thirty ministers from different countries. The Administrative Committee convenes on the day before the third session and has been organised by the same team. IRENA's future work and way forward will be defined by the outcomes of these meetings.

Implementation of the Interim Work Programme 2009/2010

Communication and Outreach

Based on the vision and mission statement and the outline for IRENA's internal communication strategy – the fundament for any outreach and internal communication of IRENA – the Secretariat updated, restructured and expanded the password secured area of IRENA's website in order to enhance the communication with its Members. Apart from the contact list of the Secretariat, an internal event calendar, the latest documents as well as a comprehensive report on IRENA's activities have been made available on this site..

The Secretariat developed and issued a second edition of the IRENA newsletter. It reports on the past activities of the Agency and provides an outlook on the months ahead. The newsletter has been sent to Member States as well as subscribers, reaching over 2000 stakeholders around the world.

The Secretariat has also actively prepared for IRENA's participation in the World Future Energy Summit (WFES) in January 2010, where IRENA will be present with an information booth. For the next WFES, the Secretariat is planning to work closely with the host country to provide input to the important event.

Moreover, IRENA has gained a lot of press coverage. From specialised journals like Renewable Energy Magazine and Renewable Energy World to mainstream newspapers and internet-platforms, including the International Herald Tribune and CNN, IRENA has achieved a high visibility and positioned its message on the global scene.

Cooperation Networks

To present IRENA as the new global voice for renewable energies, the IDG has participated in several major global renewable energy events and had several bilateral meetings with representatives of IRENA's Signatories including Austria, Egypt, Comoros, France, Germany, India, Italy, Japan, Mexico, Norway, Palau, United Arab Emirates, United Kingdom, and United States of America, non-members such as Venezuela, South Africa, and Indonesia as well as international organisations and associations. To gain an overview of global renewable energy stakeholder meetings, conferences and trade fairs, the Secretariat compiled a list on international events in 2009 and beyond which was also sent to Member States for completion. The list is currently updated for 2010/11 and will soon be posted on IRENA's website.

IRENA used video presentations to address the European Photovoltaic Solar Energy Conference and Exhibition (Hamburg, Germany) and the ISES Solar World Congress 2009 (Johannesburg, South Africa). The IDG was also present at the Global Renewable Energy Forum (Leon, Mexico) where she conducted a number of bilateral meetings with South American States and the International Climate Week of the United Nations in New York where she met the Secretary-General of the UN, Mr. Ban Ki-Moon.

With regard to possible synergies and to avoid duplication of effort, several meetings were held with the IEA in Paris. These constructive and fruitful discussions resulted in a close cooperation on IEA databases.

To approach various business associations a small workshop was held in September 2009 in Brussels (for further information see the report on the meeting available under the password secured area on IRENA's website). It was followed by a meeting with REN Alliance to discuss fields for and methods of cooperation.

At a lead author meeting on the Special Report on Renewable Energy Sources and Climate Change (SRREN) of the Intergovernmental Panel on Climate Change (IPCC) in the beginning of September the IDG presented IRENA to the science community, which will be finished by the end of 2010. Dr. Pachauri, Chair of the IPCC, offered to assist in establishing a cooperation concept to institutionalise collaboration between IRENA and outstanding scientists and research institutions. Following the application of the UAE to host the next plenary of WG 3 of the IPCC dedicated to the approval of the first Special Report on Renewable Energy (SRREN) the IPCC decided that it will take place end of February 2011 in Abu Dhabi, the United Arab Emirates.

A potential partner for IRENA will be REN 21. The IDG attended its Steering Committee, which met in September, in New Delhi to discuss possible fields of cooperation. A further Steering Committee meeting on the International Renewable Energy Conference (IREC) will take place in New Delhi in October 2010 will be convened at the margins of the Preparatory Commission and the World Future Energy Summit in Abu Dhabi. For the next IREC which is expected to take place in 2012 IRENA is going to work closely with the host country.

Knowledge Management

Throughout the IRENA preparatory meetings, Knowledge Management (KM) has been seen as one of the pillars of the work programme. As there is already a lot of valuable work done by others and IRENA is a newcomer to the renewable energy sector, it strives to ensure that its new and additional efforts are used constructively to complement and enhance existing efforts and to identify and fill gaps. As IRENA is still in the start-up phase, it can implement a well developed KM strategy right from the outset. The first priority, therefore, has been to bring together a small group of experts already working in knowledge management for renewable energy, with a view to laying the basis for an overall strategy for IRENA. The meeting took place on 16th October 2009 in Berlin, Germany and focused on:

- Reviewing the current global situation in terms of demand and provision of knowledge
- Identifying the key audiences, the main groups of potential users of the knowledge
- Reviewing technical approaches and possibilities in knowledge management
- The sorts of knowledge that are needed
- Appropriate partnerships or consortia arrangements for achieving the best possible result and the likely financial implications
- The sort of Secretariat structure appropriate for IRENA's knowledge management programme.

During the meeting it was proposed to establish a small KM unit. It was pointed out that it is important that its head is directly linked to the upper management and the IDG. The task of this unit should be to establish a culture of knowledge sharing within the Secretariat and to encourage staff to seek and share knowledge via various tools (internal search engines, workshops or document management systems). Moreover, an external network comprising of experts where IRENA can access fast information on demand should be created to ensure the interaction between the internal and external knowledge. IRENA should provide targeted, filtered, analysed and systematised knowledge on renewable energy which is driven by demand and enables stakeholders to use this knowledge in decision making processes.

A current knowledge gap which IRENA will focus upon is the linkage between data which already exists in order to provide integrated and holistic information to its stakeholders. Both the data dissemination and the compiling of data should be done in a user-friendly way and concentrate on countries and regions which currently lack information and reporting systems.⁴

Policy Advice

Tonga requested to be the first country to partner with IRENA on a pilot project to provide policy advice and financial/technical assistance regarding the development and

⁴ (for more detailed information see the report of the meeting, available under the password secured area on IRENA's website)

implementation of the Tonga Energy Roadmap 2010-2020. The overall objective of this roadmap is to reduce the State's vulnerability to oil price shocks and to increase the access to modern energy services in an environmentally sustainable manner. Within the next three years Tonga plans to generate 50 percent of its grid-based energy from renewable energy sources. A larger group of development partners including the World Bank (lead), ADB, EIB, NZAID, EC, JICA, REEEP are already involved in the process for grid-based renewable energy supply for Tonga's existing island grids. IRENA was requested to concentrate particularly on the small remote/outer island communities and to develop and coordinate – supported by Japan and Australia – an integrated approach for their electrification. IRENA commissioned an external expert/engineer to initiate a dialogue with the relevant stakeholders already involved; he convened a meeting with the Tongan Government and the World Bank from 10th to 13th August in Sydney, Australia. The target of the meeting was to assess the current options of a renewable based power supply for outer islands, to discuss and review the Tonga Energy Road Map and IRENA's contribution to this Roadmap.

Capacity Building

IRENA aims to help its members develop and enforce institutional, technical and individual capabilities to effectively execute a rapid transition towards the widespread and sustainable use of renewable energy. To avoid duplication and identify main areas of needs, Member States decided at the second session of the Preparatory Commission that IRENA starts with the collection and analysis of experiences of similar efforts by other organisations and institutions. Therefore, an initial workshop on existing capacity building activities in the field of renewable energies was organised in collaboration with the Renewables Academy (RENAC) on 14th October 2009 in Abu Dhabi, UAE. The workshop particularly focused on:

- The compilation of best-practice approaches experienced by other organisations and institutions
- The identification of needs for capacity building for technical and non-technical issues
- The identification of appropriate methodologies and activities for IRENA as well as synergies with existing programmes

About 100 representatives from private and public institutions as well as from interested Signatory States of IRENA participated. The morning sessions were particularly shaped by presentations of various international organisations such as UNDP, UNESCO, the African Union Commission, REEEP, EREC, NEDO, and the KfW that introduced their activities in the field of capacity building. In the afternoon session delegates formed three working groups that discussed:

- capacity building for renewable industry sectors/technology
- capacity building for the legal and administrative framework, and
- capacity building for the financing sector.

COP 15

At COP 15, IRENA held a side-event together with REN21, IEA, RETD, EREC, , and Greenpeace on renewable energy potentials and deployment strategies which was strongly supported by Denmark. Next to this event, the IDG sat on the panel of an event on osmotic

power “101 solutions – From Copenhagen to investments and developments”, hosted by Statkraft and spoke at “International Cooperation on Technology Transfer: Time for Action” jointly hosted by the UN-CEB Cluster on Technology Transfer and UN-Energy, supported by UN-DESA and UNIDO. The IDG held numerous bilateral meetings with ministry representatives and international organisations like IEA, GBP and ICLEI. She met business associations such as REN Alliance and NGOs like the Roundtable on Sustainable Biofuels. During talks the IDG also leveraged recruiting opportunities resulting in more than 100 applications received by the Secretariat within the following few weeks.

Potentials/Scenarios

IRENA is seeking to establish a common vision on the global potential of renewable energy sources. Therefore, IRENA will establish cooperative working arrangements with relevant organisations and institutions active in this field, with a view of developing a World Database on renewable energy potentials.

An initial expert meeting on renewable energy potentials and scenarios took place on 5th October 2009 in Paris. Representatives of several laboratories and international organisations currently working in this field were invited to brainstorm and exchange ideas on an IRENA strategy for dealing with RE scenarios, among them were the IEA, NREL, DLR, EREC, Technical University Vienna, Energy Economics Group, REN21, and Greenpeace International.

Another IRENA “brainstorming” workshop was held on 5 November 2009 in Paris. The target was to bring together experts in specific technologies to discuss the overall concept of a global resource potential data base, and also to bring in UNEP's perspective on this area, due to their long-term leadership of the SWERA (Solar and Wind Energy Resource Assessment) Project. The workshop participants discussed a path forward to implement the global renewables

database, and to form a steering committee which would likely be heavily involved in these next steps (for more detailed information see the report on the meeting available under the password secured area on IRENA's website).

Candidates to serve on a Steering Committee to help with identifying products for a global data base will come from all over the world. This method used for the workshop gathering experts worldwide as well as representatives of Member States will be continued in 2010. It will be announced on IRENA's website and ensure a geographical balance.

Income, Budget Performance and Possible Adjustments

You will find hereunder the provisional financial results that are being audited by KPMG and awaiting their certification and conformity.

Balance Sheet (in US dollar) December 2009

Current Assets		
Cash and Bank		4,174,748.60
Prepayments		448,419.01
Staff Recoverable		22,577.28
Other Receivables		3,175.43
Current Liabilities		
Payables		31,060.09
Accruals and Provisions		18,175.30
Advance for Bonn Center		277,426.00
Total Net Assets		4,322,258.93
<hr/>		
Fund Balance		4,015,700.68
Establishing Reserve	Operating	306,558.14
Total		4,322,258.82

Profit and Loss (in US dollar)
December 2009

Voluntary Contributions		5,344,119.30
<hr/>		
Expenses		
<hr/>		
Staff and other personnel costs		373,183.39
Contractual services		549,999.89
Travel		65,691.71
Operating expenses		29,120.70
Body meetings		3,864.79
<hr/>		
Total Expenses		1,021,860.48
<hr/>		
Establishing Reserve	Operating	306,558.14
<hr/>		
Surplus for the year		4,015,700.68
<hr/>		

Gifts and souvenirs to the Interim Director-General

With reference to the **Financial Regulations**, Article 7, Regulation 7.2, which states that the Interim Director-General shall report to the Commission all the voluntary contributions, gifts, bequests and subventions he/she has accepted and to the **Staff Regulations**, Article 2, Regulation 2.6 which states that a) no staff member shall accept any honour, decoration, or any favour or gift exceeding 50 €/€\$ or remuneration from any Government or any source external to IRENA and b) if refusal of an unanticipated honour, decoration, favour or gift from a Government would cause embarrassment to the Agency, the staff member may receive it on behalf of IRENA and then report and entrust it to the Director-General, who will either retain it for IRENA or arrange for its disposal for the benefit of the Agency or for a charitable purpose, the following table presents the gifts and souvenirs handed to the Interim Director-General of IRENA with photos and brief description:

<ul style="list-style-type: none"> - Souvenir from Abu Dhabi Development Fund - Description: An embodied old boat which was common in the region in the last century - Received in 2009 	
<ul style="list-style-type: none"> - Souvenir from the Ministry of Foreign Affairs of the United Arab Emirates - Chopard branded watch with the logo of Ministry of Foreign Affairs - Received in 2009 	
<ul style="list-style-type: none"> - Star Walker Mont Blanc Pen from Masdar - Received in 2009 	
<ul style="list-style-type: none"> - Traditional box (in Arabic: Mandoos) from the General Women's Union - Description: wooden made and used in last century - Received in 2009 	
<ul style="list-style-type: none"> - Iranian Ceramics from the Ministry of Foreign Affairs of IRAN - Received in 2009 	
<ul style="list-style-type: none"> - 2 Egyptian gifts from Alexandria Business Association - Received in 2009 	
<ul style="list-style-type: none"> - Egg shaped gift from President of Iceland - Received in 2009 	
<ul style="list-style-type: none"> - Japanese fan from Ministry of Environment of Japan - Received in 2009 	<p style="text-align: center;">To be added later</p>

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Report of the Chair of the Administrative Committee

Report
Annex 5

Third session

Sunday 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/proc.5

Agenda item 5b

Report of the Chair of the Administrative Committee

At its second session on 29 and 30 June 2009, the Preparatory Commission decided to maintain the Administrative Committee as it was established by decision IRENA/PC.1/dc.5 for a transitional period until the third session of the Preparatory Commission in Abu Dhabi, UAE on 17 January 2010 and as long as deemed necessary by the Members of the Commission, chaired by Germany.

It was agreed that the Committee should support and advise the Interim Director-General to further ensure the rapid and effective establishment of the Agency.

The Committee was requested

- to support the work of the Interim Director-General,
- to assume any administrative and secretarial tasks that are required and
- to carry out its work in close collaboration and coordination with the Interim Director-General.

The Preparatory Commission further agreed that the Administrative Committee would continue to be open to all Members of the Preparatory Commission which are willing to substantially contribute to its work.

On 12 and 13 October 2009, UAE together with the IRENA Secretariat and Germany organized a meeting of the Administrative Committee in Abu Dhabi. Its objective was to reflect on the first 100 days work of the Secretariat and to discuss the draft 2010 Work Programme and the 2010 Budget. Furthermore, ideas were exchanged on IRENA's role at COP15 as well as on the tentative Agenda for the third session of the Preparatory Commission.

Representatives from 64 IRENA Member States attended the meeting which was open to all Signatories.

The delegates divided into three working groups in order to prioritise the activities of the 2010 Work Programme:

I) Communication & Outreach, Cooperation Networks and Knowledge Management including the Liaison office in Vienna;

II) Innovation & Technology including the Innovation Centre in Bonn;

III) Programmes.

For the written results of the working groups see Report of the Meeting, Annex 2.

Member States were asked to submit further written comments to the draft work programme 2010 to the Secretariat by 31 October, which would recirculate the revised version to the members of the Preparatory Commission by 16th November.

The working groups were mainly concerned with the division of tasks between IRENA's headquarters and its Innovation Centre in Bonn and its Liaison Office in Vienna. The Secretariat was requested to elaborate a proposal for a division of tasks which could be discussed and adopted at the third session of the Preparatory Commission.

In order to empower the Secretariat's work, the Chair of the Administrative Committee invited the Signatories present to make their contribution to the Budget according to the IRENA's scale of contribution. The Secretariat was asked to provide a detailed draft proposal of the 2010 Budget to IRENA Signatories by 16th November 2010.

Another meeting of Working Group II on the implementation of the agreement on three locations took place on 11 and 12 November in Abu Dhabi where the division of tasks among Abu Dhabi, Bonn and Vienna were further discussed. This meeting was chaired by Japan (11 November) and USA (12 November).

Following intensive discussion on the work programme, UAE, Germany and Austria presented a proposal for an organisational chart of the three locations. Moreover, the participants offered to assist the Secretariat in the preparation of the third session of the Preparatory Commission, by installing several temporary Working Groups.

Subsequently, the Working Groups with its Participants are listed:

- Working Group **Work Programme and Budget**
(Australia, Denmark, France, Germany, Japan, Korea, Spain, Tonga, UAE, UK, USA. Chair: Spain)
- Working Group **Communication**
(Australia, Austria, Italy, Tonga. Chair: Australia)
- Working Group **Transition PrepCom to IRENA**
(Germany, Japan, UAE, USA)
- Working Group **Director Positions**
(Germany, Italy, Korea, Spain, UAE, USA; Chair: Argentina)
- Working Group **Legal Documents**
(Djibouti, France, Germany, Israel, Japan, Swaziland, UAE, UK and USA. Chair: UK)
- Working Group **Headquarters Agreement**
(Argentina, Austria, Germany, Switzerland, Tonga, UAE and USA. Chair: UAE)
- Working Group **Abu Dhabi Fond for Development**
(postponed until 2010)

The chairs of the working groups on Work Programme and Budget, Director Positions, Legal Documents and Headquarters Agreement provided the Secretariat with revised versions of the documents.

The fourth meeting of the Administrative Committee took place on 16 January 2010 in Abu Dhabi to prepare the third session of the Preparatory Commission on 17 January 2010.

In order to further discuss remaining questions and finalise the draft decisions outbreak groups on governance chaired by Australia, the various legal documents chaired by UK, the headquarters agreement chaired by the UAE and on the Work Programme and Budget chaired by Spain were established. The results achieved after most constructive discussions would be introduced under each specific agenda item of the meeting of the Preparatory Commission.

Overall it was stressed that it is of particular importance that IRENA gets fully operational as soon as possible and to get clarity on all relevant issues regarding the value of a smooth transition from the Preparatory Commission to IRENA after the entry into force of the Statute.

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Decision on Headquarters Agreement

Report
Annex 6

Third session
Sunday, 17 January 2010
Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.1
Agenda item 7

Decision PC.3/dc.1 on Headquarters Agreement

The Preparatory Commission for the International Renewable Energy Agency (“Commission”), at its Third Session,

recognizing that the United Arab Emirates and the Interim Secretariat have collaborated to produce a draft Interim Headquarters Agreement, which draft has been reviewed by the Headquarters Agreement Working Group of the Administrative Committee;

recognizing that additional, limited refinements of the Interim Headquarters Agreement will be necessary before it can be brought into force,

conscious of the urgent need to regulate the legal relations between the Commission and the United Arab Emirates under the Interim Headquarters Agreement in order to secure privileges and immunities for the Commission and its subsidiary bodies, including the Secretariat and its staff,

further conscious that it would not be responsible for the Commission to leave the Interim Secretariat without coverage of the Interim Headquarters Agreement until the next meeting of the Commission,

desiring to facilitate an open and participatory process under the existing rules or procedure that facilitates participation, review, and input by Member States and provides the necessary legal authority for the Interim Secretariat to enter into the

Interim Headquarters Agreement with the UAE following this Preparatory Commission,

decides as follows:

1. The Headquarters Agreement Working Group is authorized to continue its work until the Interim Headquarters Agreement is finalized and ready for signature, which should occur as soon as possible but not later than 27 March 2010.
2. The Working Group shall post the draft of the Interim Headquarters Agreement as of the end of the Third Preparatory Conference on the IRENA website immediately following the conclusion of the Conference and shall invite Signatories to submit their comments on the latest draft not later than 6 February 2010.
3. The Headquarters Agreement Working Group shall, taking into account all comments and suggestions received and, together with the United Arab Emirates and the Interim Secretariat, prepare a revised text of the Interim Headquarters Agreement not later than 27 February and will circulate the product to all Members of the Commission for final comment to be provided not later than 20 March 2010.
4. The Headquarters Agreement Working Group shall, together with the United Arab Emirates and the Interim Secretariat and not later than 27 March 2010, take into account all comments and suggestions of Signatories in producing its final draft of the Interim Headquarters Agreement and shall circulate the draft to Signatories and post it on the IRENA website.
5. The Interim Director-General is authorized to sign the Interim Headquarters Agreement produced by the above process on behalf of the Preparatory Commission, with a view to bringing the Headquarters Agreement into force as early as possible.

The United Arab Emirates is hereby requested to take all practical measures to bring the Interim Headquarters Agreement into force under its domestic procedures as early as possible following its signature by the Interim Secretariat.

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Financial Rules for the Preparatory Commission

Report
Annex 7

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.2

Agenda item 8b

**Decision PC.3/dc.2 on Adopting Financial Rules for the Preparatory
Commission**

The Preparatory Commission for the International Renewable Energy Agency

(“*Commission*”), at its third session,

recalling regulation 17.4 of the interim financial regulations (hereinafter “financial regulations”) for the Commission (IRENA/PC.2/dc.4), which enforces the Interim Director-General to develop interim financial rules to implement the financial regulations,

considering the proposed financial rules,

adopts the financial rules for the Commission annexed hereto which shall take effect the day after adoption.

Annex

**FINANCIAL RULES
FOR THE PREPARATORY COMMISSION
FOR THE INTERNATIONAL RENEWABLE
ENERGY AGENCY**

CHAPTER 1**DEFINITIONS****Rule 101.1**
Definitions

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

1. *“Statute”* means the Statute of the International Renewable Energy Agency (IRENA);
2. *“Resolution”* means the resolution on establishing a Preparatory Commission for the International Renewable Energy Agency, adopted at the Conference on the establishment of the International Renewable Energy Agency;
3. *“Commission”* means the Preparatory Commission for the International Renewable Energy Agency;
4. *“Member”* means any Member of the Commission;
5. *“Secretariat”* means the Secretariat of the Commission, which is the Interim Secretariat of IRENA;
6. *“Appropriations”* mean the aggregate of the expenditure authorisations approved by the Commission for the regular budget of the Commission for a financial period against which expenditures may be incurred for purposes approved by the Commission;
7. *“Appropriation section”* means a major sub-division of the appropriations;
8. *“Obligation”* shall mean a written commitment of monies resulting in a liability against an allotment;
9. *“Unliquidated obligation”* means an obligation, or that portion of an obligation, which is not yet paid;
10. *“Controller”* means a senior official responsible for the accounting functions of the organisation, including financial management, general ledger, cost accounting, budgeting and compliance matters;
11. *“Programme Director”* means a senior official responsible for the success of a programme or sub-programme;

12. *“Account”* shall mean a formal record of an asset, liability, revenue or expense for with the effects of transactions are indicated in terms of money or other unit of measurement;
13. *“Allotment”* shall mean a financial authorization issued by the Interim Director-General to an official to incur obligations for specific purposes within approved budgets, within specified limits and during a specific time;
14. *“Contribution”* shall mean a donation of cash or appropriate services or items made in accordance with the procedures set out in these regulations and rules;
15. *“General Fund”* shall mean the accounting entity established for recording, under separate accounts, cost recoveries, miscellaneous income, operating reserve and contributions received which are not designated to a specific programme, project or activity;
16. *“Budget”* shall mean the annual budget approved by the Commission and adopted by the Commission indicating estimated resources and expenditures for the following financial period;
17. *“Operating Reserve”* shall mean the account maintained within the General Fund to be used to ensure continuity of operations in the event of a temporary shortfall of resources.

Rule 101.2

Applicability & Accountability

The financial rules are established by the Interim Director-General in accordance with the provisions of the financial regulations approved by the Commission. They shall govern all the financial management activities of the Commission except as may otherwise explicitly be provided by the Commission. The Interim Director-General hereby delegates authority and assigns responsibility for the implementation of the financial regulations and rules to the Controller. In the application of the financial regulations and rules, the Commission staff shall be guided by the principles of effective and prudent financial management and the exercise of economy.

Rule 101.3

Compliance

All Commission staff is obligated to comply with these financial regulations and rules, and with any administrative instructions issued in connection with the same. Any staff member who contravenes the financial regulations and rules, or corresponding administrative instructions, may be subject to disciplinary action in accordance with the Commission’s staff regulations and rules.

Rule 101.4
Responsibilities

The Interim Director-General shall be responsible for:

- (a) maintaining an adequate internal control framework and providing clear documentation that such controls are in place;
- (b) advising and supporting relevant Division Directors on the implementation of these regulations and rules;
- (c) ensuring the timely and appropriate reporting of all financial operations;
- (d) monitoring financial management throughout the Agency, to ensure consistency with the Commission's procedures, policy, regulations and rules, and taking corrective measures as appropriate; and
- (e) monitoring each Division's expenditures to ensure that they are maintained within approved authority levels and budgets.

CHAPTER 2**FINANCIAL PERIOD****Rule 102.1**

The financial year for all regular activities shall be the calendar year, irrespectively of whether these activities encompass an entire year or a portion thereof. In the latter case, i.e. where the financial year is less than 12 month, it shall be defined by indicating precisely the dates on which it commences and on which it ends.

CHAPTER 3**THE BUDGET****Rule 103.1**
Form of budget

The proposed work programme and budget shall contain:

- (a) for each programme and sub-programme narratives, objectives and expected results, together with indicators for achievement and implementation dead lines;
- (b) a statement of estimated income and expenditures including financial and human resources requirements by programme and sub-programme and by nature of expenditure in a consolidated form, as well as separately for Headquarters, and other offices;
- (c) a detailed and updated organisation chart.

Rule 103.2
Preparation of budget

The Programme Directors shall prepare their respective draft programme budget proposals for the following financial period at such times and in such detail as the Interim Director-General shall direct and in accordance with the financial regulations and rules and other applicable regulations and rules.

Rule 103.3
Requirements for supplementary budget

The supplementary budget proposals shall reflect changes in the financial and human resources requirements associated with:

- (a) activities which the Interim Director-General considers to be of the highest urgency and which could not have been foreseen at the time the initial program and budget proposals were prepared;
- (b) transfers of appropriations between programs under financial regulation 4.6;
- (c) activities mentioned in earlier program and budget proposals as items for which later submissions would be made;

(d) unplanned inflation, mandatory salary scale adjustments, and currency fluctuations.

CHAPTER 4

APPROPRIATIONS

Rule 104.1

Basis of Obligations

A legal obligation shall be based either on a contract, a purchase order, an agreement or other form of transaction document entered into on behalf of the Commission by the Interim Director-General or a Secretariat officer designated by the Interim Director-General, or on a liability recognized by the Secretariat for which goods and services were delivered, in part or in full. All such obligations shall be supported by appropriate obligating documents.

CHAPTER 5

CONTRIBUTIONS

No pertaining rule to Article 5 of financial regulations

CHAPTER 6

VOLUNTARY CONTRIBUTIONS BASED ON THE INDICATIVE IRENA SCALE OF CONTRIBUTIONS

No pertaining rule to Article 6 of financial regulations

CHAPTER 7**VOLUNTARY CONTRIBUTIONS IN ADDITION TO CHAPTER 6**

No pertaining rule to Article 7 of financial regulations

CHAPTER 8**MISCELLANEOUS INCOME****Rule 108.1*****Other income***

The following shall be credited to miscellaneous income:

- (a) monies accepted 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;
- (b) contributions from non-Members;
- (c) proceeds from revenue-generating activities.

Rule 108.2***Reimbursement of Expenditures***

- (a) Within the same financial period, reimbursements of actual expenditures incurred may be credited to the accounts against which they were originally charged; reimbursements of actual expenditures incurred in prior financial periods shall be credited as miscellaneous income.
- (b) Adjustments that arise subsequent to the closing of an extra-budgetary account (i.e., a trust fund, special account, project, etc.) shall be debited or credited against miscellaneous income in the same account.

CHAPTER 9**MODALITIES TO PAY**

No pertaining rule to Article 9 of financial regulations

CHAPTER 10**GENEAL FUND**

No pertaining rule to Article 10 of financial regulations

CHAPTER 11**OPERATING RESERVE****Rule 111.1*****Refund of Contributions***

The operating reserve remains property of the Members that have contributed to it and will be paid back to the Members that have actually contributed after the Commission's statute has entered into force.

CHAPTER 12

SPECIAL TRUST FUNDS AND SPECIAL ACCOUNTS

Rule 112.1

Separate Accounts

The Interim Director-General shall maintain separate accounts for all trust funds and special accounts, including the special trust fund described in Regulation 12.1.

Rule 112.2

Establishment and Administrations of Trust Funds

A trust fund and the activities financed therefrom shall be governed and administered in accordance with the financial rules and regulations of the Commission.

(a) Each trust fund shall be established on the basis of a written agreement between the Interim Director-General and the contributor/s.

(b) Each trust fund and the activities financed therefrom should be governed and administered by financial rules established through agreement between the Interim Director-General and the contributor/s.

(c) Any unexpended trust fund contributions remaining after the related programme activities are financially completed shall be disposed of by the Interim Director-General in accordance with the agreement under which the contribution was made.

CHAPTER 13

BANKING

Rule 113.1

Bank accounts

The Commission's bank accounts are to be opened and operated in accordance with the following guidelines:

(a) bank accounts shall be designated “official accounts of the International Renewable Energy Agency” and the relevant authority shall be notified that those accounts are exempt from all taxation;

(b) banks shall be required to provide prompt monthly statements to the Commission’s official registered address;

(c) two signatures, or their electronic equivalent, shall be required on all cheques and other withdrawal instructions, including all requests for electronic modes of payment.

Rule 113.2

Bank signatories

(a) Bank signatory authority and responsibility is assigned on a personal basis to appropriate staff members only of the Commission and cannot be further delegated. Bank signatories cannot exercise the approving functions for entry into accounts of obligations and expenditures related to contracts, agreements, purchase orders and other forms of undertaking.

(b) Designated bank signatories must:

(i) ensure that there are sufficient funds in the bank account when cheques and other payment instructions are presented for payment;

(ii) verify that all cheques and other payment instructions are pre-encumbered, dated and drawn to the order of the named payee approved by an approving officer, as indicated in the accompanying disbursement voucher, payment instructions and original invoice;

(iii) ensure that cheques and other banking instruments are properly safeguarded.

Rule 113.3

Currency exchange limitations

Officials responsible for the operation of the Commission’s bank accounts or for holding the Commission’s cash or negotiable instruments are not authorized to exchange one currency for another, except to the minimum extent necessary for the transaction of official business.

Rule 113.4***Remittances to other offices***

The IRENA offices in Vienna and Bonn, and further IRENA offices, shall obtain their funds through remittances from Headquarters. In the absence of a special authorization from the Controller, those remittances shall not exceed the amount required to bring cash balances up to the levels necessary to meet the recipient office's estimated cash requirements for the next two and a half months.

Rule 113.5***Cash advances***

(a) Petty cash advances and Cashier's Fund advances may be made only by and to officials designated for this purpose by the Interim Director-General.

(b) The relevant accounts shall be maintained on an imprest system and the amount and purpose of each advance shall be defined by the Interim Director-General.

(c) The Interim Director-General may approve other cash advances as may be permitted by the staff regulations and rules and administrative instructions and as may otherwise be authorized in writing by him or her.

(d) Officers to whom cash advances are issued shall be held personally accountable and financially liable for the proper management and safekeeping of cash so advanced and must be in a position to account for these advances at all times. They shall submit monthly accounts unless otherwise directed by the Controller.

Rule 113.6***Disbursements***

(a) All disbursements shall be made by cheque, by wire transfer or by electronic funds transfer except to the extent that cash disbursements are authorized by the Interim Director-General.

(b) Disbursements shall be recorded in the accounts as at the date on which they are made, that is, when the cheque is issued, transfer is effected or cash is paid out.

(c) Except where a paid cheque is returned by the bank or a debit advice is received from the bank, a payee's written receipt shall be obtained for all disbursements.

Rule 113.7***Reconciliation of bank accounts***

Every month, unless an exception is authorized by the Interim Director-General, all financial transactions, including bank charges and commissions, must be reconciled with the information submitted by banks. This reconciliation must be performed by an official playing no actual part in the receipt or disbursement of funds.

CHAPTER 14**INVESTMENT OF FUNDS**

No pertaining rule to Article 14 of financial regulations

CHAPTER 15**ACCOUNTS AND AUDIT****Rule 115.1*****Responsibility for Maintaining the Accounts***

The Head of Finance or equivalent, in discharging his/her responsibilities for the implementation of the policies with respect to the financial operations of the Commission, shall:

- (a) prescribe and maintain the financial records;
- (b) review for the Interim Director-General's approval all financial systems and the major financial procedures of the Commission;
- (c) ensure that these systems and procedures are properly implemented and carried out.

Rule 115.2
Principal Accounts

The principal accounts shall consist of:

- (a) programme and budget accounts showing:
 - (i) original appropriations;
 - (ii) appropriations after modification by any transfers between sections;
 - (iii) credits, if any, other than appropriations made available by the Commission;
 - (iv) original allotments;
 - (v) allotments after modification by any transfer;
 - (vi) obligations outstanding;
 - (vii) expenditures (including disbursements and unliquidated obligations);
 - (viii) unencumbered balances of allotments and appropriations;
- (b) general ledger accounts, showing for the General Fund all cash at banks, investments, receivables and other assets, payables and other liabilities;
- (c) separate accounts for the Working Capital Fund and its sub-accounts, if any, for the Capital Investment Fund and its sub-accounts, and for any special accounts which may be established;
- (d) such records as will provide for a statement of assets and liabilities for the General Fund, the Working Capital Fund, the Capital Investment Fund and any other trust fund or special account at 31 December of each calendar year, and in the case of special periods, at such dates as the Commission may prescribe.

Rule 115.3
Subsidiary Accounts

The Head of Finance may require the maintenance of subsidiary accounting records, including property accountability records, subject to such controlling accounts as deemed necessary.

Rule 115.4***Preparation of Financial Statements***

- (a) The financial statements for the financial year shall be prepared under the authority of the Head of Finance, as at 31 December of the year and shall be submitted by the Interim Director-General to the External Auditor and to the Advisory Group not later than 31 March following the end of that calendar year. The financial statements shall be prepared in accordance with the United Nations System Accounting Standards, except where the Interim Director-General determines that departure from the Standards is in the interest of the Commission. The final statements shall include for each Fund or group of Funds:
- (i) a statement of income and expenditure;
 - (ii) a statements of assets and liabilities; and
 - (iii) notes to (i) and (ii) above.
- (b) The annual accounts shall be accompanied by such additional information in the form of schedules or tables which the Commission may request or which may be required to present the financial position of each fund and the income and expenditure of each fund. Contributions in kind and their value shall be disclosed together with the financial statements. The method of valuation shall also be shown.

Rule 115.5***Regular Budget Accounts***

- (a) With respect to the General Fund, the annual accounts shall include in addition a statement of appropriations showing:
- (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 Commission;
 - (iv) the expenditures charged against those appropriations and/or other credits; and
 - (v) the unused balances of appropriations and of other credits.
- (b) Financial statements shall also be prepared at such other intervals as may be prescribed by the Interim Director-General or requested by the Commission. Copies of all such financial statements shall be transmitted to the Advisory Group. Financial statements for special periods or parts of the Budget shall be prepared and submitted

consistent with the stipulations of these rules, and particularly in a manner consistent with rule 115.2 (a) above and at such dates as referred to in rule 115.2 (d) above.

Rule 115.6
Budgetary Charges

(a) A budget allotment account shall be charged with actual disbursements and obligations entered into against contracts for supplies or services. Obligations shall be liquidated and converted to actual disbursements on fulfilment of the contract for supplies and services.

(b) At the end of the financial year, the current unliquidated obligations, as well as those required to be reviewed periodically by Certifying Officers under rule 116.6 for the previous financial year, shall be reviewed by the appropriate Certifying Officer, in consultation with the Head of Finance and either cancelled or re-obligated in the ensuing financial period.

Rule 115.7
Accrual Basis Accounting

Financial transactions shall be recorded in the accounts on an accrual basis, except as may be otherwise required by the terms of any trust fund or special account or as authorized by the Interim Director-General.

Rule 115.8
Reconciliation of Bank Accounts

All bank accounts shall be reconciled monthly with the statements submitted by the banks to the extent possible by officials having no actual part in the receipt or disbursement of funds.

Rule 115.9
Other Statements

There shall be provided to the External Auditor:

(a) a summary statement of supplies, equipment and other property for which property records are kept;

(b) details of losses of cash, stores and other assets written off;

(c) such other statements as the External Auditor may require.

CHAPTER 16

EXPENDITURES

Rule 116.1 ***Authorized obligations***

Obligations for the current financial period or commitments for current and future financial periods shall be incurred only after allocations or other appropriate authorizations have been made in writing under the authority of the Interim Director-General.

Rule 116.2 ***Controller's authorisation***

The utilization of all funds requires the prior authorization of the Controller. The Controller may determine the maximum amount of the appropriations that it would be prudent to make available for allocation taking into account the prospects of payment of assessed contributions, the likely level of income from fees, or any other relevant factors.

Rule 116.3 ***Form of authorisation***

The authorization from the Controller takes the form of an allocation of funds or other authorization issued to a Programme Director to plan activities and to initiate action to commit, obligate and expend specified funds for specified purposes during a specified period.

Rule 116.4***Dual authorisation principle***

Notwithstanding bank signatory functions assigned in accordance with rule 113.1 all commitments, obligations and expenditures require at least two approvals, in either conventional or electronic form, as detailed in rules 116.15 and 116.16 below.

Rule 116.5***Programme Directors***

(a) Programme Directors are responsible for planning, initiating and managing the effective and efficient utilization of resources as approved by the Commission and within the amount allocated by the Controller for the purposes covered by the approval of the Commission for indicated in the approved program and budget or, in the case of extra-budgetary resources, the relevant approval. However, pre-encumbrances, obligations and expenditures initiated by Programme Directors shall be reviewed for compliance with relevant policies and procedures, by appropriate officers designated by the Controller (“certifying officers”) as per rule 116.16 below.

(b) Programme Directors are designated by the Interim Director-General. However, a Programme Director can further designate an alternate[s] Programme Director but only with the approval of the Interim Director-General.

Rule 116.6***Certifying officers***

(a) Certifying officers are responsible for authorising commitments for the Commission through ensuring that the utilization of resources proposed by Programme Directors, including posts, is in compliance with the financial regulations and rules issued by the Interim Director-General.

(b) Certifying officers are designated by the Controller. Certifying authority and responsibility is assigned on a personal basis and cannot be delegated. A certifying officer cannot exercise the approving functions assigned in accordance with rule 116.7.

Rule 116.7***Approving officers***

(a) Approving officers are responsible for approving the making of payments once they have ensured that they are properly due, confirming that the necessary services, supplies or equipment have been received in accordance with the contract,

agreement, purchase order or other form of undertaking by which they were ordered. Approving officers must maintain detailed records and must be prepared to submit any supporting documents, explanations and justifications requested by the Controller.

(b) Approving officers are designated by the Controller.

(c) Approving authority and responsibility is assigned on a personal basis and cannot be delegated. An approving officer cannot exercise the certifying functions assigned in accordance with rule 116.6 or the bank signatory functions assigned in accordance with rule 113.2.

Rule 116.8

Establishment and amendment of obligations

(a) Apart from the employment of staff against an approved budgeted posts and consequential commitments under the staff regulations and rules, no undertaking, including by contract, agreement or purchase order shall be entered into until the appropriate credit(s) has (have) been reserved in the accounts ("pre-encumbrance"). This shall be done through the recording of commitments against which obligations shall be recorded. Relevant payments or disbursements against duly recorded obligations shall be recorded as expenditure. An obligation shall be recorded in the accounts as unliquidated during the period set forth in regulation 4.2 and until such point as it is re-obligated, liquidated or cancelled in accordance with regulation 4.3 as appropriate.

(b) The Controller may establish a threshold below which pre-encumbrance shall not be required.

(c) The Controller shall establish appropriate procedures to be followed in cases where the cost of relevant goods or services has, for whatever reason, increased in the time that elapses between the establishment of an obligation and the processing of final payment.

Rule 116.9

Review, re-obligation and cancellation of obligations

(a) Outstanding obligations must be reviewed periodically by the responsible Program Manager. If an obligation is determined to be valid but cannot be liquidated during the period set forth in regulation 4.2 the provisions of regulation 4.3 shall be applied. Obligations that are no longer valid shall be reduced or cancelled from the accounts accordingly.

(b) When any obligation previously recorded in the accounts is, for any reason, reduced (other than by payment) or cancelled, the certifying officer shall accordingly ensure that appropriate adjustments are recorded in the accounts.

Rule 116.10

Obligating documents

An obligation must be based on a formal contract, agreement, purchase order or other form of undertaking, or on a liability recognized by the Commission. All obligations must be supported by an appropriate obligating document.

Rule 116.11

Unforeseen and Extraordinary Expenses

The Interim Director-General shall report to the Commission on the status of all commitments relating to unforeseen and extraordinary expenses in the performance reports on the budget.

Rule 116.12

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) economic, social and environmental responsibility;
- (b) best value for money;
- (c) fairness, integrity and transparency of the procurement process;
- (d) effective international competition;
- (e) the best interests of the Commission;
- (f) solicitations shall be invited by advertisement unless otherwise prescribed.

Rule 116.13***Authority and Responsibility***

(a) The Interim Director-General shall designate a senior staff member to be the Head of Procurement responsible for the procurement functions of the Commission.

(b) The Interim Director-General shall establish the composition and terms of reference of a Contracts Review Committee (hereinafter referred to as the "CRC"). The CRC shall render written advice to the Head of Procurement on the procurement actions leading to the award, modification or renewal of procurement contracts. The terms of reference of the CRC shall include the definition of the types and monetary values of the procurement actions that shall be subject to its review.

(c) Where the advice of the CRC is required, no final action leading to the award, modification or renewal of a procurement contract may be taken before such advice is received.

Rule 116.14***Procurement Process***

Procurement contracts shall be awarded to eligible suppliers on the basis of the general principles described in regulation 16.2. The competitive process, when applicable, shall include:

(a) identification of potential eligible suppliers;

(b) formal methods of solicitation, by means of invitations to bid or requests for proposals on the basis of advertisement or direct solicitation of invited suppliers, or informal methods of solicitation such as requests for quotations (RFQ);

(c) objective and transparent pre-established criteria for the evaluation of tenders.

Rule 116.15***Procurement thresholds***

(a) The Head of Procurement shall recommend the thresholds for:

(i) direct purchase

(ii) the informal RFQ procedure;

(iii) limited tenders; and

- (iv) open international tenders.
- (b) The procurement thresholds are issued by administrative instruction by the Interim Director-General.
- (c) The Commission shall establish the threshold above which the advice of the CRC must be sought.

Rule 116.16***Exceptions***

The Head of Procurement, with the advice of the CRC, where necessary, may determine that using formal or informal methods of solicitation is not in the best interests of the Commission for a particular procurement action when:

- (a) there is no competitive marketplace for the requirement, such as where a monopoly exists; prices are fixed by legislation or government principle; or the requirement involves a proprietary product or service;
- (b) the requirement needs to be standardized;
- (c) offers for similar products and services have been obtained competitively within a reasonable period and the prices and conditions offered are considered to remain competitive;
- (d) within a reasonable prior period, a formal solicitation for similar products and services has not produced satisfactory results;
- (e) there is an emergency which necessitates immediate action.

Rule 116.17***Recording of exceptions***

When a determination is made pursuant to rule 116.16 above, the Head of Procurement shall record the reasons in writing and may then award a procurement contract, on the basis of a directly negotiated contract, to a qualified vendor whose offer substantially conforms with the requirement at an acceptable price.

Rule 116.18
Evaluation

All offers shall be evaluated on the basis of objective selection criteria in accordance with the present financial rules and the general principles and framework enunciated in regulation 16.1.

Rule 116.19
Contracts

All procurement actions shall be governed by written documentation. When written contracts are used, they shall specify at least the following information (where applicable):

- (a) nature of the products or services being procured;
- (b) quantity being procured;
- (c) contract or unit price;
- (d) duration of the contract;
- (e) conditions to be fulfilled by the supplier including general conditions for procurement contracts, appropriate sanctions, remedies and guarantee clauses;
- (f) terms of delivery and means of payment;
- (g) name and address of the supplier;
- (h) supplier's bank details for payment.

Rule 116.20
Payments

Except where normal commercial practice or the interests of the Commission so require, no contract or other form of undertaking shall be made on behalf of the Commission which requires a payment or payments on account in advance of the delivery of products or the performance of services. Whenever an advance payment is agreed to, the reasons for it shall be documented and retained for future audit purposes.

Rule 116.21
Confidentiality

Throughout the tender process and until the results of that process are announced, no information about offers or the evaluation process may be divulged to any individual other than those directly involved in the evaluation process, such as responsible members of the Commission's staff and employees or authorized external consultants.

Rule 116.22
Standards of conduct

Officers of the Organization involved in a procurement action shall disclose, in advance, any possible conflict of interest that may arise in the course of carrying out their duties. Failure to do so may result in appropriate disciplinary action in accordance with the Commission's staff regulations and rules or other appropriate civil and/or criminal action.

CHAPTER 17**GENERAL PROVISIONS**

No pertaining rule to Article 17 of financial regulations

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Staff Regulations for the Preparatory Commission

Report
Annex 8

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.3

Agenda item 9a

**Decision PC.3/dc.3 on Amending the Staff Regulations for the
Preparatory Commission**

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

acting in accordance with the relevant provision in staff regulation 13.1, which states that the staff regulations may be amended by the Commission,

considering the proposed draft decision on amendments,

emphasising that these staff regulations only apply for the Preparatory Commission and that the Preparatory Commission has to develop staff regulations for IRENA in accordance with number 10 lit. e.) of the resolution on establishing a Preparatory Commission for IRENA to be adopted by the Assembly after the entry into force of the Statute,

adopts the amendments to the staff regulations for the Commission as annexed hereto, which shall take effect the day after adoption.

Annex

**STAFF REGULATIONS FOR THE
PREPARATORY COMMISSION 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 Preparatory Commission for 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.

Regulation 1.2

Definitions

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

1. *“Statute”* means the Statute of the International Renewable Energy Agency (IRENA);
2. *“Resolution”* means the resolution on establishing a Preparatory Commission for the International Renewable Energy Agency, adopted at the Conference on the establishment of the International Renewable Energy Agency;
3. *“Commission”* means the Preparatory Commission for the International Renewable Energy Agency;
4. *“Member”* means any Member of the Commission;
5. *“Secretariat”* means the Secretariat of the Commission, which is the Interim Secretariat of IRENA;
6. *“Staff members”* or *“staff”* shall refer to all the staff members of the Secretariat, appointed by the Interim Director-General;
7. *“The 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 Interim Director-General

(a) The Interim Director-General shall ensure that the rights and duties of staff members, as set out in the Statute, the Resolution, the staff regulations and rules and in the relevant resolutions and decisions of the Commission, are respected.

(b) The Interim Director-General shall seek to ensure that in accordance with the Resolution number 8 lit. b.), (4) and 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

Any privileges and immunities enjoyed by the Commission are conferred upon the staff in the interests of the Commission. These privileges and immunities furnish no excuse to the staff members who are covered by them to fail to observe laws and police regulations of the State in which they are located, nor do they furnish an excuse for non-performance of their private obligations. In any case where an issue arises regarding the application of these privileges and immunities, the staff member shall immediately report the matter to the Interim Director-General, who will decide whether they shall be waived.

Regulation 2.4

Core values

(a) Staff members shall uphold and respect the principles set out in the Statute and the Resolution 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 discriminate against any individual or group of

individuals or otherwise 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.

Regulation 2.5

General rights and obligations

(a) Staff members are subject to the authority of the Interim Director-General, including his or her decisions on assignment to any of the activities or offices of the Commission. In exercising this authority, the Interim 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 Commission.

(c) By accepting appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Commission only in view. Loyalty to the aims, principles and purposes of the Commission, as set forth in Number 1 of the Resolution and Article II of the Statute, is a fundamental obligation of all staff members by virtue of their status as international civil servants.

(d) While staff members' personal views and convictions, including their political and religious convictions, remain inviolable, staff members shall ensure that those views and convictions do not adversely affect their official duties or the interests of the Commission. They shall conduct themselves at all times in a manner befitting their status as international civil servants and shall not engage in any activity that is incompatible with the proper discharge of their duties with the Commission. They shall avoid any action and, in particular, any kind of public pronouncement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status.

(e) Staff members shall not use their office or knowledge gained from their official functions for private gain, financial or otherwise, or for the private gain of any third party, including family, friends and those they favour. Nor shall staff members use their office for personal reasons to prejudice the positions of those they do not favour.

(f) Staff members shall ensure that their participation in any political activity is consistent with, and does not reflect adversely upon, the independence and impartiality required by their status as international civil servants.

(g) 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 Interim Director-General. These obligations do not cease upon separation from service.

Regulation 2.6

Honours, gifts or remuneration

(a) No staff member shall accept any honour, decoration, or any favour or gift of any monetary value from any Government or any source external to the Commission.

(b) If refusal of an unanticipated honour, decoration, favour or gift from a Government would cause embarrassment to the Commission, the staff member may receive it on behalf of the Commission and then report and entrust it to the Interim Director-General, who will either retain it for the Commission or arrange for its disposal for the benefit of the Commission or for a charitable purpose, whatever he/she would deem appropriate.

Regulation 2.7

Conflict of interest

(a) Staff members shall not be actively associated with the management of, or hold a financial interest in, any profit-making, business or other concern, if it were possible for the staff member or the profit-making, business or other concern to benefit from such association or financial interest by reason of his or her position with the Commission.

(b) All staff members at the D-1 level and above (including ungraded positions), as well as those with any procurement or fiduciary responsibilities, shall be required to file financial disclosure statements on appointment and at intervals thereafter as prescribed by the Interim Director-General, in respect of themselves, their spouses and their dependent children, and to assist the Interim Director-General in verifying the accuracy of the information submitted when so requested. The financial disclosure statements shall include certification that the assets and economic activities of the staff members, their spouses and their dependent children do not pose a conflict of interest with their official duties or the interests of the Commission, as well as disclosing the types and amounts of all holdings. The financial disclosure statements will remain confidential and will only be used, as prescribed by the Interim Director-General, in making determinations pursuant to staff regulation 2.8 lit. (a) as well as to avoid the appearance of improprieties. The Interim Director-General may require other staff to file financial disclosure statements as he or she deems necessary in the interest of the Commission as well as divest those holdings that conflict or give the appearance of a conflict of interest

with a staff member's normal course of duties. If the conflict is deemed to be of a limited nature, the Interim Director-General may instead allow the recusal of staff members in discreet cases.

Regulation 2.8

Outside employment and activities

(a) Staff members shall not engage in any outside occupation or employment, whether remunerated or not, without the approval of the Interim Director-General.

(b) The Interim Director-General may authorise staff members to engage in an outside occupation or employment, whether remunerated or not, if:

- (i) the outside occupation or employment does not conflict with the staff member's official functions or the status of an international civil servant;
- (ii) the outside occupation or employment is not against the interest of the Commission; and
- (iii) the outside occupation or employment is permitted by local law at the interim seat of the Secretariat or where the occupation or employment occurs.

Regulation 2.9

Use of property and assets

(a) Staff members shall only use the property and assets of the Commission 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 and other officials of the Commission authorised to investigate possible misuse of funds, waste or abuse.

Regulation 2.10

Performance of staff

(a) Staff members are accountable to the Interim Director-General for the proper discharge of their functions. Staff members are required to uphold the highest standards of efficiency, competence and integrity in the discharge of their functions.

(b) Employees should establish work requirements with the supervisor and be evaluated on the basis of their performance related to these requirements.

Regulation 2.11***Oath or declaration of office***

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

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

(b) The oath or declaration of office shall be made orally by the Interim Director-General at a session of the Commission. All staff members of the Commission shall make the oath or declaration before the Interim Director-General or his authorised representative or in writing.

Article 3**CLASSIFICATION OF POSTS AND STAFF****Regulation 3*****Classification of posts***

The Interim 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 the principles laid down by Number 8 b.), (4) of the Resolution and 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 Interim Director-General in conformity with the United Nations common system standards.

Regulation 4.2

Allowances

Staff members shall be granted allowances and benefits in accordance with the United Nations common system standards, as may be specified by the Interim Director-General in the staff rules in accordance with regulation 13.2, but, as a general rule, not beyond.

Regulation 4.3

Staff assessment

(a) An assessment at the rates and under the conditions specified in the UN Staff Regulations and Rules shall be applied to the salaries and such other emoluments of staff members as are computed on the basis of salary, excluding post adjustments, provided that the Interim Director-General may, where he or she deems it advisable, exempt from the assessment the salaries and emoluments of staff members engaged at locality rates.

(b) The assessment computed under the foregoing provisions of the present regulation shall be collected by the Commission by withholding it from payments. No part of the assessment so collected shall be refunded because of cessation of employment during the calendar year.

(c) Revenue derived from staff assessment not otherwise disposed of by specific regulations shall be credited to miscellaneous income.

(d) In the event a staff member is subject to national income taxation with respect to the net salaries and emoluments paid by the Commission to staff members, the Interim Director-General is authorised to refund to him or her the amount of those taxes paid. The Interim Director-General will first make arrangements with the Members concerned for the reimbursement to the Commission.

(e) If taxes are levied by Members on the salaries and emoluments paid by the Commission to staff members who are citizens of those Members, the Commission

shall, however, only refund the amounts of taxes to the extent that such amounts are reimbursed to the Commission by the Members concerned.

Article 5

APPOINTMENT AND PROMOTION

Regulation 5.1

Appointment

As stated in number 8 b.), (4) of the Resolution and Article XI paragraph C of the Statute, the power of appointment of staff members rests with the Interim Director-General. 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 the present regulations and signed by the Interim Director-General or by an official in the name of the Interim Director-General.

Regulation 5.2

Recruitment criteria

(a) In accordance with number 8 lit b), (4) of the Resolution and Article XI paragraph C of the Statute, the paramount consideration in the appointment, transfer or promotion 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 with emphasis on gender balance. Authority to make exceptions that are well documented and justified rests with the Interim Director-General. In preparing the budget, the proposed recruitment by the Interim Director-General shall be guided by the principle that the staff shall be kept to a minimum necessary for the proper discharge of the responsibilities of the Secretariat.

(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) Candidates under 18 or over 62 years of age shall not normally be considered for appointment.
- (c) Except where another person equally well qualified 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.
- (d) 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.
- (e) A staff member who is related to another staff member as father, mother, son, daughter, brother, sister or the spouse unless the latter is fully qualified and no preference is given for the virtue of the relationship:
- (i) shall not be assigned to serve in a position which is superior or subordinate in the line of authority to the position occupied by the staff member to whom he or she is related;
 - (ii) shall not participate in the process of selection, assignment, reassignment or transfer of the related staff member; or in the taking or reviewing of an administrative decision affecting the employment status, entitlements, or other benefits of the related staff member.
- (f) The marriage of one staff member to another shall not affect the contractual status of either spouse, but their entitlements and other benefits shall be modified as provided in the staff regulations and rules. The same modifications shall apply in the case of a staff member whose spouse is a staff member of another Organization participating in the United Nations common system standards.
- (g) Posts below the level of director, other than those of a short-term nature, which become vacant shall be announced to the staff if they represent a promotional opportunity for any staff, and selection for such posts shall be on a competitive basis. These requirements shall not apply to any post which it is in the interest of the Commission to fill by reassignment of a staff member without promotion.

Regulation 5.4***Period of appointment and probation***

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

(b) Other professional staff members shall be granted either a temporary or a fixed-term contract. No continuing contracts shall be granted. Fixed term contracts may be extended at the discretion of the Interim Director-General. The initial contract period shall normally not exceed three years. The total length of extended fixed-term contracts shall normally not exceed seven years. The Interim Director-General may extend this maximum length of fixed-term contracts for general staff. The Interim Director-General may extend this maximum length of fixed-term contracts for other staff if this is necessary to ensure continuity of the work of the Commission.

(c) Staff members shall be required to serve a probationary period of six months. In individual cases, especially for temporary and part-time appointments, the Interim Director-General may, in the best interest of the Commission, adjust the terms and conditions.

(d) 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.

(e) 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 Interim 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 Commission may determine as appropriate and shall not be staff members for the purposes of the present regulations.

Article 6

ATTENDANCE AND LEAVE

Regulation 6.1

Working hours and attendance

(a) The whole working time of staff members shall be at the disposal of the Interim Director-General for the performance of official functions. The Interim Director-General shall establish a normal working week and shall establish official holidays. Exceptions may be made by the Interim Director-General as the needs of the service may require, and staff members may be requested to work beyond the normal tour of duty if necessary for the performance of the Commission's work.

(b) The normal work day shall be eight hours and the normal work week shall be forty hours. The days of the week and the working hours that constitute the normal work week shall be designated as the needs of the Commission require.

(c) A staff member unable to report for duty on a work day shall notify his supervisor of that fact within four hours after the beginning of the work day if it is possible to do so. Failure to give such notification without proper justification may result in disciplinary action being taken.

(d) Records of attendance shall be maintained and shall serve as a basis for salary payments.

(e) 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 based on the United Nations common system standards, but, as a general rule, not beyond, as may be specified by the Interim Director-General in the staff rules in accordance with regulation 13.2. Pending such staff rules the United Nations common system standards shall apply *mutatis mutandis*.

Regulation 6.3

Special leave

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

Article 7**SOCIAL SECURITY****Regulation 7.1*****Pension scheme***

The Commission shall adopt an appropriate pension scheme. The Interim Director-General shall explore various options. He/she shall make a proposal to the Commission, with due regard to the advantages of the United Nations Joint Staff Pension Fund.

Regulation 7.2***Social security scheme***

The Interim Director-General shall establish a cost-effective and administratively efficient scheme of social security for the staff, including provisions for health protection, sick leave and 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 Commission, in accordance with the United Nations common system standards as may be specified in the staff rules.

Article 8**TRAVEL AND REMOVAL EXPENSES****Regulation 8**

Staff members shall be paid travel and removal expenses in accordance with the United Nations common system of standards, as may be specified by the Interim Director-General in the staff rules in accordance with regulation 13.2, but, as a general rule, not beyond.

Article 9**STAFF RELATIONS****Regulation 9**

(a) The Interim 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 staff welfare, including conditions of work, general conditions of life and other human resources policies.

(b) A staff representative body shall be established as soon as the staff of the Secretariat has reached an appropriate number therefore. It shall be entitled to initiate proposals to the Interim Director-General for the purpose set forth in lit. (a) above. 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 respective staff representative body and agreed to by the Interim Director-General.

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

Staff members may resign from service upon giving the Interim Director-General the notice required under the terms of their appointment.

Regulation 10.2***Age limit***

Normally, staff members shall not be retained in active service beyond the age specified in the United Nations Joint Staff Pension Fund provisions as the age of retirement.

Regulation 10.3***Termination of appointment by the Interim Director-General***

(a) The Interim 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 his or her contract in accordance with the terms of his or her 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 paragraph 8 b.), (4) of the Resolution and 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 in the Resolution and Statute, have precluded his or her appointment;

(vi) in the interest of the good administration of the Commission and in accordance with the standards of the Resolution and Statute, provided that the action is not contested by the staff member concerned.

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

(c) If the Interim Director-General terminates an appointment, the staff member shall be given such notice and such indemnity payment as may be applicable under the present staff regulations and staff rules. Payments of termination indemnity shall be made by the Interim Director-General in accordance with the rates and conditions specified in Annex III to the UN Staff Regulations.

Regulation 10.4***Repatriation grant***

Staff members shall be paid repatriation grants in accordance with the United Nations common system standards, as may be specified by the Interim Director-General in the staff rules in accordance with regulation 13, but, as a general rule, not beyond.

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

(a) The Interim Director-General may impose disciplinary measures on staff members who engage in misconduct.

(b) Sexual exploitation and sexual abuse constitute serious misconduct.

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

The Interim Director-General shall make arrangements for the administration of justice, and explore options for future arrangements, such as the United Nations system of administration of justice.

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

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

Regulation 13.2
Staff rules

The Interim Director-General, as the chief administrative officer, shall provide and enforce such staff rules as he or she considers necessary in order to implement the present regulation.

Regulation 13.3
Application of UN staff rules

Pending the entry into force of the staff rules, the UN Staff Rules shall apply *mutatis mutandis*.

Regulation 13.4
Entry into force of amendments and staff rules

(a) The staff rules and amendments to those staff rules shall be reported by the Interim Director-General to the Commission. These rules or amendments shall enter into force if the Commission does not express its objection.

(b) Should the Commission find that a rule is inconsistent with the intent and purpose of the present regulations, it may direct that the rule or amendment is to be withdrawn or modified.

(c) The staff rules and amendments to those rules shall become effective on the day at which they have been reported to the Commission and in which the Commission did not express its objection. If appropriate, the Commission may stipulate a different date on which the staff rules or amendments shall enter into force.

Regulation 13.5
Acquired rights

Staff rules shall not give rise to acquired rights within the meaning of regulation 13.1 while they are provisional.

Annex I

Letters of appointment

(a) The letter of appointment shall state:

(i) that the appointment is subject to the provisions of the staff regulations and of the staff rules 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, if increments are allowable, the scale of increments, and the maximum attainable;

(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 and the applicable staff rules as well as a copy of the United Nations staff regulations and rules 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 Interim Director-General, and relevant supporting documentation of the terms and conditions of secondment agreed to by the Member and the staff member, shall be evidence of the existence and validity of secondment to the Commission for the period stated in the letter of appointment.

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Staff Rules for the Preparatory Commission

Report
Annex 9

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.4

Agenda item 9b

**Decision PC.3/dc.4 on Adopting the Staff Rules for the Preparatory
Commission**

*The Preparatory Commission for the International Renewable Energy Agency
("Commission"), at its third session,*

recalling regulation 13.2 of the staff regulations for the Commission which enforce
the Interim Director-General to provide the staff rules,

taking note of the proposed staff rules for the Commission,

emphasising that these staff rules only apply for the Preparatory Commission and
that the Preparatory Commission has to develop staff regulations for IRENA in
accordance with number 10 lit. e.) of the resolution on establishing a Preparatory
Commission for IRENA to be adopted by the Assembly after the entry into force of
the Statute,

adopts the staff rules for the Commission annexed hereto, which shall take effect
the day after adoption.

Annex

**STAFF RULES FOR THE
PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE
ENERGY AGENCY**

CHAPTER 1

SCOPE AND DEFINITIONS

Rule 101.1

Scope

These staff rules shall apply to all staff members of the Commission at all levels.

Rule 101.2

Definitions

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

(a) "*Base salary*" is the salary at a given grade and step established by a salary schedule. It is exclusive of any additions or deductions;

(i) "*Gross base salary*" is the salary before deduction of the assessment;

(ii) "*Net base salary*" is the salary after deduction of the assessment;

(b) "*Remuneration*" is the sum of the net base salary, allowances and post adjustment, subject to deductions made under rule 104.8. It is exclusive of any other deductions or additions;

(c) "*Pensionable remuneration*" is, subject to the terms of the staff member's appointment, the amount defined in the salary scale which shall be fixed by the Interim Director-General in conformity with the United Nations common system standards;

(d) "*Terminal remuneration*" is the figure used in the calculation of separation payments set out in rule 104.8. For staff in the general service category, "terminal remuneration" is equivalent to gross base salary (less staff assessment), language allowance and the non-resident's allowance for those staff who were eligible and continue to receive this entitlement at the rate and in accordance with the provisions. For staff in the professional and higher categories "terminal remuneration" is the net base salary;

(e) "*Dependants*" for the purposes of determining entitlements under the rules, except as otherwise specified, are defined as:

(i) a staff member's spouse whose gross occupational earnings, from the exercise of trade, profession, business or other regular employment do not exceed during any calendar year:

(aa) in the case of professional staff, a limit equivalent to the gross base salary of the lowest general service category entry level in force on 1 January of the year concerned at the place of work of the staff member's

spouse; however, such limit shall not be less than the lowest general service category entry level in force on the same date at the base city of the professional salary system;

(bb) for general service staff, a limit equivalent to the gross base salary of the lowest general service category entry level in force on 1 January of the year concerned at the place of work of the staff member's spouse;

(cc) if both spouses are staff members of international organizations applying the United Nations common system standards, neither may be recognized as a dependant for the purposes of regulation 4.1, rule 104.1 and 104.6;

(ii) a child as defined by the Interim Director-General and for whom the staff member certifies that he provides the main and continuing support, provided that the child is under 18 years of age or, if in full-time attendance at a school or university, under the age of 21 years. Age and school attendance requirements shall not apply if the child is physically or mentally incapacitated for substantial gainful employment either permanently or for a period expected to be of long duration. If both parents are staff members of international organizations applying the United Nations common system standards, the children, if determined dependent, shall be recognized as the dependants of the parent whose annual gross occupational earnings yield the higher amount;

(iii) a father, mother, brother or sister (not more than one such dependant may be claimed and provided that the staff member does not have a recognized dependant spouse);

(aa) if the staff member demonstrates that he provides more than half the total support and, in any case, at least twice the amount of the allowance claimed;

(bb) and provided that the brother or sister shall be subject to the same age and school attendance conditions;

(iv) the definitions of dependants in this rule apply to professional and higher category staff and to general service staff except as otherwise specified. For general service staff, other exceptions may be provided in the local employment conditions established at any given IRENA office.

(f) "*Cost of attendance*" is defined as the cost of enrolment, registration, prescribed textbooks, courses, examinations and diplomas, but not school uniforms or optional charges. It may include the cost of midday meals and the cost of daily group transportation when these are provided by the school and the cost is included in the billing for the child's education.

(g) "*Special educational expenses*" shall mean the cost of such teaching services and equipment as are necessary to provide an educational programme designed to meet the needs of the disabled child in order that he may attain the highest possible

level of functional ability. Normal educational expenses are reimbursed under rule 104.4.

(h) “*Commission*” means the Preparatory Commission for the International Renewable Energy Agency;

(i) “*Member*” means any Member of the Commission;

(j) “*Secretariat*” means the Secretariat of the Commission, which is the Interim Secretariat of IRENA;

(k) “*Staff members*” or “*staff*” shall refer to all the staff members of the Secretariat, appointed by the Interim Director-General;

(l) “*The United Nations common system standards*” means the United Nations common system of salaries, allowances and benefits.

CHAPTER 2

DUTIES, OBLIGATIONS, RIGHTS AND PRIVILEGES

Rule 102.1

Loyalty

The interests of the Commission and the loyalty that staff members owe to it shall always take precedence over their other interests or ties. Staff members shall act in such a manner as to ensure their independence of any person, entity or authority outside the Commission.

Rule 102.2

Supply of information

A staff member who is arrested, charged with an offence other than a minor traffic violation, or summoned before a court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for any offence other than a minor traffic violation shall immediately report the fact to the Interim Director-General.

Rule 102.3***Obligation to supply information***

(a) Staff members shall be responsible on appointment to supply the Interim Director-General with whatever information may be required for the purpose of determining their status under the staff regulations and rules or of completing administrative arrangements in connection with their appointments.

(b) Staff members shall also be responsible for promptly notifying the Interim Director-General, in writing, of any subsequent changes affecting their status under the staff regulations and rules.

(c) A staff member may at any time be required by the Interim Director-General to supply information concerning facts anterior to his or her appointment and relevant to his or her suitability, or concerning facts relevant to his or her integrity, conduct and service as a staff member.

Rule 102.4***Discriminatory conduct***

The Interim Director-General shall take all appropriate measures to ensure that, consistent with the staff regulations and rules, within the Secretariat no discrimination or other inappropriate conduct based on grounds such as age, race, religion, gender, disability, sexual orientation, language and national or social origin will be tolerated. The Interim Director-General will take disciplinary action against any staff member demonstrating unsatisfactory conduct in this regard.

Rule 102.5***Additional provisions***

The provisions of staff regulation 2.6 do not preclude approval of the acceptance by staff members of academic awards and other tokens of a commemorative character.

Rule 102.6***Incompatible activities***

Staff members shall not, except in the normal course of official duties and with the prior approval of the Interim Director-General or other officer duly authorised by the Interim Director-General, perform any one of the following acts, if such an act relates to the purpose, activities or interests of the Commission:

(a) issue statements to the press, radio or other agencies of public information;

(b) accept speaking engagements;

- (c) take part in film, photo, internet, theatre, radio or television productions;
- (d) submit articles, books or other material for publication.

Rule 102.7

Training

Staff members may be given suitable training as determined necessary by the Interim Director-General to improve their effectiveness in their current assignments and to prepare them for broader usefulness to the Commission.

Rule 102.8

Performance management and development

- (a) Supervisors shall be responsible for:
 - (i) facilitating the adjustment of the staff they supervise to their work;
 - (ii) establishing, in consultation with each staff member, a work plan;
 - (iii) guiding staff under their supervision.
- (b) For staff at D.2 level and below, in addition to normal work review and discussion with a staff member, supervisors shall periodically make a formal evaluation of the performance, conduct and development potential of all staff members under their supervision. This evaluation shall be made at such intervals as the work situation or the individual's performance requires, but in no case less frequently than once a year. Supervisors shall discuss their conclusions with the staff member and make specific suggestions for improvement in performance as necessary. For staff members with supervisory responsibilities, the evaluation shall include an assessment of their performance as supervisors, including how they fulfil their performance management and development responsibilities.
- (c) The performance of staff members during the preceding year shall be evaluated according to procedures established by the Interim Director-General. The form shall be signed by the supervisors and the staff members concerned; the latter may if they so wish attach a statement concerning any part of the report with which they disagree and this shall become a part of their performance report file.
- (d) The evaluation of performance as reflected in these reports shall be the basis for assisting the staff member to make his most effective contribution to the work of the Commission and for decisions concerning the staff member's status and retention in the Commission.

Rule 102.9***End of probation***

(a) A performance evaluation report shall be made prior the end of the normal probationary period. On the basis of this report a decision shall be taken, and notified to the staff member, that the:

- (i) appointment is confirmed;
- (ii) probationary period is extended for a specified period;
- (iii) appointment is not confirmed and is to be terminated.

(b) In the case of either (ii) or (iii), the staff member shall be notified of the reasons. If the probationary period is extended, a further report and decision are required before the expiry of this additional period.

Rule 102.10***Within-grade increase***

(a) Staff members whose performance has been certified by the supervisors as being satisfactory shall be entitled to a within-grade salary increase of one step upon completion of each time as defined. For staff members holding fixed-term appointments subject to a period of probation, the date of entitlement shall not be earlier than the date of confirmation. The effective date for a within-grade increase shall be the first of the month nearest the date of satisfactory completion of the service requirement. Increases may be granted up to the maximum for the staff member's grade except that the normal maximum may be exceeded accordingly.

(b) The unit of service time is defined as the minimum length of time which must be served at a step in order to achieve a within-grade increase. The unit of service time is as follows:

- (i) one year of full-time service at all levels and steps except at those in lit. (b);
- (ii) two years of full-time service at levels: P-2 step XI, P-3 steps XIII and XIV, P-4 step XII to step XIV, P-5 step X to step XII, P-6/D-1 step IV to step VIII, and D-2 step I to step V;
- (iii) such period of full-time service as the Interim Director-General may establish for posts subject to local recruitment.

(c) All service time shall be credited except for:

- (i) leave without pay in excess of 30 days;

- (ii) sick leave under insurance cover in excess of 30 days;
 - (iii) unsatisfactory service.
- (d) For part-time staff, the unit of service time is the equivalent amount of part-time service.
- (e) Service time shall date from the latest of the following actions:
- (i) entrance on duty;
 - (ii) the last within-grade increase unless a promotion to a higher grade has taken place since that date;
 - (iii) reduction in grade;
 - (iv) a promotion to a higher grade.

Rule 102.11***Meritorious within-grade increase***

A staff member whose performance has been especially meritorious beyond that which may reasonably be expected of a normally well-qualified staff member, may be granted one, or exceptionally two, extra within-grade steps. Such increase shall not affect the staff member's eligibility for normal within-grade increases up to the normal maximum step in the grade.

Rule 102.12***Promotion***

(a) Promotion is the advancement of a staff member with fixed-term appointment to a post of higher grade, as a result either of the reclassification of the post he occupies or of reassignment to a different post.

(b) A staff member with a fixed-term appointment shall be entitled to the promotion resulting from a reclassification of the post he or she occupies if he or she has the necessary qualifications and his or her performance has been satisfactory. Upon the staff member leaving the reclassified post the level of the position will revert to the initial pre-reclassification level.

(c) If an occupied post is reclassified from the general service category to the professional category or by more than one grade within a category, the post shall be announced to the staff and selection for that post shall be on a competitive basis, subject to conditions to be determined by the Interim Director-General. In such

cases, the staff member with a continuing or fixed-term appointment occupying the advertised post may be granted extra pay as from the fourth consecutive month of the effective date of the reclassification calculated in accordance with the provisions of, and with due regard to, the period specified in rule 104.1 lit. (d).

(d) A staff member with a continuing or fixed-term appointment whose performance has been satisfactory, may at any time be considered for reassignment to a post of higher grade for which he or she has the qualifications.

Rule 102.13

Reduction in grade

(a) The grade of staff members may be reduced as a consequence of reclassification of the post occupied or reassignment to a different post of lower grade. The latter may result:

- (i) from the staff member's own request for personal reasons;
- (ii) from unsatisfactory performance or misconduct;
- (iii) as an alternative to termination due to abolition of post.

(b) A staff member shall not be reduced in grade for unsatisfactory performance until he has received written notification of the proposed action and of the reasons, and has had an opportunity to reply. Such reply must be made in writing within eight calendar days of receipt of the notification.

Rule 102.14

Notification and effective date of change in status

(a) Staff members shall be notified in writing either individually or collectively of any changes in their official status, whether arising from actions taken under these rules or from any other changes in their personal or employment situation recognized by the Commission. Such notification shall constitute an amendment to the terms of appointment.

(b) A staff member shall be notified by letter in advance of any reduction in grade or salary, the notice period being the same as that specified for termination.

CHAPTER 3

CLASSIFICATION OF POSTS AND STAFF

Rule 103.1

Post classification plans

The Interim Director-General shall establish plans for the classification of all posts in the Commission according to the type and level of the duties and responsibilities of the posts and the qualifications required of the staff that will be recruited to occupy the posts. These plans shall include standards by which individual posts are to be classified.

Rule 103.2

Classification of individual posts

Posts in the general service, professional and director categories shall be classified in accordance with plans established under rule 103.1. Classification shall include assignment of classification title and pay grade.

Rule 103.3

Classification review

In accordance with procedures established by the Interim Director-General, a staff member may request a re-examination of the classification of the post which he occupies and any staff member may request a re-examination of the classification of any post under his supervision.

CHAPTER 4

SALARIES AND RELATED ALLOWANCES

Rule 104.1

Salary determination

(a) On appointment, the net base salary of staff members shall normally be fixed at step 1 of the grade of the post or function to be occupied; however, in accordance with guidelines established by the Interim Director-General, it may be fixed at a

higher step in the grade in order to take into account a staff member's qualifications, skills and experience in relation to the requirements of the post or function.

(b) On promotion of a staff member with a continuing or fixed-term appointment to a higher grade, the net base salary of a staff member shall be fixed at the lowest step in the new grade that will provide an increase in net base salary for promotion within the same salary scale or total net remuneration for promotion from the general service to the professional category, at least equal to that which would have resulted from the granting of two steps within the staff member's present grade. However, on restoration to a higher grade formerly held, the staff member's net base salary shall not exceed that which would have been attained had the staff member remained in the higher grade.

(c) On reduction in grade of a staff member with a continuing or fixed-term appointment:

(i) due to reasons other than unsatisfactory performance, unsuitability for international service, or misconduct, the net base salary of a staff member shall be fixed at that step in the lower grade that corresponds to his current net base salary, or at the step nearest below if there is no exactly corresponding step;

(ii) due to unsatisfactory performance, unsuitability for international service, or misconduct, the net base salary may be fixed at a lower step in the lower grade.

(d) A staff member with a continuing or fixed-term appointment may be officially required to assume temporarily the responsibilities of an established post of a higher grade than that which he occupies; such temporary arrangements shall not be continued for more than 12 months, unless otherwise decided by the Interim Director-General. As from the beginning of the fourth consecutive month of such service, the staff member shall be granted non-pensionable extra pay normally equal to, but not exceeding, the difference between his current pay, consisting of net base salary, post adjustment and allowances, and that which he would receive if promoted to the post of higher grade.

Rule 104.2

Post adjustment

(a) In order to preserve equivalent standards of living at different offices, the Interim Director General may adjust basic salaries by applying non-pensionable post adjustments based on relative costs of living, standards of living and related factors at the office concerned as in accordance with the rules and regulations of the ICSC. Such post adjustments shall not be subject to staff assessment, and are applicable to staff members in the Professional and higher category who are assigned to an office for more than one year.

(b) When a staff member is assigned to an office for less than one year, the Interim Director General shall decide at that time whether to apply the post adjustment applicable to the office and, if appropriate, to pay an assignment grant and the hardship and non-removal elements of the mobility and hardship allowance, in lieu of the post adjustment, to authorise subsistence payments.

(c) A staff member who is assigned to an office classified lower in the schedule of post adjustments than the office in which he or she has previously been serving may continue to receive up to six months the post adjustment applicable in to the former office while the members of his or her immediate family (spouse and children) remain at that office.

Rule 104.3

Dependants' allowances

(a) Staff members appointed to the professional or higher categories, are entitled to a dependant's allowance for dependants as defined in rule 101.2 lit. (e), as follows:

(i) for a dependent child, except that in cases where there is no dependent spouse the first dependent child is not entitled to an allowance. The entitlement shall be reduced by the amount of any benefit paid from any other public source by way of social security payments, or under public law, by reason of such child;

(ii) for a child who is physically or mentally disabled subject to the conditions defined, except that if the staff member has no dependent spouse and receives the "with dependant" rate of net salary by virtue of such a child, the allowance shall be the same as for a dependent child in rule 101.2 lit. (e);

(iii) for a father, mother, brother or sister.

(b) The allowances to be paid shall be as determined by the Interim Director-General on the basis of the United Nations common system standards.

Rule 104.4

Education grant

(a) Internationally recruited staff members, with a fixed-term appointment only shall be entitled to an education grant under the conditions which follow:

(i) the grant is payable for each child as defined under rule 101.2 lit. (e) up to the end of the school year in which the child reaches the age of 25 or completes four years of post-secondary studies, whichever is earlier;

(ii) if the child's education is interrupted for at least one scholastic year by national service obligations, illness or other compelling reasons, the period of eligibility may be extended, by the period of interruption, beyond the scholastic year in which the child reaches the age of 25;

(iii) the amounts of the grant payable under the rules shall be as specified in the United Nations common system standards to these rules.

(b) This grant is payable for:

(i) the cost of full-time attendance at an educational institution in the country or area of the IRENA office;

(ii) the cost of full-time attendance at an educational institution outside the country or area of the IRENA office, including the cost of full board if provided by the institution. Where full board is not provided by the institution, a flat amount is paid in lieu;

(iii) recognized correspondence courses, when the Commission considers that such courses are either a substitute for the full-time attendance or a supplement to such full-time attendance where the curriculum does not include a course necessary for the child's subsequent education;

(iv) private tuition given by a qualified teacher:

(aa) to supplement correspondence courses;

(bb) for special coaching required in a subject taught by the school or in an additional subject required for subsequent education;

(v) the cost of boarding for attendance at an educational institution in the country of the agency's office, but beyond commuting distance from the agency's office, when no suitable education facilities exist in that area;

(vi) tuition for teaching the mother tongue to a child, in respect of whom the staff member is entitled to the grant, who is attending a local school in which the instruction is given in a language other than the child's own, when the staff member is serving at an IRENA office in a country whose language is different from his own and where satisfactory school facilities for learning the latter are not available.

(c) The education grant shall not be paid for:

(i) periods during which the staff member is assigned to, or residing in, the country of his recognized place of residence except when such periods are immediately preceded by an assignment to an IRENA office outside that

country in which case the grant is payable for the balance of the current school year following reassignment but not exceeding one full school year;

(ii) attendance at a kindergarten or nursery school at the pre-primary level;

(iii) attendance at a State-operated school in the country or area of the IRENA office, except where significant additional expense is incurred as a consequence of the staff member's expatriation and in the absence of any reasonable alternative local schooling;

(iv) vocational training or apprenticeships which either do not involve full-time schooling or in which the child receives some payment for services rendered.

(d) The grant shall be paid in full if in any scholastic year the staff member's period of employment with the Organization and the period of the child's attendance at the educational institution are each not less than two-thirds of the scholastic year. If this condition is not met the grant shall be proportionately reduced, except if the staff member dies while in service after the beginning of the school year.

Rule 104.5

Special education grant for disabled children

(a) Staff members are entitled to a special education grant in respect of any physically or mentally disabled child, up to the end of the year in which such child reaches the age of 28, under conditions established by the Director-General. In cases where an education grant is payable under rule 104.4, the total of the amounts payable under rules 104.4 and 104.5 shall not exceed the applicable maximum.

(b) The amount of the special education grant for each disabled child shall be equal to 100% of admissible expenses actually incurred up to the applicable maximum grant as specified in the United Nations common system standards.

(c) The special grant is payable when the Commission determines, on the basis of medical evidence and in accordance with review procedures established by the Interim Director-General, that one of the following circumstances applies:

(i) the child is unable by reason of physical or mental disability to attend a normal educational institution and therefore requires special teaching or training to prepare him for full integration into society;

(ii) the child, while attending a normal educational institution, requires special teaching or training to assist him in overcoming the disability.

(d) The staff member is required to produce evidence that he/she has exhausted all other sources of benefits that may be available for the education and training of the child including those available from State and local governments and from the Staff

Health Insurance. The amount of any benefits so received shall be deducted from the expenses taken into account in calculating the special grant.

(e) The grant is payable from the date on which the special teaching or training is required and up to the end of the year in which the child reaches the age of 28 years, under conditions established by the Interim Director-General.

(f) The grant shall be paid in full if the staff member's period of employment with the Commission and the period of the child's special education are each not less than two-thirds of the year. If this condition is not met the grant shall be proportionately reduced, except if the staff member dies while in service after the beginning of the school year.

(g) For the purposes of rule 104.5 "year" shall mean the school year if the child attends an educational institution; in all other cases it shall mean the calendar year.

Rule 104.6

Hardship scheme

(a) Staff members located at hardship locations shall receive a non-pensionable allowance designed to recognize varying degrees of hardship, in accordance with conditions established by the Interim Director-General.

(b) The hardship scheme is composed of a hardship and non-removal, and shall be paid as determined by the Interim Director-General on the basis of the United Nations common system standards.

Rule 104.7

Assignment grant

(a) Professional and higher category staff members whose travel is authorized shall be paid an assignment grant:

(i) upon appointment or upon reassignment to an IRENA office for a period of at least one year; or

(ii) upon extension of an initial appointment or reassignment to an IRENA office of less than one year, resulting in an uninterrupted period of service at that office of one year or longer.

(b) The amount of the assignment grant shall be the equivalent of:

(i) travel per diem in respect of himself for a period of 30 days from his arrival;

- (ii) travel per diem, in respect of each family member accompanying or joining him at the Commissions' Secretariat's expense under rule 108.2 for 30 days at half the rate after their arrival.
- (c) Subject to conditions established by the Interim Director-General on the basis of the United Nations common system standards, the assignment grant shall be increased by one or more lump sums, depending on the category of the IRENA office, whether the staff member is entitled to removal under rule 108.7, and the duration or expected duration of the assignment at that IRENA office. The lump sum shall be calculated and payable on the basis of the staff member's net base salary and, as applicable, the post adjustment at the IRENA office to which the staff member is assigned at his grade and step, and rates determined by the Interim Director-General.
- (d) No assignment grant shall be paid for children born, or for any other dependant acquired, after the arrival of the staff member at the IRENA office.
- (e) If a staff member resigns from the Commission within six months of the date of his appointment or reassignment, any assignment grant paid is recoverable proportionately under conditions established by the Interim Director-General.
- (f) If both spouses are staff members of international organizations applying the United Nations common system standards at the same IRENA office, the grant under lit (b) (i) above shall be payable to each staff member. The amount under lit (b) (ii) above shall be payable to the staff member in respect of whom the child is recognized as a dependant, whereas the amount shall be payable to the spouse whose entitlement yields the higher amount.

Rule 104.8

Payments and deductions

- (a) The normal pay period is from the first to the last day of any calendar month.
- (i) A month's pay is calculated by taking the sum of 1/12 of the annual net base salary and 1/12 of the allowances and adjustments expressed on an annual basis.
- (ii) A day's pay is calculated by taking the sum of 1/360 of the annual net base salary and 1/360 of the allowances and adjustments expressed on an annual basis. Staff members who are not in pay status for a full calendar month are paid on a daily basis.
- (iii) Payment in lieu of notice shall be in the same amount as if the staff member had remained in duty status.
- (b) Separation payments shall be computed as follows:

- (i) for computation of end-of-service grant, grant in case of death, indemnities and repatriation grant:
 - (ii) each "month of salary" means 1/12 of the annual terminal remuneration as defined in rule 101.2 lit. (d);
 - (iii) each "week of salary" means 1/52 of the annual terminal remuneration as defined in rule 101.2 lit. (d);
 - (iv) each "day of salary" means 1/360 of the annual terminal remuneration as defined in rule 101.2 lit. (d);
 - (v) payments shall be made pro rata to the last completed month of service.
- (c) Payment for each day of accumulated annual leave shall be at the rate of 1/260 of the annual net base salary and post adjustment applicable to the IRENA office at the time of separation for professional and higher graded staff and at the rate of 1/260 of the annual terminal remuneration for the general service category of staff.
- (d) Separation payments shall be computed in relation to the grade and step held by the staff member on the date of his separation.
- (e) The effective date of any change in salary shall be as follows:
- (i) any increase shall be effective from the date of entitlement except as otherwise specified in these rules or determined by the Interim Director-General;
 - (ii) any decrease shall be effective from the first of the month;
 - (iii) following completion of the required notice period.
- (f) All payments to staff members shall be made in such currencies and at such rates of exchange as the Interim Director-General may determine, with due regard to the legitimate interests of the staff.
- (g) Deductions, from salaries, wages and other emoluments, including terminal entitlements, may be made only in the following cases:
- (i) for the staff member's contributions to the Staff Provident Fund and for health insurance;
 - (ii) for indebtedness to the Commission;
 - (iii) appropriate charges for staff members officially provided with lodging at no cost or at nominal rent;

- (iv) as otherwise authorized by the staff member and agreed by the Interim Director-General;
 - (v) for indebtedness to third parties when any deduction for this purpose is authorized by the Interim Director-General.
- (h) A staff member's remuneration may be advanced to him:
- (i) if it falls due during his absence on leave or official travel;
 - (ii) in emergencies, if approved by competent authority.
- (i) The Commission will not accept a claim in respect of an allowance or entitlement of any kind that is submitted beyond twelve months of the date when the initial payment would have been due.

CHAPTER 5

APPOINTMENT AND PROMOTION

Rule 105.1

Appointment procedure

- (a) Upon selection for a post a candidate shall receive notification which shall give him information on the proposed appointment and call attention to various requirements such as interviews, calling of references, medical examination and verification of qualifications. When these requirements have been satisfactorily met, he shall receive an offer of appointment signed by, or on behalf of, the Interim Director-General in accordance with the provisions stated in the Annex of the staff regulations.
- (b) An appointee shall sign and return to the Commission a notice of acceptance stating that he agrees to the conditions contained in the offer, accepts the staff regulations and rules as a part of his contract of employment, and subscribes to the oath or declaration of office.
- (c) The offer of appointment (including the staff regulations and rules) and the notice of acceptance shall constitute the contract of employment. The terms of the appointment shall be confirmed by an appointment notification when the staff member reports for duty and shall be subsequently modified as necessary to reflect any change in status.

Rule 105.2***Effective date of appointment***

(a) The effective date of appointment shall be the date the staff member reports for duty if locally recruited. If travel is authorized it shall be the date he enters travel status, provided that this date is not earlier than that required for travel by the route and type of transport designated by the Commission.

(b) No appointee shall report for duty or commence any travel for the purpose of entering on duty until the medical requirements of rule 105.4 and the appointment procedure requirements of rule 105.1 have been met.

Rule 105.3***Determination of recognized place of residence***

At the time of appointment of a staff member, the Commission shall determine, in consultation with him, that place which is to be recognized throughout his service as his residence prior to appointment, for purposes of establishing entitlements under these staff rules. Unless there are reasons to the contrary, the residence shall be determined to be the place in the country of the staff member's nationality where he was residing at the time of appointment; if the staff member was living in some other country at the time of appointment, the residence shall be a place in the country of his nationality determined in consultation with him/her on the basis of reasonable justification. Consideration may be given in individual cases to designating some other place if the facts so warrant.

Rule 105.4***Medical examination and required inoculations***

(a) Upon selection an appointee shall undergo a prescribed medical examination by a physician designated by the Interim Director-General.

(b) Should the report of the physician show that the appointee is not fit for the post in question, a decision shall be made whether or not to make an offer of appointment and, if an offer is to be made, upon what terms.

(c) Upon appointment and before any subsequent travel for the Commission, a staff member shall have such inoculations as the physician shall prescribe.

(d) Any medical examination and any inoculation required by the Commission shall be at its expense.

CHAPTER 6

ATTENDANCE AND LEAVE

Rule 106.1

Overtime and compensatory leave

When authorized by the appropriate supervisor a staff member may be required to work overtime and may be compensated as follows, subject to procedures established by the Interim Director-General:

- (a) staff in posts in the professional category and above may be given compensatory leave;
- (b) staff in posts subject to local recruitment shall be given compensatory leave or monetary compensation.

Rule 106.2

Approval and reporting of leave

The granting of leave under staff regulations 6.2 and 6.3 and rules 106.3, and 106.4 is subject to the exigencies of the service and must be approved in advance by authorized officials. The personal circumstances of the staff member will be considered as far as possible. All leave taken shall be promptly reported.

Rule 106.3

Accrued annual leave

- (a) Annual leave is provided to the staff for the purposes of rest and relaxation from their duties and for attending to personal business. Absences not specifically covered by other provisions of these rules shall be chargeable to annual leave to the extent that it has been accrued or advanced.
- (b) The rate of annual leave accrual shall be two and one-half working days for each full calendar month in pay status, with accrual for less than a full calendar month on a pro rata basis.
- (c) Annual leave accrues to all staff members except:
 - (i) to conference and other short-term service staff engaged on a daily basis;
 - (ii) to those on special leave under insurance coverage in excess of 30 days.

- (d) Annual leave may be taken in units of days and half days.
- (e) Since the purpose of annual leave is to provide a period of rest each year, not more than 15 days of annual leave accrued in a given year shall normally be carried forward to the next calendar year. Not more than 60 days of accumulated annual leave can be carried forward beyond 31 December of each year.
- (f) In exceptional circumstances a staff member may be advanced annual leave.
- (g) A staff member who is ill during a period of annual leave shall, subject to the provisions of rule 107.4, have that portion of his absence considered as sick leave upon presentation of a satisfactory medical certificate.
- (h) A staff member who, on leaving the service of the Commission, has not exhausted the annual leave to which he is entitled shall be paid in respect of each day of unused annual leave up to a maximum of 60 days. A staff member who has taken advanced annual leave beyond that subsequently accrued shall either have the equivalent amount debited to his terminal payments or at the option of the Commission make a cash refund. In case of death of a staff member, payment in lieu of accrued annual leave shall be made to his or her nominated beneficiary or beneficiaries but no deduction shall be made in respect of advanced annual leave.

Rule 106.4

Home leave

- (a) Home leave is provided so that a staff member who is serving and residing outside the country of his recognized place of residence may spend a reasonable period of annual leave in his home country with a view to maintaining effective association with his culture, with his family, and with his national, professional or other interests. Staff members may exercise home leave travel in a country other than that of their recognized place of residence under conditions established by the Interim Director-General.
- (b) The date of eligibility for home leave shall be the date on which the staff member has completed 24 months of qualifying service, except at those IRENA offices designated by the Interim Director-General as having difficult conditions of life and work. At the designated IRENA offices, the date of eligibility shall be the date on which the staff member has completed 12 months of qualifying service; however, the date may be determined according to criteria established by the Interim Director-General in cases of reassignment or reclassification of IRENA offices. All IRENA offices are classified for this purpose, according to their home leave cycle, as "24-month stations" or "12-month stations".
- (c) Staff members are eligible for home leave when:
- (i) they are serving and residing outside the country of their recognized place of residence;

(ii) if the staff member is assigned to a 24-month IRENA office, their service is expected to continue at least six months beyond the date of return from home leave or six months beyond the date of eligibility for home leave, whichever is later, or, if the staff member is assigned to a 12-month IRENA office, their service is expected to continue at least three months beyond the date of return from home leave or three months beyond the date of eligibility for home leave, whichever is later;

(iii) they are not locally recruited;

(iv) they have met the requirements for qualifying service.

(d) Qualifying service consists of continuous service for the Commission at IRENA offices outside the country of the staff member's recognized place of residence, but does not include periods of sick leave under insurance cover in excess of 30 days or leave without pay in excess of 30 days.

(e) Home leave consists of travel time not charged to the staff member's annual leave with return transportation paid by the Commission for the staff member, the spouse and eligible children, up to the cost of travel between the IRENA office and the staff member's recognized place of residence or the actual destination, whichever is less. Travel shall be authorized as follows:

(i) travel shall be between the IRENA office and the staff member's recognized place of residence or another place as provided for in lit. (a);

(ii) as a condition for the payment of travel the staff member, the spouse and eligible children must spend a reasonable period of time in the country where the leave is exercised.

(f) If both spouses are staff members in organizations applying the United Nations common system standards and eligible for home leave, each shall have the choice of exercising the home leave entitlements as a staff member, or as a spouse, but not as both. Such choice normally may not result in more than one home leave in every home leave cycle.

(g) A staff member may be required to take home leave in conjunction with travel on official business or change of IRENA office, due regard being paid to the interests of the staff member and his family.

Rule 106.5

Official holidays

Ten holidays are observed per year, and except as otherwise decided by the Interim Director-General, eight of the ten days shall be fixed following, as far as practicable, the most commonly observed holidays in the locality, and two days to be taken at

the discretion of individual staff members, the timing of which shall be subject to the requirements of the service.

Rule 106.6***Special leave in exceptional cases***

Special leave with full, partial or no pay may be granted at the request of a staff member for such period and under such conditions as the Interim Director-General may prescribe. This special leave may be granted for training or research in the interest of the Commission or for other important reasons, including but not limited to child care, serious illness of a family member, or death of an immediate family member. The Interim Director-General may, at his or her initiative, place a staff member on special leave with full pay if he or she considers such leave to be in the interest of the Commission. Normally, such leave shall not be granted until all accrued annual leave has been exhausted, except in the cases of special leave to care for a child, serious illness of a family member or death of an immediate family member. Continuity of service shall not be broken during periods of special leave, which shall be credited for all purposes except as otherwise specified in the rules.

CHAPTER 7**SOCIAL SECURITY****Rule 107.1*****Medical insurance***

Staff members shall participate in the Commissions medical insurance scheme under the terms and conditions determined by the Interim Director-General.

Rule 107.2***Accident and illness insurance***

Staff members shall be insured against the risk of disability or accidental death to the extent provided for in the Commission's accident and illness insurance policy relating to them. Staff members shall contribute to the cost.

Rule 107.3***Compensation for illness, injury or death attributable to service***

A staff member, or his surviving spouse or dependants, shall be entitled to compensation in the event of illness, injury or death attributable to the performance of official duties on behalf of the Commission, in accordance with rules established by the Interim Director-General.

Rule 107.4***Sick leave***

Staff members who are unable to perform their duties because of illness or injury, or whose attendance is prevented by public health requirements, may be granted sick leave with pay and varies by the appointment status as determined by the Interim Director-General. Recognized physician certifications will be required for every sick leave regardless of the duration.

Rule 107.5***Sick leave under insurance cover***

(a) Sick leave under insurance cover shall be granted to a staff member who is unable to perform his duties because of illness or injury and who is entitled to salary benefits under the Commissions' accident and illness insurance. While receiving these, the staff member and the Commission shall continue to make contributions to the staff provident fund, accident and illness insurance, and the staff health insurance.

(b) During sick leave under insurance cover no service credit shall accrue for the purposes of annual leave, a within-grade increase, completion of probation, repatriation grant, termination indemnity, home leave and end-of-service grant.

(c) Periods of 30 calendar days or less shall not affect the ordinary rates of accrual.

Rule 107.6***Subrogation of rights***

When a staff member incurs an illness or accident for which a third party may be wholly or in part liable and for which the staff member is placed on sick leave, he shall have the right to receive his remuneration during the period of the sick leave by reason of the Commission's automatic subrogation in respect of his rights against third parties up to the amount of the remuneration which the Commission has paid.

Rule 107.7***Maternity leave***

(a) Staff members shall be entitled to maternity leave, subject to conditions established by the Interim Director-General.

(b) Maternity leave shall commence six weeks before the expected date of birth upon submission of a certificate from a duly qualified medical practitioner or midwife indicating the expected due date. At the request of the staff member and on medical advice, the Interim Director-General may permit the maternity leave to commence less than six weeks but not less than two weeks before the expected due date. Maternity leave shall extend for a period of 16 weeks from the time it is granted, except that in the case of multiple births, maternity leave shall extend for a period of 20 weeks from the time it is granted. However, in no case shall maternity leave terminate less than 10 weeks after the actual date of birth. The leave is paid with full salary and allowances.

(c) A nursing mother shall be allowed additional maternity leave of sufficient time each day to nurse her child.

(d) Where both parents of a newborn child are staff members of the Commission, any unused portion of maternity leave to which the mother could otherwise have been entitled may be used by the other parent, under conditions established by the Interim Director-General.

Rule 107.8***Paternity leave***

A staff member shall be entitled to paternity leave subject to conditions established by the Interim Director-General. Upon presentation of satisfactory evidence of the birth of the staff member's child, the staff member shall be entitled to paternity leave for a total period of up to four weeks or, in the case of internationally recruited staff members serving at a non-family duty station, up to eight weeks. In exceptional circumstances, leave shall be granted for a total period of up to eight weeks. Paternity leave must be exhausted within 12 months from the date of the child's birth.

Rule 107.9***Adoption leave***

Subject to conditions established by the Interim Director-General, and upon presentation of satisfactory evidence of the adoption of a child, a staff member shall be entitled to adoption leave for a total period of eight weeks.

Rule 107.10***Grant in case of death***

(a) On the death of a staff member whose death does not result in any indemnity payment from the Commission's accident and illness insurance policy, a payment shall be made to the spouse or, if none, the children recognized in equal shares.

(b) The grant shall be made in accordance with the United Nations common system standards.

Rule 107.11***Loss of personal property***

The Interim Director-General may authorize the indemnification of a staff member for loss of personal property as a result of conditions of service, provided he has taken reasonable precautions to safeguard and insure the property and provided that claim for such indemnification shall normally be limited to items of basic living.

CHAPTER 8**TRAVEL AND REMOVAL EXPENSES****Rule 108.1*****Travel of staff***

The Commission shall pay the travel expenses of a staff member as follows:

(a) On appointment, from the recognized place of residence to the IRENA office, or, at the option of the Commission, from the place of recruitment if different;

(b) On change of IRENA office;

(c) On official business;

(d) On home leave;

(e) Once in each interval between home leave eligibility dates (or once during an appointment of equivalent duration) from the IRENA office to the place where the staff member's spouse and children are residing, and return to the IRENA office, provided that:

- (i) the staff member has waived his entitlements to the travel of his spouse and children under rules 108.1 and 108.2, except for education grant travel under rule 108.2 lit (c) (v) (bb) and (cc);
 - (ii) his assignment is to continue for at least six months after his return if the staff member is assigned to a 24-month IRENA office or for at least three months if the staff member is assigned to a 12-month IRENA office;
 - (iii) the cost to the Commission shall not in any case exceed that of travel from the IRENA office to the staff member's recognized place of residence;
 - (iv) there is a reasonable interval between this travel and travel on home leave;
- (f) On termination from the IRENA office to the recognized place of residence, or to any other place provided that the cost to the Commission does not exceed that for the travel to the recognized place of residence;
- (g) In the case of illness or injury requiring special facilities for treatment of a staff member whom the Commission has an obligation to repatriate, the Interim Director-General may authorize return travel between the IRENA office and the nearest place where such facilities exist. The Staff Physician advises on the location of the facilities. To the extent feasible, such travel shall subsequently be charged to entitlements becoming due under rule 108.1 lit. (d), (e), (f) and rule 108.10;
- (h) In exceptional circumstances, and in accordance with conditions established by the Interim Director-General, return travel may be authorized in the case of illness or injury requiring special facilities for the treatment of a staff member whom the Commission does not have an obligation to repatriate.

Rule 108.2

Travel of spouse and children

- (a) Spouses and dependent children of staff members shall in appropriate cases be paid travel expenses in accordance with the United Nations common system standards.
- (b) Family members recognized as eligible for purposes of travel at the Commission's expense are:
- (i) a spouse;
 - (ii) each child meeting the definition of dependency in rule 101.2 lit. (e);
 - (iii) each such child for whom travel expenses have previously been paid by the Commission, to the extent of the final one-way passage either to join the

staff member at the IRENA office or to return to the country of the recognized place of residence within one year after ceasing to qualify as a dependant. The Commission's financial responsibility shall be limited to the cost of one-way travel between the IRENA office and the recognized place of residence. However, if a round trip to which the child may be entitled under rule 108.2 lit. (c) (v) (bb) and (cc) is completed after the end of the scholastic year in which the child reaches the age of 21, this travel shall not be authorized;

(iv) a child entitled to the education grant under rule 108.2 lit. (e), for purposes of travel under rule 108.2 lit. (c) (v) (aa), (bb), (cc) and (dd).

(c) The Commission shall pay the travel expenses of a staff member's spouse and dependent children under the following circumstances:

(i) on appointment for a period of not less than one year, or upon extension of an initial appointment of less than one year resulting in an uninterrupted period of service of one year or longer, from the recognized place of residence or, at the option of the Commission, the place of recruitment, to the IRENA office, or from some other place, provided that the cost to the Commission does not exceed that for the travel from the recognized place of residence, and subject to the requirement that in any case the spouse and dependent children are expected to remain at the IRENA office at least six months;

(ii) subsequent to appointment in order to join the staff member at his IRENA office, under the same conditions as stated in rule 108.2 lit. (c) (i);

(iii) on change of IRENA office, from one station to the other, subject to the same requirement as stated in rule 108.2 lit. (c) (i);

(iv) on home leave and return to the IRENA office, if entitled under the provisions of rule 106.4;

(v) for a child for whom there is an entitlement to an education grant under rule 104.4 for study outside the commuting distance of the IRENA office;

(aa) one-way passage from the IRENA office or elsewhere to the place of study to enter school for the first time; where the child has been resident with the staff member at the IRENA office, the cost to the Commission is limited to that of travel from the IRENA office to the staff member's recognized place of residence; where the child has not joined the staff member at his IRENA office, the cost to the Commission is limited to that of travel from the staff member's recognized place of residence to the IRENA office;

(bb) one round trip each scholastic year between the place of study and the IRENA office or other place, if:

1. the duration of the child's visit to the parents is reasonable in relation to the amount of travel expenses borne by the Commission;
2. the travel expenses to be borne by the Commission do not exceed the cost of round-trip travel between the IRENA office and the staff member's recognized place of residence, or the destination of the travel, whichever is less;
3. the timing of the child's journey is reasonable in relation to other authorized travel of the staff member, spouse, or children.

(cc) a second such round trip each scholastic year under the same conditions as under rule 108.2 lit. (c) (v) (bb) if the staff member is assigned to an IRENA office designated for this purpose, provided that the staff member does not go on home leave during that scholastic year;

(dd) return travel on home leave between the place of study and the place to which the staff member is authorized to travel under rule 106.4 (provided that the cost to the Commission is limited to the cost of return travel between the IRENA office and the staff member's recognized place of residence) if:

1. the travel coincides with the staff member's travel on home leave;
2. the child is under the age of 21 years; and
3. the travel is reasonably timed in relation to other authorized travel under rule 108.2.

(ee) the final one-way passage defined in rule 108.2 lit. (b) (iii) within one year after ceasing to qualify for education grant under rule 104.4 lit. (a) (ii), provided that such entitlement has not already been exercised under rule 108.2 lit. (b) (iii). The Commission's financial responsibility shall be limited to the cost of one-way travel between the IRENA office and the recognized place of residence. However, if a round trip to which the child may be entitled under rule 108.2 lit. (c) (v) (bb) or (cc) is completed after the child ceases to qualify for an education grant under rule 104.4 lit. (a) (ii), this travel shall not be authorized.

(vi) for the spouse, to visit the staff member at the IRENA office and return, in lieu of the staff member's travel under rule 108.2 lit. (c) (i), subject to the same conditions specified therein;

(vii) on separation from service from the IRENA office to the recognized place of residence, or to any other place which the staff member chooses, provided that the cost to the Commission does not exceed that for the travel to the recognized place of residence.

(d) In case of illness or injury requiring special facilities for treatment of a family member whom the Commission has an obligation to repatriate, the Interim Director-General may authorize return travel between the IRENA office and the nearest place where such facilities exist. The Staff Physician advises on the location of the facilities. To the extent feasible, such travel shall subsequently be charged to entitlements becoming due under rule 108.2 lit. (c) (iv), (v) and (vii), rule 108.3 and rule 108.10.

(e) In exceptional circumstances, and in accordance with conditions established by the Interim Director-General, return travel may be authorized in the case of illness or injury requiring special facilities for the treatment of a staff member's spouse or dependent children whom the Commission does not have an obligation to repatriate.

(f) The eligibility for travel of the spouse and children to any IRENA office shall be subject to a determination by the Commission that conditions at the IRENA office are suitable for them. If they are not, "the IRENA office" for such travel may include any area designated by the Commission as suitable for them.

(g) Entitlement of any of the children of a staff member to travel under these rules, other than under rule 108.2 lit. (c) (v), shall be governed by the dependency status of that child, as defined in rule 101.2 lit. (e), at the date of commencement of that child's travel.

(h) The Commission does not assume responsibility for travel risks of the spouse and children for whom travel has been authorized.

(i) If both spouses are staff members in the Commission, eligible for repatriation, each shall have the choice of exercising the repatriation entitlement as a staff member or as a spouse but not as both. Such choice shall not result in more than one journey each.

Rule 108.3

Special education grant travel

The Commission shall, in accordance with terms and conditions determined by the Interim Director-General, pay travel expenses of dependent children in respect of whom staff members are entitled to the special education grant under rule 104.5. The provisions of this rule shall apply to professional and higher category staff not serving in the country of their recognized place of residence, and to staff recruited outside the local area as well as outside the country of the IRENA office. They shall not apply to other staff.

Rule 108.4***Travel per diem***

(a) A staff member shall be paid a travel per diem during any period of authorized travel. Per diem shall be paid for family members as defined in rule 108.2 lit (b) when they are in authorized travel status, other than travel for a child to or from school under rule 108.2 lit. (c) (v).

(b) Rates of travel per diem, and the conditions under which they shall be payable to staff members and authorized family members, shall be established by the Interim Director-General. The amount of the per diem is considered to represent an average payment in lieu of reimbursement of a portion of the actual incidental expenses occasioned by travel status.

Rule 108.5***Route and mode of travel***

All travel at the Commission's expense shall be by a route and mode of transportation determined by the Commission, provided that a staff member may be permitted to choose a different route or mode of transport on condition that any extra costs are at his charge, and that per diem and salary or leave computations shall be made on the basis of the route and mode of transport designated by the Commission.

Rule 108.6***Transportation of personal effects***

The cost of transportation of personal effects in connection with authorized travel shall be borne by the Commission within limits established by the Interim Director-General.

Rule 108.7***Removal of household goods***

(a) Staff members shall be paid removal expenses in accordance with the United Nations common system standards.

(b) If both spouses are staff members of international Organisations applying the United Nations common system standards and each is entitled to reimbursement for the expense of moving household goods, each shall have the choice of exercising the entitlement within limits established by the Interim Director-General.

(c) Subject to conditions and definitions prescribed in the staff rules, the Commission shall pay removal costs for staff members. Where, however, the Interim Director-General considers that it is in the interest of the Commission or that it is more

economical in light of the cost of removal and the probable period of appointment, the Interim Director-General may elect not to offer to pay the cost of removal of household goods and to pay instead for the shipment of personal effects and a non-removal element of the relevant allowance at the rate established for the United Nations common system standards.

Rule 108.8

Failure to exercise entitlement

In no case shall a staff member be given any cash payment in lieu of exercising any entitlement under this section. Any entitlement to repatriation travel or removal which is not exercised within one year of the date of termination of the appointment shall be forfeited except upon the express approval by the Interim Director-General of an extension.

Rule 108.9

Loss of entitlement to return transportation

(a) A staff member who resigns before completing one year of service or within three months following the date of his or her return from travel on home leave shall not be entitled to payment of return travel expenses for himself or herself and family members unless, in the opinion of the Interim Director-General, there are compelling reasons for authorising such payment.

(b) Entitlement to return travel expenses shall cease if travel has not commenced within six months after the date of separation. However, where both spouses are staff members and the spouse who separates first is entitled to return travel expenses his or her entitlement shall not cease until six months after the date of separation of the other spouse.

Rule 108.10

Expenses on death

(a) On the death of a staff member or his spouse or his child(ren), when the Commission had an obligation to repatriate the deceased under rule 108.1 lit. (f) or rule 108.2 lit. (c) (vii), the Commission shall pay the expenses of preparing and transporting the remains. The maximum transportation costs borne by the Commission shall not exceed those from the last place to which the deceased person(s) travelled at the Commission's expense to the staff member's recognized place of residence.

(b) A deceased staff member's spouse and child(ren) shall be entitled to travel and transportation of personal effects to any place, provided that the Commission had an obligation to repatriate them under rule 108.2 lit. (c) (vii) and that the cost to the Commission does not exceed that for travel and transportation to the deceased staff

member's recognized place of residence. Entitlement to removal expenses is determined by rule 108.7.

Rule 108.11***Authority for travel***

Travel shall be authorised in writing before it is undertaken. In exceptional cases, staff members may be authorised to travel on oral orders, but such oral authorisation shall require written confirmation. A staff member shall be personally responsible for ascertaining that he or she has the proper authorisation before commencing travel.

Rule 108.12***Travel expenses***

(a) Travel expenses that shall be paid or reimbursed by the Commission under the relevant provisions of these staff rules include:

- (i) transportation expenses (i.e. carrier fare);
- (ii) terminal expenses;
- (iii) transit expenses;
- (iv) travel subsistence allowance;
- (v) necessary additional expenses incurred during travel.

(b) Staff members shall exercise the same care in incurring expenses that a prudent person would exercise if travelling on personal business.

Rule 108.13***Travel by automobile***

Staff members who are authorised to travel by automobile shall be reimbursed by the Commission at rates and under conditions determined by the Interim Director-General in an administrative directive in accordance with the relevant United Nations rules.

Rule 108.14***Purchase of tickets***

(a) Unless the staff member concerned is specifically authorised to make other arrangements, all tickets for transportation involving official travel of staff members and eligible family members shall be purchased by the Commission in advance of actual travel or, where circumstances so require, shall be secured by the staff member. The Interim Director-General shall endeavour to negotiate contract fare rates especially for the most frequently travelled routes.

(b) When a staff member, for reasons of personal preference or convenience, requests a standard of accommodation in excess of his or her entitlement or requests travel by other than the approved route or mode or transportation, the staff member shall be required to reimburse the Commission for any additional costs thus incurred before the Commission provides him or her with the necessary tickets.

Rule 108.15***Expenses upon appointment***

(a) The Office shall pay the travel expenses on appointment of an official who, as a result of his appointment, is obliged to change his place of residence from the place where he was residing at the time of his appointment to the place designated as his location.

(b) On appointment, an official shall be paid travel expenses in respect of his spouse and dependants from the place where he was residing at the time of his appointment to the place designated as his location.

(c) On appointment with a contract for two years or more, or on extension of a shorter appointment by a period of two years or more, an official shall be given a choice between:

(i) payment of the cost of removal of his household goods and personal effects to his location from the place where he was residing at the time of his appointment; or

(ii) payment of the element for non-removal of household goods of the allowance provided as per the United Nations common system standards.

(d) This choice shall be made within one month of the effective date of the appointment or extension and once made may not be retracted. If no choice is made within the period, lit. (c) (ii) above shall apply.

Rule 108.16***Expenses upon transfer***

(a) An official who is transferred from one IRENA office to another shall be paid travel expenses in respect of himself and his spouse and dependants.

(b) An official who is transferred from an IRENA office to another for two years or more shall also be paid the cost of removal of his household goods and personal effects. If the official has not previously been paid the cost of removal of his household goods and personal effects on appointment, he may choose to use all or part of his entitlement under this paragraph to cover removal costs from the place where he was residing at the time of his appointment.

(c) Any other official who is transferred from one IRENA office to another for two years or more shall be given a choice between:

(i) payment of the cost of removal of his household goods and personal effects; or

(ii) payment of the element of non-removal of household goods of the allowance provided as per the United Nations common system standards, unless he is transferred back to an IRENA office from which he is entitled to the removal of his household goods and personal effects, in which case he shall be paid the cost of removal of his household goods and personal effects. An official who has a choice under this paragraph shall exercise it within one month of the effective date of the transfer; once made, the choice may not be retracted. If no choice is made within the period, (ii) shall apply.

Rule 108.17***Expenses upon termination***

(a) Upon the termination of his appointment:

(i) an official shall be paid travel expenses in respect of himself and his spouse and dependants from his office to his home;

(ii) an official shall be paid the cost of removal of his household goods and personal effects to his home from an IRENA office at which he was entitled to removal by virtue of rules 108.15 (c) and 108.16 (b) or by virtue of choices under rules 108.15 (c) (i) and 108.16 (c) (i) or at which he would have been entitled to removal but for the fact that he was residing at the IRENA office at the time of his appointment; where entitlement under the aforesaid provisions arose at more than one IRENA office, the official shall normally be paid the cost of removal from the most recent.

(b) When both husband and wife are staff members of the Commission and each is entitled to the payment of travel expenses upon termination of appointment, travel expenses from the IRENA office to the home shall be paid only once to each of them.

(c) Expenses under this article shall not normally be paid to an official whose appointment is terminated, nor to an official who resigns before he completes one year of service. Travel expenses under this article shall not be paid to an official who resigns within six months after his return from home leave except that, where home leave travel expenses were not paid in respect of the official's spouse or in respect of any, travel expenses shall be payable in respect of such spouse or dependant, nor to an official who resigns within six months after his return from authorized travel to visit spouse or dependants. Expenses under this article may be paid in respect of travel or removal to a place other than that recognized as the official's home, provided the cost is not greater. Exceptions to the provisions of this paragraph may be authorized in special circumstances.

Rule 108.18

Detailed procedures and limitations

All entitlements conferred by this section shall be subject to detailed procedures and limitations to be established by the Interim Director-General.

CHAPTER 9

STAFF RELATIONS

No pertaining rule to Article 9 of staff regulations

CHAPTER 10**SEPERATION FROM SERVICE****Rule 110.1*****Grant Conditions***

(a) In computing the years of qualifying service for estimating the repatriation grant as per the United Nations common system standards, the following periods shall be excluded:

(i) any period of leave without pay in excess of 30 days or sick leave under insurance cover in excess of 30 days;

(ii) any period of duty during which the staff member is assigned to, or residing in, the country of his recognized place of residence.

(b) The grant shall not be payable to a staff member assigned to, or residing in, the country of his recognized place of residence at the time of separation provided that the grant may be paid on a full or reduced basis to a staff member transferred to duty in the country of his recognized place of residence prior to termination, the amount of the grant being reduced in proportion to the duration of his residence in that country.

(c) In the event of the death of a staff member who at the time of death would have been eligible for the grant, payment shall be made to the spouse and dependent children who are entitled to repatriation, required:

(i) at the lower rate if there is one surviving such family member;

(ii) at the higher rate if there is more than one surviving such family member.

(d) If both spouses are staff members of international organizations applying the United Nations common system standards and each is entitled to payment of a repatriation grant on separation from service, the amount of the grant paid to each shall be calculated in accordance with terms and conditions established by the Interim Director-General.

CHAPTER 11

DISCIPLINARY MEASURES

Rule 111.1

Sanctions

(a) An official who fails to observe the standards of conduct required of an international civil servant may be subjected to any one of the sanctions provided for in this article, as appropriate to the gravity of the case.

(b) Failure to observe the standards of conduct required of an international civil servant shall mean:

- (i) failure to observe any of the provisions of article 2 of the staff rules and regulations;
- (ii) misconduct by an official in his official capacity;
- (iii) dereliction of duty.

Rule 111.2

Procedure for application of sanctions

A staff member who fails to observe the standards of conduct as defined in rule 111.1 shall be subject to disciplinary measures. According to the gravity of the offence, this may take the form of any one or a combination of the following:

- (a) oral reprimand;
- (b) written reprimand;
- (c) reassignment with or without reduction in grade;
- (d) dismissal for misconduct;
- (e) summary dismissal for serious misconduct.

Rule 111.3

Suspension pending investigation

If a case of misconduct arises involving a staff member and if it is considered that continuance of the staff member in office pending further investigation of the matter

is likely to prejudice the interests of the Commission, the staff member may be suspended from his functions, with or without pay. At the time of suspension the staff member shall be given a written statement containing the reason for the suspension, his status during suspension, and its probable duration. If the staff member is suspended without pay and any resulting charge is subsequently not sustained, the salary withheld shall be paid.

Rule 111.4***Notification of charges and reply***

A disciplinary measure listed in rule 111.1 may be imposed only after the staff member has been notified of the charges made against him and has been given an opportunity to reply to those charges. The notification and the reply shall be in writing, and the staff member shall be given eight calendar days from receipt of the notification within which to submit his reply. This period may be shortened if the urgency of the situation requires it.

CHAPTER 12**ADMINISTRATION OF JUSTICE**

No pertaining rule to Article 12 of staff regulations

CHAPTER 13**GENERAL PROVISIONS****Rule 113.1*****Purpose***

The staff rules implement the provisions of the staff regulations. They provide the rules which govern the conditions of service and the personnel practices of the Commission.

Rule 113.2***Relationship between staff regulations and staff rules***

(a) The staff regulations are promulgated by the Commission and:

- (i) embody the fundamental conditions of service and the basic rights, duties, and obligations of the Commission's staff; and
- (ii) provide broad principles of personnel policy for the guidance of the Interim Director-General in the staffing and administration of the Commission.

(b) The staff rules are established by the Interim Director-General under the authority of the staff regulations. The staff rules shall be consistent with the provisions of the staff regulations.

Rule 113.3***Application***

The staff rules shall apply to all staff members of the Commission, except as specifically provided in any particular rule herein. Nothing in the present rules shall be interpreted as preventing the Interim Director-General from making temporary appointments of 60 days or less with terms of service different from those provided in the present rules, where he or she considers that the interests of the service so require.

Rule 113.4***Exceptions to staff rules***

The Interim Director-General may make exceptions to the staff rules provided that such exceptions are not inconsistent with any staff regulation or other decision of the Assembly; and provided further that each exception is agreed to by the staff member directly affected and is, in the opinion of the Interim Director-General, not prejudicial to the interests of any other staff member or group of staff members.

Rule 113.5***Delegation of authority***

The Interim Director-General may delegate to other officers of the Commission such of his powers as he considers necessary for the effective implementation of these rules.

Rule 113.6***Masculine and feminine genders***

In these staff rules terms referring to persons and staff members in the masculine gender shall apply equally to men and women except where a contrary intention is evident from the context.

**PREPARATORY COMMISSION FOR THE INTERNATIONAL
RENEWABLE ENERGY AGENCY**

Staff Provident Fund for the Preparatory Commission

Report
Annex 10

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.5

Agenda item 10

**Decision PC.3/dc.5 on the Establishment of a Staff Provident Fund for the
Preparatory Commission**

*The Preparatory Commission for the International Renewable Energy Agency
("Commission"), at its third session,*

recalling regulation 7.1 of the staff regulations for the Commission, which states that the Commission shall adopt an appropriate pension scheme and that the Interim Director-General shall make a proposal to the Commission, with due regard to the advantages of the United Nations Joint Staff Pension Fund,

considering the report of the Interim Director-General on the advantages of a Staff Provident Fund as a response to the need for a form of pension scheme in light of the initial stage of the Commission,

considering the proposal from the Interim Director-General on a set of Principles for a Staff Provident Fund,

1. *Decides* to establish a Staff Provident Fund based on the Principles annexed hereto;
2. *Requests* the Interim Director-General to implement the decision on the establishment of a Staff Provident Fund together with the Managing Board and to report on the work of the Management Board at the next session of the Commission.

Annex

**Principles for the Staff Provident Fund of the
Preparatory Commission for 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:

(a) all Employees of the Preparatory Commission (hereinafter "Employees") for the International Renewable Energy Agency (hereinafter "the Commission") participating in the Provident Fund, upon separation from their service in case of retirement or for other reasons, with a benefit in the form of a lump sum as well as:

(b) with death and disability benefits for them or their qualifying dependants and beneficiaries.

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

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

(a) the Headquarters Agreement between the Commission and the United Arab Emirates;

(b) any applicable national and international laws.

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 Preparatory Commission for approval.

1.6. The membership of the Provident Fund, Employer and Employee obligations, 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 Commission. 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 eligible Employees of the Commission.

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

2.3 The entire balance of an Employee's account shall be paid upon retirement or upon leaving the employment at the Commission.

2.4 The Provident Fund shall provide death and disability benefits for eligible Employees or their qualifying dependants and beneficiaries.

Article 3

Funding of the Provident Fund

3.1 The Provident Fund shall be funded by contributions from both the Commission as Employer and the Employees.

3.2 Contributions to the Provident Fund shall include Basic Contributions by the Commission as Employer and the Employees. In addition, the Management Board may establish Rules to permit Employees to make voluntary contributions.

3.3 Basic Contributions shall be allocated to Fund Retirement Savings, Survivor and Disability Benefits and Administrative Costs of the Provident Fund. The method of such allocation shall be determined by the Management Board and be set out in the Rules.

3.4 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 Commission 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 Commission.

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 all Staff Members of their respective groups.

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

4.7 The Commission 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 Commission. The Management Board shall maintain accurate accounting records and shall provide an annual report on operations of the Provident Fund to the Commission 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 Commission. 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 Commission.

4.11 The Management Board shall appoint an independent actuary to report periodically on the Provident Fund's actuarial position.

4.12 The Management Board has a fiduciary responsibility to manage the Provident Fund in the best interests of all the Employees.

4.13 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 Commission's relevant financial regulations and rules on procurement.

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

Article 5

Contributions and Allocations

5.1 The Employer and the Employees shall make Contributions to the Provident Fund. The Management Board is responsible to determine the level of these Contributions and the subsequent Allocations. The initial Contributions are as follows:

(a) each Employee's Basic Contribution is 7.9% of applicable Pensionable Remuneration. The Employer's Basic Contribution is 15.8% of applicable Pensionable Remuneration;

(b) each Employee's Basic Contribution shall be deducted by the Employer from salary or salary replacement and shall be transmitted by the Employer to the Provident Fund together with the Employer's Basic contribution on a monthly basis.

5.2 For each Employee, Pensionable Remuneration is determined by rule 101.2 lit. (c) of the draft Staff Rules of the Commission.

5.3 The Provident Fund shall allocate Contributions to credit the relevant Employees Retirement Account and to fund survivor and disability benefits, Administrative Costs and the Investment Fluctuation Reserve in accordance with the following table:

Allocation of Basic Contributions <i>(as a percentage of Pensionable Remuneration)</i>	Employer	Employee	Total
Retirement Savings	13.0%	7.0%	20.0%
Survivor and disability benefits and Administrative Costs	2.8%	0.9%	3.7%
Total	15.8%	7.9%	23.7%

5.4 The above levels of Contribution and Allocation shall be subject to periodic review and adjustment by the Management Board in consultation with appropriate external actuarial advice.

Article 6

Amendment / Termination

6.1 The Commission intends to maintain the Provident Fund in operation in accordance with these Principles. However, the Commission reserves the right to amend these Principles or otherwise alter the mechanism for providing benefits to its Employees, if it determines that it is in the best interests of the Commission and of its Employees to do so. The Commission shall consult with the Management Board prior to any decision to alter the mechanism for providing benefits to its Employees, 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.

6.3 In the event that, after the 25th ratification of the IRENA Statute, the Commission changes its status from a Preparatory Commission to the new legal body, the International Renewable Energy Agency, the current obligations and responsibilities of the Commission with regard to the Provident Fund will remain unchanged.

Article 7

Jurisdiction

7.1 Any dispute regarding the application of any provision of these Principles or the Rules shall be adjudicated by arbitration under UNCITRAL rules. Application may be initiated by:

- (a) an Employee, or former Employee, or any person claiming to be a qualifying dependant or beneficiary of such Employee or former Employee; and
- (b) any other person able to show that he or she is entitled to rights under the Rules.

Article 8**Dissolution**

8. In the event that the Commission is dissolved and not transferred to another legal body or the Management Board determines that the Provident Fund is unable to meet its obligations as they fall due, the Provident Fund shall be dissolved. The Management Board shall carry out the liquidation unless it designates another party to act as liquidator.

Article 9**Enactment**

9. These Principles are effective as of the date of the approving Commission meeting.

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Decision on the 2010 Work Programme and Budget

Report
Annex 11

Third session

Sunday, 17 January 2010
Emirates Palace, Abu Dhabi

IRENA/PC.3/dc.6
Agenda item 14

**Decision PC.3/dc.6 on Adopting the 2010 Work Programme and Budget of the
Preparatory Commission**

*The Preparatory Commission for the International Renewable Energy Agency
("Commission")*, at its third session,

referring to Article II and IV of IRENA's Statute, defining the overall objectives and activities of the Agency and thus, building the basis for the 2010 Work Programme and Budget,

considering the challenges to establish the Secretariat of the Preparatory Commission including all support services necessary for the implementation of its programmes and initial pilot projects,

noting that the 2010 Work Programme and Budget seeks to provide a balance between the establishment of the Secretariat, building its internal capacity and infrastructure, providing advice and support for Signatories and becoming an active partner in international fora,

rewarding the consultations with international experts active in the field of renewable energy and reflecting the discussion with the Administrative Committee and with members of the Working Group on the 2010 Work Programme and Budget,

recalling paragraph III of Decision PC.2/dc.1 on the Interim Work Programme 2009/2010 that the Interim Director-General of IRENA shall elaborate a detailed work programme for 2010 that will be adopted at the third session of the Preparatory Commission,

having considered Regulation 3.1 of the financial regulations of the Commission stating that the Interim Director-General shall prepare and submit to the Commission, a

draft budget for its next financial period which is defined under Regulation 2 of the financial regulations of the Commission as one calendar year,

recalling regulation 3.5 and 4.1 of the financial regulations of the Commission,

recalling Regulation 5a of the financial regulations which states that resources of the Commission shall comprise voluntary contributions made by Members on the basis of the indicative IRENA scale of contributions,

emphasising the considerable uncertainties in drafting the 2010 Work Programme and Budget in the light of the initial stage of the Commission as well as its permanence,

noting that the 2010 Work Programme and Budget have been combined into one document for reasons of transparency and to conform with other international organisations,

having considered the proposed 2010 Work Programme and Budget, submitted by the Interim Director-General,

- I. *notes* that a solid financial basis is needed *and invites* all Members of the Commission to contribute to the budget of the Commission in 2010 by voluntary contributions in order to implement the activities outlined in the Work Programme and Budget for 2010;
- II. *requests* the Members of the Commission pay their contributions as early as possible in 2010 in accordance with regulation 9.2 of the financial regulations;
- III. *decides as follows*:
 1. The 2010 Work Programme and Budget for IRENA as set out in the Annex is hereby approved.
 2. The Interim Director-General shall implement the activities contained in the 2010 Work Programme and Budget without delay.
 3. Based on the major elements of the 2010 Work Programme and Budget the Interim Director-General shall develop a Work Programme and Budget for 2011 that will be adopted by the Commission/Assembly at the fourth session/first Assembly.
 4. Recalling Decision PC.2/dc.1 the Director-General shall develop a long-term perspective for the Agency in accordance with Article I and IV of the Statute which shall be adopted no later than at the fourth session of the Commission.
 5. The 2010 budget for IRENA's headquarters will amount to USD 13.69 million for the purposes specified in the Annex I, table 1.
 6. The 2010 budget for IRENA's Liaison Office in Vienna will amount up to EUR 470,000 (USD 678,000)⁵ and born by the Austrian Government, as specified in Annex II, table 11.
 7. The 2010 budget for IRENA's Centre for Innovation and Technology in Bonn will account for EUR 1.7 million (USD 2.4 million)¹ and born by the German Government, as specified in Annex III, table 12.
 8. In 2010, the Interim Director-General may hire up to one senior post at the level of D-2 and up to three senior posts at the level of D-1 (one paid by Germany) and general and professional staff below the level of D-1.
 9. The budget shall be presented in United States Dollars. The contributions from Germany and Austria will be in Euros and converted to USD for the purpose of consistency.

⁵ This figure is based on the best estimation of unitary cost of personnel for this task available to the Secretariat and is currently under revision. This is, however, only a notification to Member States since this cost does not affect the budget.

10. In accordance with regulation 4.6 of the financial regulations and given the initial stage of the budget of the Commission, the Interim Director-General is authorised to make transfers between each of the appropriation sections outlined in Annex I, table 2 up to an aggregate limit of 15 per cent of the estimated expenditure for those appropriation sections.
11. An operating reserve shall be established in accordance with regulation 11.1 of the financial regulations of the Commission corresponding to 15 per cent of the 2010 budget, as outlined in Annex I, table 1.
12. The Interim Director-General shall evaluate the pertinence of an annual financial period for the budget until the first session of the Assembly of IRENA, taking into account the accounting standards.
13. The Interim Director-General is requested to report at the fourth session of the Commission/first Assembly of IRENA on the income, budget performance and possible adjustments in accordance with Article 15 of the financial regulations. The Interim Director-General shall also report on the implementation process of the 2010 Work Programme and Budget at each session to the Commission.

**2010 Work Programme and Budget
for the Preparatory Commission for IRENA**

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Abbreviations

ADFD	Abu Dhabi Fund for Development
COP 15	15 th Conference of the Parties (supreme body of the United Nations Framework Convention on Climate Change)
DIREC	International Renewable Energy Conference in New Delhi
DLR	German Aerospace Center (Deutsches Zentrum fuer Luft und Raumfahrt)
DSIRE	Database of State Incentives for Renewable Energy
EREC	European Renewable Energy Council
ESMAP	Energy Sector Management Assistance Program
GNESD	Global Network on Energy for Sustainable Development
GS	General Service Staff (according to the United Nations Common System Standards)
HR	Human Resources
IDG	Interim Director-General
IA	Impact Assessment
IEA	International Energy Agency
IIASA	International Institute for Applied Systems Analysis
IPCC	Intergovernmental Panel for Climate Change
IPSAS	International Public Sector Accounting Standards
IRENA	International Renewable Energy Agency
ISEP	Institute for Sustainable Energy Policies
IT	Information Technology
KM	Knowledge Management
MEF	Major Economies Forum on Energy and Climate
NGO	Non-Governmental Organisations
NREL	National Renewable Energy Laboratory
PS	Professional Staff (according to the United Nations Common System Standards)
R&D	Research & Development
RE	Renewable Energy
REN21	Renewable Energy Policy Network for the 21 st Century
REEEP	Renewable Energy and Energy Efficiency Partnership
REEGLE	Search Engine for Renewable Energy and Energy Efficiency

RETD	Renewable Energy Technology Deployment Implementing Agreement
RFP	Request for Proposals
SRREN	Special Report on Renewable Energy Sources and Climate Change Mitigation of the IPCC
SWERA	Solar and Wind Energy Resource Assessment
STC	Short-term Consultants
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Programme
WEO	World Energy Outlook of the IEA

Introduction

2010 will not only be the first full year of IRENA's⁶ operations, it will be also a year punctuated by important events, programmes, and initiatives that both thematically and programmatically converge with IRENA's principal objectives. 2010 will be of crucial importance – the impact of COP15, Technology Action Plans of Major Economies Forum (MEF), the International Renewable Energy Conference in New Delhi (DIREC), the elaboration IPCC special report on renewable energy and the IEA World Energy Outlook (WEO) focussing on renewables.

This Work Programme has been drafted in order to seek a balance between the establishment of the Secretariat, building internal knowledge and capacity, providing advice and support for the Members and becoming an active partner in international events. Therefore, the document reflects the following hierarchy:

- I- The first priority in 2010 will be the establishment of the Secretariat and IRENA's governance structures;
- II- The second priority will be to develop expertise within IRENA, driven by stocktaking and developing analytic activities; and
- III- The third priority will be to initiate and implement the first advisory programmes and pilot projects starting with knowledge management and capacity building.

This Work Programme and Budget reflects a realistic approach based on the operational capacity of the Secretariat. It is focussed on adding value to significant existing activities conducted by other organisations and institutions and avoiding duplication.

The Secretariat highly appreciates the valuable assistance of the Working Group chaired by Spain and all the supportive comments by Member States. The 2010 Work Programme and Budget is based on the written remarks and the discussions at the last meeting of the Administrative Committee in October 2009 and at the November meeting of Working Group II on Innovation and Technology.

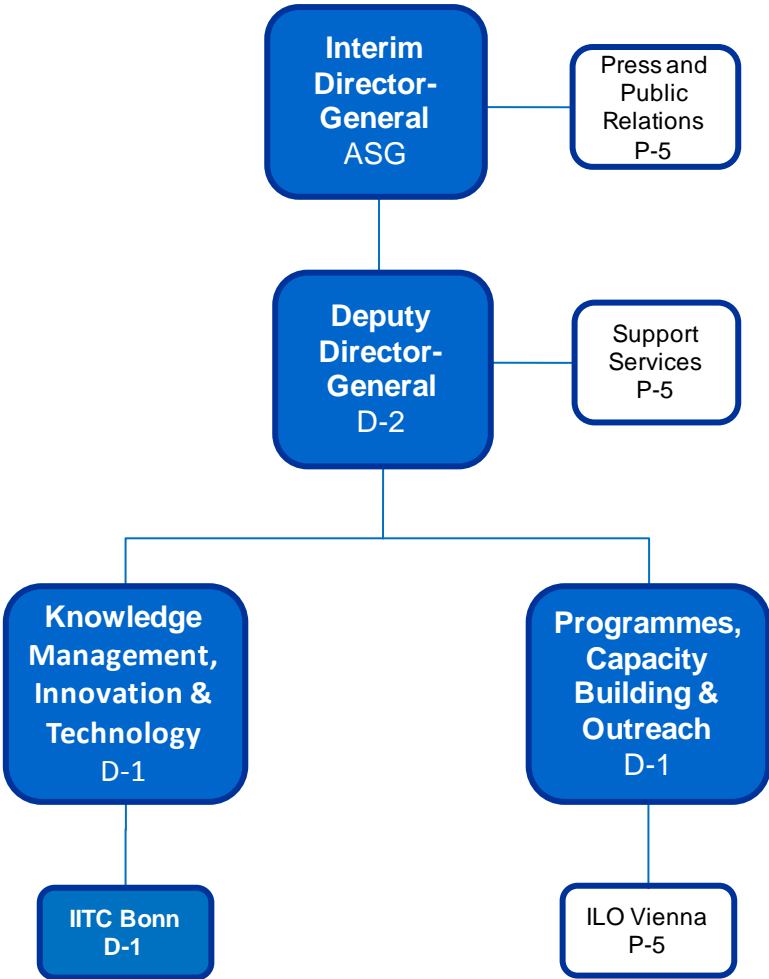
The staffing requirements indicated in this document should be considered as flexible and constitute neither a target nor a limit, but a guide. The successful implementation of IRENA's activities will depend on the solid establishment and institutional strengthening of the Secretariat and the recruitment of the best available experts in all relevant fields of activity.

The Secretariat will make every endeavour to take up this challenge in order to establish IRENA as the global voice for renewable energy (RE) at the international level.

This Work Programme complies with the following organisational chart of the IRENA Secretariat.

⁶ For reasons of simplification, the term "IRENA" is used in Annex I and always refers to the Preparatory Commission for the International Renewable Energy Agency (IRENA).

Organisational chart of the IRENA Secretariat



Budgetary and staffing information

2010 will be a year of stocktaking and auditing for a) existing knowledge (to avoid duplication) and b) identifying expertise and key stakeholders for IRENA (building up the networks). The first pilot projects will be implemented in 2010.

Tables 1 and 2 below reflect the Proposed Budget for 2010 by programme element and cost type. The same format, with more detailed information, can be found following each of the seven major programmes in the work plan.

As indicated in the decision on the 2010 budget outline (decision IRENA/PC.2/dc.3) the budget estimate for this work programme was USD 17.1 million. However, in light of the latest estimates on staffing levels and a revised schedule of activities, the budget has been adjusted to the more realistic total of USD 13.69 million.

Staff costs have been computed using the current UN salary scales. Staffing requirements have been included at the end of each activity to reflect the type of support required (D indicates Director level, PS indicates Professional staff, GS indicates General Service support staff, National officers and STCs are Short Term Consultants). Best estimates have been made for the amount of time spent by each staff member for each activity, however in some cases, the same staff member could be assigned to more than one activity. Most staff positions have not been budgeted for the full year taking into consideration the planned progression of recruitment.

The costs for staff in the 2010 Work Programme and Budget are based on the assumption that all members of staff are permanent. However, it is expected to recruit 10 to 15 secondees within the first quarter of 2010. These will, in principle, replace some of the permanent staff and/or Short Term Consultants⁷ foreseen. According to decision PC.2/dc.6 on adopting the interim regulations on secondment of staff to the Preparatory Commission, a rough estimate of the cost for 15 secondees being internationally recruited would amount to USD 900,000, which will affect the total budget of IRENA. However, as job descriptions have not yet been finalised and the number of secondees as well as their dates of arrival and tasks are yet to be determined, the budget has been calculated for permanent staff only.

All estimates are shown in US dollars.

⁷ There was a general agreement that as much seconded staff as possible should be used. There is an urgent need to publish job descriptions as soon as possible and to ensure the greatest transparency possible in the process.

Table 1: Indicative result-based budget for 2010 (USD 000s)⁸***Expenditure by programme element***

	Proposed Programme Budget for 2010 (USD 000s)	% of total
1. Executive direction	2,109	17.3
2. Administrative support services	4,133	33.9
3. Communication and outreach	690	5.7
4. Cooperation networks	222	1.8
5. Knowledge management	2,040	16.8
6. Innovation and technology	1,107	9.1
7. Advisory and capacity building programmes	1,874	15.4
Total	12,175	100.0

Table 2: Indicative cost-based budget for 2010 (US\$ 000s)***Expenditure by cost element***

	Proposed Programme Budget for 2010 (USD 000s)	% of total
A. Staff and other personnel costs	6,855	56.3
B. Contractual services ⁹	3,385	27.8
C. Duty travel	355	2.9
D. Acquisitions ¹⁰	1080	8.9
E. Agency meetings and workshops	500	4.1
Total cost-based expenditure	12,175	100.0
Increase of Operating Reserve ¹¹	1,519	
Total financial requirements	13,694	

⁸ Strong concerns have been raised that the ratio of the budget for administrative tasks to programme expenses in 2010 is too high; the ratio in future budgets must reflect that IRENA is a lean and effective organisation, with a high ratio of funding for the implementation of programme activities.

⁹ Including all contractual costs, including Short Term Consultants for initial core activities and for management and administration (legal and financial advice, information technology services, and other external expertise).

¹⁰ Non-consumable, non-service expenditure, e.g. for furniture, equipment, software.

¹¹ In the case of voluntary contributions, the UN regulations envisage an Operating Reserve (trust fund) of up to 15% of the annual expenditures. For 2010, the Operating Reserve is calculated to amount to 15% of the annual expenditures. The Operating Reserve remains a property of the Members that have contributed to it. After IRENA's Statute has entered into force, IRENA will rely on assessed contributions and therefore the Operating Reserve will be paid back to the Members that have actually contributed to it and a working capital reserve corresponding to 8.3% of the annual expenditure will be established instead. The Operating Reserve in 2009 accounted for USD 306,558.14. The resulting total operating reserve for 2010 will amount to USD 1,826,000.

1. Executive direction

The Office of the Interim Director-General (IDG) ensures the functioning of this Office and coordinates the central services of the Agency. The Office implements the principles followed by the Agency (cooperation, collaboration, justice, excellence, truthfulness, efficiency, transparency).

The staff members in charge of Press and Public Relations (PR) should be under the responsibility of, and accountable to the IDG.

The different units, within its field of competence, undertake activities and provide advice and services to the Directorate with a view to implementing the mission (provide relevant policy advice and assistance, stimulate international discussions, improve knowledge and technology transfer, promote local capacity and competence, support development and deployment of technologies) and to enhance the effectiveness and maximise the impact of the Agency.

As part of this effort effective coordination is essential particularly with respect to interactions with Member States, the development and implementation of programmes, the evaluation and assessment of performance, and the management and interchange of information within the Secretariat and between the Secretariat and Member States.

2010 Expected results – Executive direction

- Effective, efficient and transparent execution of the programmes and activities
- Timely, transparent and appropriate administrative and legal services provided to the scientific and technical programmes
- IRENA's governance arrangements developed and implemented
- IRENA's mission promoted within the Member States
- Formulation, implementation, assessment and evaluation of the 2010 Work Programme in a fully coordinated manner
- Targeted, effective, efficient and transparent internal communication system implemented

1.1 Executive management

The IDG Office will provide an overall direction, setting and coordination of the Secretariat's activities and programmes to support the implementation of IRENA's mandate. It will support the participation and representation of IRENA at important meetings and events, the establishment and maintenance of contacts with Member States, and the coordination with other stakeholders on all areas of IRENA's activities. It will also ensure that appropriate administrative and legal services will be provided to the scientific and technical programmes.

The Executive Management also includes an internal audit function. The internal auditor will assure that programmes and activities are executed effectively and that internal control and risk management measures are in place to enable rapid response and reaction.

Staffing requirements	1DG, 1DDG, 3PS ¹² , 2GS
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1.2 Planning and strategic management

IRENA will commence development of a quality management approach to ensure the effective, efficient, and transparent planning and implementation of its programmes and activities. Based on IRENA's Vision & Mission, it will also develop a Three Year Strategic Plan including the Secretariat's development, financial review and planning, governance and communication. Therefore, a small task force will be set up and coordinated by the Secretariat. The Strategic Plan will be approved towards the end of 2010.

The IDG Office will also support the development and coordination of the 2011 Work Programme and Budget of IRENA.

Staffing requirements	1PS (supported by IDG, DDG)
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1.3 Governance and internal communication

The IDG Office will develop, strengthen, and sustain the exchange and cooperation between the Secretariat and Member States and between the statutory organs of the Agency. It will technically support the statutory regular meetings of the organs. Draft Rules of Procedures for the Assembly, the Council and subsidiary bodies will be prepared. In addition, it will set up and coordinate temporary working groups chaired by Member States and/or experts as needed. A work plan to resolve IRENA's governance issues will be developed until the end of 2010.

To ease the communication with Member States, a concept for a user-friendly, interactive and informative password secured area of the website will be explored, the technical infrastructure established and its contents updated accordingly. Moreover, regular email correspondence, and newsletters will be prepared and disseminated through the nominated focal points, and special representatives (ambassadors/embassy officials) based in Abu Dhabi, involved in the Agency's communication.

¹² According to the request from Member States to include an internal auditor in the Executive Management team, one PS was added to the team.

Staffing requirements	2PS (supported from staff members under Information technology and Communication and outreach)
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Table 3: Budget for Executive direction

By programme element

<i>Activity</i>	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
1.1 Executive management	1,425	67.5
1.2 Planning and strategic management	242	11.5
1.3 Governance and internal communication	442	21.0
Total	2,109	100.0

By cost element

	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
A. Staff costs	1,869	88.6
B. Activities	240	11.4
Total	2,109	100.0

2. Administrative support services

Developing the support functions is the key priority in 2010. The establishment of the infrastructure for recruitment, financing, information technologies (IT), legal frameworks, logistics and procurement is the precondition for an effective and efficient implementation of the Agency's scientific and technical programmes and activities. The support services provided by IRENA will include services for all three locations, Abu Dhabi, Bonn, and Vienna.¹³

2010 Expected results – Administrative support services

- Seconded and permanent staff recruited
- Effective and efficient human resources procedures and administration implemented
- Financial and budget team established
- Sound and timely financial planning, budgeting, accurate and reliable financial reporting and efficient financial administration of the Agency
- IT team recruited and IT services developed to meet Agency programmatic requirements
- Legal team recruited; highest standard of legal advice provided to the IDG, the Secretariat and to the organs of the Agency
- Provision of sustainable and transparent procurement and contracting services

2.1 Human resources

A Human Resource Director¹⁴ should be recruited as soon as possible to take care of the following three key areas in 2010:

- Recruiting activities for both seconded and permanent staff
- Definition and implementation of HR processes and procedures (HR Development)
- Effective personnel administration and payroll

The main tasks of these three functions are outlined here below.

¹³ The IRENA offices in Bonn and Vienna will establish their own support services, e.g. for IT, if needed.

¹⁴ The need for speeding up the recruitment process and increasing efficiency and transparency was raised. The process should start with the recruitment of a Human Resources Director.

2.1.1 Recruiting activities

A. Permanent staff

Planned headcount for 2010 is about 55 persons, i.e. 4 to 5 persons per month (average) for the headquarters in Abu Dhabi, and about 13 additional people for the Centre for Innovation and Technology in Bonn and three for the Liaison Office in Vienna. The recruiting team for permanent staff is in charge of:

- Preparing the job descriptions (including director positions (D1 and D2 positions))
- Defining and implementing the search strategy
- Advertising the vacancies and posting IRENA offers on the web site
- Keeping and updating IRENA candidates database
- Replying to all applicants
- Screening Curriculum Vitas and resumes
- Conducting interviews with the candidates selected after screening
- Presenting selected candidates to direct line managers and organising the interviews in compliance with IRENA recruiting procedures
- Conducting reference checks
- Making offers to the candidates selected

The recruiting activity will be primarily conducted with a top down approach. Each manager recruited will be responsible for recruitment of his/her own team and allow IRENA to progressively speed up the recruiting process and to reinforce teamwork. In some cases, lower positions may be filled before the recruitment of direct line managers based upon urgent needs and/or actual competencies available. For the start up and due to trimming issues the hiring process will commence without waiting for D1 arrival, and where possible positions will be filled with secondees.

The recruiting team will be composed of three persons: one senior consultant,¹⁵ one recruiting manager (seconded staff) and one assistant (to be recruited). A specific procedure involving Member States will be applied for D1 and D2 positions.

B. Seconded staff

As of 14 December, 37 seconded staff applications have been proposed by Member States. Recruiting interviews have already been conducted and the whole screening and interviewing phase will be completed by the end of February 2010. Selection and use of seconded staff will be based upon the 2010 work program activities and needs, in line with actual profiles and skills of seconded staff candidates. All applications will be reviewed by IDG at the end of the process. The selection procedure for seconded staff will be conducted by a consultant with an experienced HR Director professional profile. All seconded staff candidates and Member States will be informed of the final decisions.

¹⁵ Once a HR Director has been recruited, the need for a consultant will be reconsidered.

Seconded staff regulations must be adapted and adopted (already under review) for the 3rd Preparatory Commission meeting in January 2010. It is expected to recruit 10 to 15 secondees within the first quarter of 2010, after the moving into the new building.

2.1.2 Definition and implementation of HR processes and procedures:

Internal HR processes must be defined and implemented prior to actual recruitment in order to ensure effective and efficient work and reinforce teambuilding.

Four main HR processes will be defined and implemented:

- Recruiting process (for D1 and D2 positions and others)
- Assessment and performance appraisal process (including salary review process)
- Training process (although training may be organised in a second step)
- Personnel administration and HR management process, including:
 - ✓ Permanent staff rules and regulations
 - ✓ Work contracts (permanent, seconded, interns, consultants, temporary workers)
 - ✓ Health insurance and pension scheme
 - ✓ Travel policy
 - ✓ Housing and accommodation policy
 - ✓ Internal rules
 - ✓ Human Resources Information Systems needs analysis and implementation (in liaison with IT Department)
 - ✓ Reporting and HR Key Performance Indicators definition
 - ✓ Preparation of HR forms and templates for key HR processes (candidate evaluation forms, performance appraisal documents)
 - ✓ IRENA Code of Conduct and Values
 - ✓ Employee relations issues

An HR Development Manager will be recruited to manage these functions; the appropriate job description has been prepared.

2.1.3 Personnel administration and payroll

Actual staff and new hire personnel administration must be managed. This function is crucial to maintain and develop teamwork and employee satisfaction at the highest level.

This function includes:

- Drafting work contracts
- Opening and updating personal files with appropriate documents
- Following up absences, leaves and vacation

- Handling HR legal issues in liaison with United Arab Emirates or foreign (mainly for seconded staff) authorities
- Doing all payroll tasks in a strictly timely manner
- Preparing monthly (or quarterly) HR reporting document for IDG and HR Management
- Preparing HR budget and following HR costs
- Handling personnel complaints and requests
- Checking the application of internal rules

A HR/Personnel Administration Manager will be recruited to manage these functions; the job description has been prepared. An assistant will be recruited to support the Personnel Administration Manager and the HR Development Manager.

Staffing requirements	2PS; 2GS
	1 STC plus external consulting company

2.2 Budget and financial issues

Preparations in 2009: After issuing a Request for Proposals, a short-term contract will be signed as soon as possible with an accounting provider. The consultant will develop the financial procedures until the financial team comes on board. In addition (after issuing a RFP), an external auditor will be selected and presented to the Preparatory Commission in January 2010.

The team will be divided into two sections: budget and finance, who would work closely together with the Human Resources team. The team will follow sound financial practices and efficiently manage the financial resources of IRENA. The immediate issue is the selection and implementation of a suitable software package to cover project management, accounting, treasury functions and reporting as well as human resources management, payroll and procurement. It will be necessary to decide on the adoption of the International Public Sector Accounting Standards (IPSAS), which are currently being applied to many similar organisations.

The main tasks of the team will be:

- Assisting in the preparation of the Work Programme for the Agency for the following financial period and the preparation of the draft Programme Budget
- Implementing the accounting software capable of meeting all budgetary and financial requirements of the Agency
- Establishing financial administrative rules and procedures and internal control systems
- Managing the custody and investment of funds, both core and extra-budgetary funding, including foreign currency requirements

- Updating IRENA's scale of assessment and calculation of assessed contributions due
- Maintaining proper financial records to enable the production of financial reporting to statutory bodies and donors of extra-budgetary funds
- Carrying out basic accounting duties in accordance with the Financial Regulations and Rules, such as the establishment of obligating documents, processing of imprest accounts from field offices and the settlement of accounts payable
- Establishing a budget monitoring system to ensure that expenditures are in line with approved programme activities as shown in the Work Programme
- Training and advising all Agency staff in financial rules and procedures
- Selection of external auditors
- Establishing a Trust Fund for financing activities funded by extra-budgetary resources

Staffing requirements	2PS; 3GS
	1 STC

2.3 Information technology (IT)

Recruit the IT Team:

The IT Department will be responsible for storing, protecting, processing, transmitting the information, and later retrieving information.

Information security should protect information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction. The goals of information security include protecting the confidentiality, integrity and availability of information.

The IT Department will use computers, servers, database management systems, and cryptography. The department will be made up of System Administrator(s), Database Administrator(s) and at least one Information Technology Manager. The group could possibly report to a Chief Information Officer (CIO).

After identification of the requirement, RFPs will be issued and a contract with an IT consultant will be signed. The IT Team will be recruited as a top priority after the HR and Finance teams.

Staffing requirements	4PS ¹⁶
	3 STC

¹⁶ The amount of people working in IT needed in this start up phase must be reconsidered in the future.

2.4 Legal issues

The Legal Unit will be built up in 2010. Along with the legal team, consultants will be used as well as the expertise from Member States (for specific issues) through a Legal Working Group. The Legal Unit is especially needed in order to facilitate a smooth transition from the Preparatory Commission to IRENA and to establish the necessary framework conditions for IRENA to operate on both on global scale and in those countries with offices/headquarters.

External issues

- Transition from Preparatory Commission to the final IRENA
- Establish detailed agreements with United Arab Emirates on a number of areas resulting from the official bid document for hosting the headquarters
- In addition to the headquarters agreement, agreements have to be drafted and negotiated for the Bonn Center and the Vienna Liaison Office
- Drafting and negotiating agreement on privileges and immunities

Internal issues

- Power of attorney (delegation of authority) will be drafted and finalized by beginning of 2010
- Support the HR team in drafting work contracts, scanning contracts for procurement, requests for proposals
- Advice on insurance selection and other HR-related matters (e.g. pension fund)

Staffing requirements	1PS; 1GS
	1 STC

2.5 Administrative services

General administrative, procurement and logistical services are essential to enable programme managers and staff to perform their functions and implement programmatic activities. Following the rules of the procurement policies (part of interim financial rules), the procurement department will be in charge of:

- Tender documents
- Definition of the matter of the contract
- Drawing up technical specifications
- Selection criteria for the candidates
- Awarding the contract
- Defining Contract Performance Clauses
- Contract conclusions

- In the fields of Cleaning and Maintenance Products and Services, Food and Catering Services, Office supplies and Furniture, IT equipment, etc.

IRENA's procurement is based on the principle of sustainability taking into account social, ecologic and economic criteria.

Staffing requirements	1PS; 1GS
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Table 4: Budget for Administrative support services

<i>By programme element</i>		
<i>Activity</i>	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
2.1 Human resources	1,115	27.0
2.2 Budget and financial issues	1,490	36.0
2.3 Information technology	631	15.3
2.4 Legal issues	609	14.7
2.5 Administrative services	288	7.0
Total	4,133	100.0

<i>By cost element</i>		
	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
A. Staff costs	2,263	54.8
B. Activities	1,870	45.2
Total	4,133	100.0

3. Communication and outreach

Communication and outreach serves various purposes simultaneously: it will disseminate internally generated knowledge and other factual information on renewable energy, communicate the agency's programmes and activities as well as their outcomes, provide information about IRENA's publications, events and other activities, and transport important messages, recommendations and positioning of IRENA's leadership.

IRENA aims to provide reliable, well-informed, context-driven, targeted and timely information to decision makers, stakeholders in the field of renewable energy and the general public. IRENA will actively engage in international discussions on renewable energy and ensure its presence at relevant international events.

The overall aim of IRENA's communication and outreach is to raise awareness of IRENA, its mission, objectives and activities and to act as the global voice for renewable energy and its huge potentials and benefits in the international climate and energy debate.

With reference to the Secretariat's organisational structure, the activities under "Communication and Outreach" will be split: 3.1 and 3.2 will be located under the IDG's office and 3.3 and 3.4 will be under the Directorate "Programmes, Capacity Building and Outreach" as part of the outreach activities.

2010 Expected results - Communication and outreach

- Detailed communication strategy (internal and external) developed and partly implemented
- Detailed concept for the technical communication infrastructure with a roadmap; implementation started
- Concept and roadmap on flagship publication; developed
- Outreach event at Delhi International Renewable Energy Conference and others

3.1 Development and implementation of an overall communication strategy

The message of IRENA will reflect the objectives outlined in the Statute and represent the shared goals of IRENA's members to promote the uptake of renewable energy technologies globally. The communication strategy will focus on the role of IRENA as a service provider, centre of excellence, facilitator and catalyst. The overall aim of IRENA's communication and outreach is not only the positioning of the Agency as an institution, but also fulfilling the task of a global voice for renewable energy in the international climate and energy debate. As an international organisation consisting of Member States, Member States will play the central role in shaping IRENA's communication strategy and key messages.

On the basis of a finalised Mission & Vision Statement, IRENA will develop and formulate its overall communication strategy, including the identification of appropriate tools and communication channels as well as different audiences.

The implementation of this strategy may include the creation of outreach material for IRENA (e.g. brochures, event calendar, information booths), build up IRENA's internet representation, establish and maintain press relations, email and print newsletters and establish an IRENA video channel on the internet.

Staffing requirements	1PS; 1GS (shared with other activities under 3)
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3.2 Development and implementation of a concept for the technical communication infrastructure (internal and external communication)

IRENA will develop and implement a concept for its information and communication technology infrastructure (including a roadmap) for all relevant forms of communication (telecommunication, collaborative tools, website, etc.). This activity is closely linked to the strategic activities under knowledge management.

Staffing requirements	1 STC
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3.3 Concept for IRENA's flagship publication and further publications on IRENA's activities

IRENA will gather information on current publications in the field of renewable energies and set up an online forum/platform to discuss content and structure of a flagship publication. In addition, IRENA will conduct several interviews with Member States and other experts on that topic. The concept for the flagship publication will be finished by the end of 2010. In addition, a plan will be developed – based on the communication strategy – how IRENA's activities, project results and experiences will be issued in future, e.g. fact sheets, newsletters, bulletins (closely linked with knowledge management).

Staffing requirements	1STC
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3.4 Outreach event at the Delhi International Renewable Energy Conference (DIREC) and others

International events and processes, either directly focussing on renewables or on related challenges such as climate change and energy security, provide an excellent platform to both gather, as well as share experiences. A consistent effort to provide

continuity across events and build networks would accelerate IRENA's role and credibility across nations. Recognising that the number of such events would be large and dispersed, IRENA will look at a judicious mix of physical and virtual presence through partners/associates who would all have a clear mandate.

DIREC will be the fourth global ministerial-level conference on renewable energy, following events in Washington 2008, Beijing in 2005 and Bonn in 2004. Since Bonn 2004 the IREC has positioned itself as the most reputable arena for high-level policy makers. IRENA will play an active part in the DIREC taking place in October 2010, and be part of its Steering Committee. It will also identify the potential to follow-up host.

Renewable energies have proven to have a great potential for greenhouse gases mitigation. The role played by IRENA in the 15th United Nations Climate Change Conference in Copenhagen should be reinforced in the next session of the COP to be held from 29 November to 10 December 2010 in Mexico.

Staffing requirements	Covered by other staff under task 7
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Table 5: Budget for Communication & outreach

<i>By programme element</i>		
<i>Activity</i>	<i>Proposed Programme Budget for 2010 (USD 000s)</i>	<i>% of total</i>
3.1 Development and implementation of an overall communication strategy	390	56.5
3.2. Development and implementation of a concept for the technical communication infrastructure (internal and external communication)	110	16.0
3.3 Concept for IRENA`s flagship publication and further publications on IRENA's activities	85	12.3
3.4 Outreach event at DIREC and others	105	15.2
Total	690	100.0
<i>By cost element</i>		
	<i>Proposed Programme Budget for 2010 (USD 000s)</i>	<i>% of total</i>
A. Staff costs	150	21.7
B. Activities	540	78.3
Total	690	100.0

4. Cooperation networks

IRENA's success will be based on the international community's ability to transfer ideas, strategies and expertise. An effective and strong network will be established enabling Member States, agency organs, private industry, the academic community and all other stakeholders to readily engage one another, exchange best practices, share knowledge and acknowledge the need to have as wide a geographical representation as possible.

Cooperation networks are relevant throughout all areas of activity. In 2010, IRENA's main priorities will consist of setting up the necessary communication structures and routines and establishing the use of global networks as a standing practice.

Regarding the organisational structure of the Secretariat, task 4.1 will be under the responsibilities of the Directorate "Programmes, Capacity Building and Outreach". Task 4.2 to 4.4 will be under the responsibilities of the directorate "Knowledge Management and Innovation and Technology".

2010 Expected results - Cooperation networks

- Relationships to international organisations liaised
- Comprehensive data base on RE stakeholders, implementation started
- Institutional link and network of multi-stakeholders established
- Mutual information and exchange structures with main partners identified/established

4.1 Building up relations to international organisations

The IRENA Liaison Office in Vienna serves as the institutional link between IRENA and international organisations. This office will ensure communication with and facilitate the flow of relevant information and knowledge sharing between international and relevant regional and national organisations, UN Agencies and the relevant bodies of IRENA. It will establish a broader network for organisations working in renewable energy such as UN-Energy, the European Union and the IEA, as well as with relevant partnerships and NGOs and networks including REEEP and REN21. It will also support the development of a concept of a UN Year of renewable energy.

Staffing requirements	2 PS, 1 GS ¹⁷
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¹⁷ The staffing requirements envisaged under 4.1 refer to the IRENA Liaison Office in Vienna. The costs will be borne by the Austrian Government and are outlined separately in Annex II.

4.2 Stocktaking IRENA stakeholders

IRENA will compile a comprehensive database of all relevant stakeholder groups: research, business associations, national energy agencies, national development aid and cooperation organisations, NGOs/partnerships/networks, international organisations, universities, government and private sector laboratories, research and development (R&D) institutes and financial institutions. This data will be gathered by desktop research, questionnaires, online tools and interviews and will be put online. In addition regional networks will be identified to enhance the geographical representation of IRENA.

Staffing requirements	1PS
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4.3 Stocktaking RE experts worldwide and building up a network of stakeholders

This database aims to build up a network of RE experts which in future could be used on specific IRENA programmes. The database will be created and updated by experts them-selves and will cover at least the government and private sector, universities and R&D institutes. This work will build on the actors' catalogues of REEEP/REN21 and other organisations and networks.

Staffing requirements	Covered by staff under 4.2
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4.4 Establish structures for cooperation with stakeholders, incl. international organisations and the private sector

Based on the analysis of institutional structures, institutional orientation, work programmes, past achievements, and funding sources of other international organisations active in the field of RE, IRENA will identify cooperation possibilities in all relevant areas and agree on a definition of cooperation structures and division of work. Moreover, IRENA will outline a detailed structure of long-term cooperation, identifying key stakeholders and activities (e.g. advisory boards, project based cooperation, annual meetings with Administrative Committee/Council/IDG/Head of Departments).

Staffing requirements	1PS
	1STC

Table 6: Budget for Cooperation networks

<i>By programme element</i>		
<i>Activity</i>	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
4.1. Building up relations to international organizations (only duty travel)	10	4.5
4.2. Stocktaking IRENA stakeholders	50	22.5
4.3 Stocktaking RE experts worldwide and building up a network of stakeholders	50	22.5
4.4. Establish structures for cooperation with stakeholders, incl. international organisations and the private sector	112	50.5
Total	222	100.0
<i>By cost element</i>		
	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
A. Staff costs	107	48.2
B. Activities	115	51.8
Total	222	100.0

5. Knowledge management

IRENA is a knowledge-based organisation: acting as a clearinghouse for trusted and current RE data, the collection, generation and dissemination of knowledge about RE is a central activity of the Agency. In fulfilling its mandate, IRENA deals with many types of knowledge, information needs and different target groups. Knowledge management (KM) will comprise all types of information including quantitative and qualitative data, models and studies of market assessments and evaluations of soft framework factors to policy analyses, multi-media information, technical standards, and patents. As IRENA is a new player in the renewables sector it must constructively complement and enhance existing efforts, identify and fill data and information gaps right from inception.

2010 Expected results – Knowledge management

- A draft strategy and roadmap for overall knowledge management formulated and partly implemented
- Existing data & information comprehensively reviewed
- Launch of first policy database, including policy instruments and best practices
- Policy database on the website provided
- Roadmap for publication series on policy challenges
- One article on case studies and lesson learned in renewable energy policies implementation will start

5.1 Draft an overall strategy for knowledge management

IRENA will establish an overall guiding KM strategy that considers (a) institutional and internal aspects of KM, e.g. incentives for learning, enhanced integration and horizontal linkages within the organization, management of staff and their environment and (b) external aspects of KM dealing with all aspects of providing formal knowledge products, by-products (derived from delivering activities) and services with respect to gaps. This strategy includes the determination of the most important knowledge themes of IRENA (based on a comprehensive and holistic needs analysis and stocktaking of potential data formats and sources which also incorporates the outcomes of other core activities especially those of “Data and Information” and “Policy Analysis”), the review of technical and operational approaches and possibilities in IRENAs knowledge management tasks, the identification of the most appropriate ways and instruments of KM to generate, edit, store, retrieve and share information and a roadmap for the implementation.

Staffing requirements	3PS
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5.2 Conduct a comprehensive review of existing data and information currently available (stocktaking) and launch first KM activities

IRENA will undertake a comprehensive review of existing data and information, identify gaps where IRENA may contribute in the future and elaborate conceptual aspects for data integration as well as to explore options for cooperation with other organisations in all areas, especially concerning statistics and corresponding reporting systems (e.g. with IEA, REN21, World Watch Institute, Global Energy Assessment, IPCC). The stocktake of information includes the capacity, number and production of RE systems, market size and companies, public funding and subsidies for different energy carriers, avoided environmental impacts, employment generated by renewable, and targets for further RE development. The geographic focus will be laid on data and information on developing countries and the findings will be published.

Staffing requirements	2PS, 1GS
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5.3 Build-up and maintenance of policy databases

IRENA will first take stock of existing national and significant state/provincial policies, programmes, and regulations in a systematised and analytical manner, producing a comprehensive inventory that will be made available through appropriate outlets.

A priority activity for 2010 will be the design of policy databases and data gathering procedures and tools (including a review of existing data bases, questionnaire to Members) and their implementation. To avoid duplicity this will be provided collaboratively between IRENA and existing databases such as RES-LEGAL for the European Union, DSIRE for the United States, and new players (of IEA, REN21, etc.).

A very useful tool for policy advice will be a database on barriers to RE deployment in all regions of the world. It is proposed to start implementing a simple version of such a database, focussed on “barriers”, in 2010 and expand it as needed in the following years (closely linked with policy advice).

Policy analysis follows a different objective of research than information collection. An article on case studies and lessons learned in RE policy implementation will be a key starting point (closely linked with Policy Advice).

Staffing requirements	1PS, 1GS
	1STC

Table 7: Budget for Knowledge management

<i>By programme element</i>		
<i>Activity</i>	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
5.1. Draft an overall strategy for knowledge management	562	27.5
5.2. Conduct a comprehensive review of existing data and information currently available (stocktaking) and launch first KM activities	748	36.7
5.3 Build-up and maintenance of policy databases	730	35.8
Total	2,040	100.0
<i>By cost element</i>		
	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
A. Staff costs	920	45.1
B. Activities	1,120	54.9
Total	2,040	100.0

6. Innovation and technology

IRENA aims to foster cooperation between research institutions and identify research needs in this area, and as a first step will identify key stakeholders. IRENA will work closely with established research institutions worldwide to avoid duplication. Its target is to share its expertise on existing RE technologies which have worked well in the past and could be deployed globally as well as on promising innovative technologies that need intensified research and development and demonstration. IRENA will also ensure that developing countries in particular will be able to access this data and will facilitate technology transfer and cooperation among the different stakeholders active in this field. An IRENA Center for Innovation and Technology (IITC) will be established in Bonn. The tasks described below will be split between IRENA's headquarters in Abu Dhabi and the Centre for Innovation & Technology in Bonn¹⁸.

The work at the IITC in Bonn will support and complement the work carried out at the headquarters in Abu Dhabi. Effective working structures and close cooperation will be ensured.

Mobility between the two sites will be encouraged as well as joint projects. Promotion to be granted for staff moving between the two locations.

The Work Programme at the headquarters and the IITC in Bonn will be carried out in full compliance with the established rules and regulations of IRENA.

The integrated IRENA Work Programme and Budget 2010, approved by the Preparatory Commission, will, with respect to Innovation and Technology, consist of the following activities: Identification of R&D key stakeholders/innovation centers, RE potentials: Stocktaking of existing studies and analyses of next steps to help to raise awareness in developing countries about their potential, RE scenario: Stocktaking of existing studies/analyses, Roadmaps on RE technologies, Establish technology impact assessments for innovative renewable energy strategies and their implementation potential for the different world regions and Contributing to the renewable energy related MEF Technology Action Plans.

The Director (D1) of the Directorate "Knowledge Management and Innovation and Technology" will be based at the headquarters to whom the Director (D1) of the IITC in Bonn will report.

At the initial stage, 21 staff members are envisaged for the activity of Innovation and Technology, excluding the knowledge management activity and the D1 in Abu Dhabi, and its uptake in the headquarters: 6 PS and 2 GS at HQ, and one D1, 8 PS plus 4 GS at the IITC in Bonn. The staff at the headquarters will ensure the uptake and processing of the work undertaken at IITC in Bonn and in other centers of expertise.

¹⁸ The staffing requirements and costs envisaged in this chapter which refer to IRENA's headquarters will be borne by IRENA's budget. The staffing requirements and costs for the activities carried out in the IRENA Centre for Innovation and Technology in Bonn will be covered by the German Government and are outlined in Annex III.

The IITC in Bonn will in particular implement IRENA's activities in the area of renewable energy potentials, scenarios and technology roadmaps, with an initial staff of one D1 and 8 PS plus 4 GS.

The Director (D1) of the Directorate "Knowledge Management and Innovation and Technology" and the Director (D1) of the Innovation and Technology Center will cooperate together in order to develop a detailed business plan based on the Work Programme.

The formal inauguration of the IRENA headquarters in Abu Dhabi will be organised and celebrated at the ministerial level immediately after the management team is in place. At least ten weeks thereafter, the formal inauguration of the IITC in Bonn will be celebrated at the ministerial level as well.

2010 Expected Results – Innovation and technology

- Relevant R&D and innovation centres identified and contacted
- Plan to connect national research centres and governments developed
- Inventory of existing RE potential analysis conducted
- First data base on key terms, concepts and methodologies related to RE potentials established
- Inventory of existing RE scenarios conducted
- Data base on scenario building started
- Global platform for dialogue on issues related to RE scenarios established
- Inventory and gap analysis of existing RE technology roadmaps conducted
- Plan for the establishment of global technology platforms discussed
- Concept for first (Impact Assessment) IA developed
- Plan for supporting the MEF Technology Action Plans developed

6.0 Director for Knowledge Management and Innovation and Technology

Abu Dhabi

Staffing requirements	1D1
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Bonn

Staffing requirements	1D1,1GS
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6.1 Identification of R&D key stakeholders/innovation centres

While IRENA is not an R&D centre it will conduct a review of ongoing research in order to identify knowledge gaps and research requirements. Being closely connected to a network of R&D and innovation centres is central to IRENA's goals. The target is to build on, and work with, existing expertise and research centres to avoid duplication and to facilitate cooperation. IRENA aims to establish an R&D network to work with.

In 2010 the activities will involve:

- Identifying relevant international organisations national research institutions, and others active in this field like: IPCC SRREN, NREL, DLR, RISOE, IIASSA, TERI, ISEP, CRED/ERI, CENBIO, etc.
- Identifying ways by which countries can better access work of international organisations and national research institutions and how their needs may be better met by international organisations and national research institutions.

Abu Dhabi

Staffing requirements	1PS
	1GS (shared between other activities under 6)

Bonn

	1PS
	1STC

6.2 RE potentials: Stocktaking of existing studies and analysis of next steps to help to raise awareness in developing countries about their potential

Analysing and knowing its potential is the first step toward harnessing RE; developing countries often do not have this expertise. In the past it was provided by UN Agencies like the UNEP SWERA program, contracting with industrialized country's research centers. IRENA has to assist developing countries in this issue.

High quality information on the availability of RE resources is a basis for assessing the role RE can play in a future energy supply system and for raising awareness in developing countries. In addition, IRENA aims to network R&D centres worldwide. IRENA will combine the existing data on RE potentials on a project level provided by several different institutions in order to develop and maintain a global geo-referenced RE potentials database. Based on a gap analysis, IRENA will assist and enable countries to initiate resource assessment studies in their countries to minimise the risk for investors. This activity is closely aligned with IRENA's work on policy advice since there are important linkages.

In 2010 the activities will involve:

- Identifying key experts/institutions worldwide (IEA, NREL, DLR – REMix Europe & World- UNEP – SWERA project –, RISO, IIASA, Wave Energy Center, Institute for Energy Economics, World Energy Council, etc.).
- Stocktaking/establishing an overview of existing RE potential analysis at global/regional/national level or by source, and creating a plan on how developing countries in particular will be able to access this data.
- (Convening a Committee to guide IRENA's work in this area).
- Sharing knowledge on key terms and concepts, methodologies, definitions and concepts such as geographical potential, technical potential and economic potential, with a view to creating a first database (stocktaking only), followed by insuring coherence between the modelers and the developers (policy).

Abu Dhabi

Staffing requirements	1PS
	1STC

Bonn

Staffing requirements	2PS, 1GS
	1STC

6.3 RE scenarios: Stocktaking of existing studies/analysis

Global energy scenarios imply important policy messages and encourage decisions by governments, the financial sector, industry and other energy market actors. IRENA has an important role in facilitating an open and transparent dialogue on this issue and in ensuring that RE assumptions reflect rapid technology and policy development, including macroeconomic aspects among others.

IRENA can, in the long term, play an active role in the development of RE scenarios in dialogue with other organisations working with scenarios, including the IEA and IEA networks such as the RETD Implementing Agreement.

In 2010 the activities will involve:

- Stocktaking/establishing an overview of what has already been achieved on the global/regional/national energy scenarios issue (numerous scenarios have been developed from various agencies like IEA, UNEP, German Federal Environment Agency, Greenpeace/EREC, ISEP, DLR, etc.).

In cooperation with organisations that work with global scenarios IRENA will develop a work programme. In 2009 IRENA already entered into partnerships with relevant other scenarios building organisations like the IEA Secretariat, the IEA Implementing Agreement RETD, NREL, DLR, EREC, REN21, Greenpeace International, and the Technical University Vienna at a brainstorming workshop on October 5th 2009. This will include:

- Cooperating and developing the knowledge database with the need for data for scenario building.
- Establishing a global platform for dialogue and communication on issues related to renewable energy scenario assumptions and related assumptions.

Abu Dhabi

Staffing requirements	1PS
	1STC

Bonn

Staffing requirements	2PS, 1GS
	1STC

6.4 Roadmaps on RE technologies

In order to establish a thorough understanding of the status of RE technologies, existing technology roadmaps for RE will be studied and reviewed to identify gaps and scope for improvement. This work will be closely linked to IRENA's work on policy advice as the institutional framework is the precondition to put the technology in place.

In 2010 the activities will involve:

- Stocktaking existing technology roadmaps in cooperation with the IEA and its Implementing Agreements, the Working Group 3 of the IPCC, the MEF and other organisations and institutions involved in technology roadmaps.
- Identifying gaps in existing roadmap development (i.e. in specific technology areas such as small hydropower, small scale biogas, solar home systems, etc., on a regional/country basis)
- Considering the establishment of global technology platforms, which enable relevant experts (researchers, companies, policy makers, etc.) to exchange views and explore ways forward in specific technology areas where there are gaps (e.g. the integration of RE into electricity grids and smart solutions).

Abu Dhabi

Staffing requirements	1PS
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Bonn

Staffing requirements	1PS, 1GS
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6.5 Establish technology impact assessments for innovative renewable energy strategies and their implementation potential for the different world regions

Rather than looking at individual technologies, this activity will analyse technology options that are necessary to fulfil specific purposes. The choice of purposes to be analysed will be based on the preferences/needs of the Members and could include, for example, distributed RE systems for rural electrification; technologies for integrating higher shares of RE electricity into the grid; access to energy or desalination with RE carriers (in combination with the R&D activity mentioned above).

In 2010 the activities will involve:

- Identifying the main possible impact assessments to be done.
- Selecting the first IA to be produced, taking into consideration the preferences/needs of IRENA Member States.
- Defining the table of contents and a tentative timetable (trying if possible to develop all the contents of the first IA to be finished by the end of 2010).

Abu Dhabi

Staffing requirements	1PS, 1GS
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Bonn

Staffing requirements	1PS
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6.6 Contributing to the renewable energy related MEF Technology Action Plans

In the context of the Major Economies Forum, work is being conducted to specify and implement Technology Action Plans in the area of renewable energy. IRENA will contribute to the specification and implementation of these plans as required.

Abu Dhabi

Staffing requirements	1PS (support also from staff under 6.4)
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Bonn

Staffing requirements	1PS
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Table 8: Budget for Innovation and technology

<i>By programme element</i>		
<i>Activity</i>	<i>Proposed Programme Budget for 2010 (USD 000s)</i>	<i>% of total</i>
6.0 Director for Knowledge Management and Innovation and Technology	224	20.2
6.1. Identification of R&D key Stakeholders/Innovation Centres	129	11.7
6.2. RE potentials: Stocktaking of existing studies and analysis of next steps to help to raise awareness in developing countries about their potential	226	20.4
6.3. RE scenarios: Stocktaking of existing studies/analysis	195	17.6
6.4. Roadmaps on RE technologies	115	10.4
6.5. Establish technology impact assessments for innovative renewable energy strategies and their implementation potential for the different world regions	133	12.0
6.6. Contributing to the MEF Technology Action Plans for wind, solar and bioenergy	85	7.7
Total	1107	100.0
<i>By cost element</i>		
	<i>Proposed Programme Budget for 2010 (USD 000s)</i>	<i>% of total</i>
A. Staff costs	792	71.5
B. Activities	315	28.5
Total	1107	100.0

7. Advisory and capacity building programmes¹⁹

Lack of access to knowledge, technology and financing is a significant barrier to the application of RE technologies and the development of relevant capacity, which are essential in order to develop as well as maintain RE systems, both on small and large scale.

The assistance programmes serve as bridge between the knowledge and analysis gathered in the preceding activities and the practical needs of Member States seeking to increase the contribution of renewables to their countries' energy systems.

7.1 Policy advice

To prepare the ground for the worldwide deployment of RE, IRENA will support its Member States in setting up the adequate policy framework conditions. Upon request, Member States will be provided with advice in a specified area and for a limited period of time, on various levels of policy interventions and in all stages of RE penetration. In addition, IRENA will strive for developing a mechanism to sustainably increase the coverage of policy advice. Policy advice concerns developed as well as developing countries. To assure the quality of the different outcomes of task 5.3: Build-up and maintenance of policy database a good cooperation will be foreseen.

2010 Expected Results - Policy advice

- Initial methodological approach for structured policy advice developed
- First IRENA pilot projects completed and reviewed
- Literature and experiences of major policy changes reviewed
- IRENA regional workshops on policy advice

7.0 Director for Programmes, Capacity Building and Outreach

Staffing requirements	1D1
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7.1.1 Define an initial methodological approach for structured policy advice

¹⁹ Programmes and capacity building are considered as a vital contribution from IRENA to the promotion of the deployment of renewables, particularly in developing countries. There was a strong agreement that the human resources needed to implement these tasks for the 2010 Work Programme was insufficient and that the future Director of Programmes, Capacity Building and Outreach should have the flexibility to reallocate human resources. In the future, advisory and capacity building activities will be addressed firstly in the Work Programme.

IRENA will begin to develop a methodological approach to providing policy advice. The development of a methodological approach must be based on both a sound understanding of the challenges and needs faced by Member States.

To advance in the implementation of this task the activities to be performed in 2010 will be:

- Stocktaking of similar approaches (e.g. World Bank Tool Kits)
- A list of content of the information needed to do an appropriate energy outlook will be developed to have a clear view of the energy sector: actors, legal context, technology, financing, etc.
- RE sector/technology analysis. Elaboration of a checklist with the main barriers, gaps and drivers for renewable energy deployment (electricity, heating & cooling and transport).
- The deliverable of this task will be a policy action plan to provide objective recommendations and a compendium of policies that can serve as a menu of options to build an enabling environment for renewable deployment and to overcome specific barriers. The developed approach should be an integrated approach, including not just policy development but also issues such as capacity building, technology and financing mechanisms. For 2010 the structure for the policy advice action plan will be developed.
- Monitoring and reporting methodology to evaluate the result and gather valuable information on lessons learned in the activities of IRENA (while avoiding a one-size-fits-all approach) offers IRENA a flexible scheme which can be efficiently applied to comparable sets of circumstances and prepares IRENA for dealing with similar requests.

It will be informed by complementary activities such as research and regional workshops. The methodology will outline a general framework for the development of policy advice that will be supported and implemented by pilot projects.

Staffing requirements	1PS; 1GS (shared with other activities under 7)
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7.1.2 Advice to Member States: pilot projects and the subsequent development of systematic advisory approaches

According to the Statute, IRENA will deliver policy advice to Member States upon request. Cooperation with Tonga started in 2009, and will be continued in 2010. In addition, other countries can request policy advice from IRENA.

IRENA will provide expertise and advice on the off-grid component of the Tonga Energy Roadmap, focusing on the electrification of small outer islands. These pilot projects will be reviewed to improve the framework for implementation of future projects, define the scope of what policy advice should include and commence the process of developing a toolkit that can be used when providing policy advice to member countries.

Staffing requirements	1STC
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7.1.3 Policy for innovative renewable energy strategies and their implementation potential for the different world regions

This activity will complement the task: “Technology impact assessments for innovative RE strategies and their implementation potential for the different world regions”. IRENA will start a comprehensive review of the literature and experiences in major policy challenges, for example, distributed RE systems for rural electrification; technologies for integrating higher shares of RE electricity into the grid; access to energy or desalination with RE carriers with the following two objectives:

- Provide policy best practices and lessons learned to the innovative strategies selected of the preferences of the members
- Identifying groups of individuals or countries facing similar challenges and could benefit from networking and collaborating amongst each other.

Staffing requirements	1PS
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7.1.4 Two regional workshops on RE policy (workshop series to be continued in 2011)

Two regional workshops on policy advice seek to establish and/or support regional networks as a local knowledge repository and multiplier and to encourage and facilitate cooperation between countries. Participants will include representatives from public and private institutions as well as regional and sub-regional networks with interest and/or experience in RE policy advice as well as delegates of IRENA Member States.

The regional workshops on policy advice will enable a direct exchange of views on barriers, best practices and IRENA’s role in promoting renewables in that region. It is expected to develop several follow-up projects for IRENA and with long-term partnerships. These workshops will be supported by other outreach activities to regional groups.

Staffing requirements	Will be covered by staff under 7.1.1/7.1.2/7.1.3
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7.2 Financial advice

One of IRENA’s tasks is to support Member States upon their request to identify financing mechanisms and solutions for implementation of their RE programmes. On

request, Member States will be given advice on financing of RE and the application of related mechanisms. IRENA will develop and maintain databases of support programmes for Members to access. The unit will also be the point of cooperation with the Abu Dhabi Fund for Development (ADFD).

2010 Expected Results – Financial advice

- Begin cooperation with the ADFD
- Study on instruments and mechanisms
- Stocktaking of successful models to scale up RE
- Development of an integrated consulting approach started

7.2.1 Cooperation with the Abu Dhabi Fund for Development

The Abu Dhabi Government is providing USD 50 million in the form of concessionary loans to developing countries through the ADFD. IRENA will commission a consultancy that assists IRENA to define a proposal for the selection criteria and the governance procedure. IRENA will then disseminate the first draft to a small group of IRENA Member States for consolidation. After the negotiation with the Abu Dhabi Government the cooperation could be started in the second half of 2010.²⁰

Staffing requirements	1STC
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7.2.2 Stocktaking all instruments and mechanisms of finance, including those existing under the Kyoto regime and those emerging from the Copenhagen Summit

IRENA will provide an overview, analyse and categorise financing mechanisms along a number of characteristics, including their effectiveness in RE development.

On the basis of this analysis, IRENA will develop a publicly accessible database that can be accessed by any organisation seeking preliminary funding advice. Using technologies of the interactive internet, this database should be commented and amended with the help of the user community (similar to e.g. Wikipedia).

In addition, IRENA will maintain direct relationship with the important funding structures so that financing information is current. IRENA will pay special attention to more flexible modalities for financing projects according to the framework emerging from the Copenhagen Summit.

²⁰ In light of the results of this cooperation IRENA should in future work programmes also cooperate with other funds.

Staffing requirements	1PS
	1STC

7.2.3 Stocktaking successful business models to scale up RE

IRENA will gather, assess, systemise, and disseminate business models of social entrepreneurs that make it possible to adjust their financing flows through innovative financing models to the ability to pay of marginalised population groups with very specific energy needs. IRENA proposes a dynamic online stocktaking exercise with automated tools that help prospective entrepreneurs develop their own business cases for their own target groups and specific applications.

Staffing requirements	1STC
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7.2.4 Financial and implementation advice for rural electrification using renewable energy

Financial advice for rural electrification is one key mandate of IRENA. Based on best practices and lessons learned, IRENA will develop an integrated approach to advice in financing rural electrification using renewables.

Staffing requirements	1STC
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7.3 Capacity building, knowledge sharing and training

Capacity building is one of the key issues for successful implementation of RE policies and deployment of RE technologies. IRENAs target is to support its Members to develop and implement such institutional and individual capabilities as needed. The variety of technologies, local conditions and applications require skilled professionals within the public and private sector including government officials, project managers, engineers and technicians, and lawyers.

This set of activities is expected to support Member States in the build-up of capacity building structures and the design of capacity building programmes. It will establish international capacity networks and other collaborative structures and conduct a limited set of own capacity building measures with a particular focus on multipliers and decision makers.

2010 Expected Results – Capacity building, knowledge sharing and training

- Capacity Building Needs Analysis and Strategy Development
- Initial advice to governments on capacity building strategies started
- Stocktaking of training courses with a view to meeting existing needs more effectively
- Initial concept for an IRENA Fellowship Programme.
- Stocktaking of virtual university and education for renewable energy

7.3.1 Capacity building needs analysis and strategy development

Based on a 2009 workshop, IRENA will gather and analyse experiences of similar efforts by other organisations such as GNESD, UNIDO, UNEP, UN-Energy, REEEP, ESMAP, national development aid agencies, etc. In addition, IRENA will identify (through a self-assessment and diagnostic tool) main areas of needs (professional and institutional needs), main target groups and relevant institutions in this field.

Staffing requirements	2PS
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7.3.2 Advise governments on national capacity building strategies

Capacity building strategies should develop priorities, targets and programmes for the qualification of professionals in the sectors production of components, design, installation, operation, financing and maintenance of RE applications.

Based on the results of the needs analysis IRENA offers advice for governments on building up national capacity building strategies for education and vocational training. IRENA will provide the experience of RE qualification experts, benchmarks and best practice. The national capacity building strategies will be strongly linked with the analysis of prioritised national RE markets and the needs of the local RE economy.

Staffing requirements	1 PS
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7.3.3 Stocktaking and promotion of existing training courses

Using existing data bases, IRENA will take stock of existing target group specific workshops, training courses in theory and practice, online-modules and web based discussion panels on technical and non-technical topics related to RE. IRENA will then make this information available on its website.

Staffing	1STC
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requirements	
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7.3.4 Overview of existing virtual university and educational programmes for renewables

IRENA will conduct an inventory on existing university RE study programmes worldwide and make this information available on its website.

Staffing requirements	1STC
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7.3.5 First concept for an IRENA Fellowship Programme

IRENA's mandate on capacity building entails a Fellowship Programme, which will offer entry-level professional experience, on a two-year, non-renewable contract with benefits. IRENA will develop a concept for a fellowship programme for highly qualified and motivated people skilled in areas relevant to IRENA such as energy, environment, policy, economics, finance, engineering, urban planning, and natural resource management. Young professionals will be enriched through on-the-job learning, specialized training, and mentoring. This will be done in cooperation with the MASDAR institute, which has made a commitment to finance such a programme.

Staffing requirements	1STC
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Table 9: Budget for Advisory and capacity building programmes

By programme element

<i>Activity</i>	<i>Proposed Programme Budget for 2010</i> <i>(USD 000s)</i>	<i>% of total</i>
7.0.0 Director for Programmes, Capacity Building and Outreach	224	12.0
7.1.1. Define an initial methodological approach for structured policy advice	175	9.3
7.1.2. Advice to Member States: pilot projects and the subsequent development of systematic advisory approaches	185	9.9
7.1.3 Policy for innovative renewable energy strategies and their implementation potential for the different world regions	95	5.1
7.1.4. Two regional workshops on RE policy (workshop series to be continued in 2011)	150	8.0
7.2.1. Cooperation with the Abu Dhabi Fund for Development	55	2.9
7.2.2. Stocktaking all instruments and mechanisms of finance, including those emerging from the Copenhagen Summit	210	11.2
7.2.3. Stocktaking successful business models to scale up RE	130	7.0
7.2.4. Financial and implementation advice using renewable energy	130	7.0
7.3.1. Capacity building needs analysis and strategy development	265	14.1
7.3.2. Advise governments on national capacity building strategies	40	2.1
7.3.3. Stocktaking and promotion of existing training courses	55	2.9
7.3.4. Overview of existing virtual university and educational programmes for renewables	55	2.9
7.3.5. First concept for an IRENA Fellowship Programme	105	5.6
Total	1,874	100.0

By cost element

	<i>Proposed Programme Budget for 2010 (USD 000s)</i>	<i>% of total</i>
A. Staff costs	754	40.2
B. Activities	1120	59.8
Total	1,874	100.0

Annex II: 2010 Budget for the IRENA Liaison Office in Vienna

Three people (1 P5, 1 P3, and 1 GS) will be located in the IRENA Liaison Office to international organizations located in Vienna, Austria. They will carry out the tasks described under 4.1. Their costs will be borne by the Austrian Government. The budget for the IRENA Liaison Office in Vienna will amount to up to EUR 470,000 (USD 678,000). This figure includes staff, rental, and running costs as well as costs for the one time furnishing/installation of the premises. However, the total budget for Vienna is not yet completed and will be updated at a later stage.²¹²²

²¹ The budget tables will be provided at a later stage.

²² Pending the coming into force of the Headquarters Agreement with Austria arrangements in-kind for premises and staff may be suitable or necessary.

Annex III: 2010 Budget for the IRENA Innovation and Technology Centre in Bonn

13 people (1 D1, 8 PS, 4 GS) and three STCs of the staff indicated under “Innovation and Technology” (chapter 6) will be located in the IRENA Centre for Innovation and Technology in Bonn, Germany. They will carry out the tasks listed under chapter 6 and support the staff members at IRENA’s headquarters in Abu Dhabi. The staffing costs are estimated to be up to EUR 1,000 000.00 (around USD 1,400 000). The cost for activities including travel costs and three STC are estimated to be around EUR 700,000 (USD 1,000.000).²³ In addition, the premises of, and equipment for the IITC in Bonn will be made available free of charge.

²³ The budget tables will be provided at a later stage.

Annex IV: Adjusted Scale of Contributions

Table 10: Indicative IRENA Adjusted Scale of Contributions for 2010²⁴

States	UN Factor	Adjusted Contribution (in %)	Contribution to IRENA 2010 (in USD)
Afghanistan	0.004	0.005	696
Albania	0.010	0.013	1,739
Algeria	0.128	0.163	22,257
Angola	0.010	0.010	1,369
Antigua and Barbuda	0.002	0.003	348
Argentina	0.287	0.365	49,905
Armenia	0.005	0.006	869
Australia	1.933	2.455	336,120
Austria	0.851	1.081	147,976
Azerbaijan	0.015	0.019	2,608
Bahrain	0.039	0.050	6,782
Bangladesh	0.010	0.010	1,369
Belarus	0.042	0.053	7,303
Benin	0.003	0.004	522
Bosnia and Herzegovina	0.014	0.018	2,434
Brunei Darussalam	0.028	0.036	4,869
Bulgaria	0.038	0.048	6,608
Burkina Faso	0.003	0.004	522
Cambodia	0.003	0.004	522
Cameroon	0.011	0.014	1,913
Cape Verde	0.001	0.001	137
Central African Republic	0.001	0.001	137

²⁴ This calculation is based on UN GA Resolution 64/248. It has been adjusted to the number of Signatories (142) as of 17 January 2010. Referring to draft decision 13051/1/09 REV 1 of the Council of the European Union, the European Union is also kindly invited to contribute voluntarily to IRENA's budget.

Chad	0.002	0.003	348
Chile	0.236	0.300	41,037
Comoros	0.001	0.001	137
Congo	0.003	0.004	522
Costa Rica	0.034	0.043	5,912
Côte d'Ivoire	0.010	0.013	1,739
Cyprus	0.046	0.058	7,999
Czech Republic	0.349	0.443	60,686
Democratic Republic of the Congo	0.003	0.004	522
Denmark	0.736	0.935	127,980
Djibouti	0.001	0.001	137
Dominican Republic	0.042	0.053	7,303
Ecuador	0.040	0.051	6,955
Egypt	0.094	0.119	16,345
Eritrea	0.001	0.001	137
Estonia	0.040	0.051	6,955
Ethiopia	0.008	0.010	1,391
Fiji	0.004	0.005	696
Finland	0.566	0.719	98,419
France	6.123	7.777	1,064,700
Gabon	0.014	0.018	2,434
Gambia	0.001	0.001	137
Georgia	0.006	0.008	1,043
Germany	8.018	10.184	1,394,213
Ghana	0.006	0.008	1,043
Greece	0.691	0.878	120,155
Grenada	0.001	0.001	137
Guatemala	0.028	0.036	4,869
Guinea	0.002	0.003	348
Guinea-Bissau	0.001	0.001	137
Honduras	0.008	0.010	1,391
Iceland	0.042	0.053	7,303
India	0.534	0.678	92,855
Iran	0.233	0.296	40,515

Iraq	0.020	0.025	3,478
Ireland	0.498	0.633	86,595
Israel	0.384	0.488	66,772
Italy	4.999	6.350	869,253
Japan	12.530	15.915	2,178,784
Jordan	0.014	0.018	2,434
Kazakhstan	0.076	0.097	13,215
Kenya	0.012	0.015	2,087
Kiribati	0.001	0.001	137
Kuwait	0.263	0.334	45,732
Kyrgyzstan	0.001	0.001	137
Latvia	0.038	0.048	6,608
Lebanon	0.033	0.042	5,738
Lesotho	0.001	0.001	137
Liberia	0.001	0.001	137
Libyan Arab Jamahiriya	0.129	0.164	22,431
Liechtenstein	0.009	0.011	1,565
Lithuania	0.065	0.083	11,303
Luxembourg	0.090	0.114	15,650
Madagascar	0.003	0.004	522
Maldives	0.001	0.001	137
Mali	0.003	0.004	522
Malta	0.017	0.022	2,956
Mauritania	0.001	0.001	137
Mauritius	0.011	0.014	1,913
Monaco	0.003	0.004	522
Mongolia	0.002	0.001	137
Montenegro	0.004	0.001	137
Morocco	0.058	0.074	10,085
Nauru	0.001	0.001	137
Nepal	0.006	0.008	1,043
Netherlands	1.855	2.356	322,557
Nicaragua	0.003	0.004	522
Niger	0.002	0.003	348
Nigeria	0.078	0.099	13,563

Norway	0.871	1.106	151,454
Oman	0.086	0.109	14,954
Pakistan	0.082	0.104	14,259
Palau	0.001	0.001	137
Panama	0.022	0.028	3,825
Papua New Guinea	0.002	0.003	348
Peru	0.090	0.114	15,650
Philippines	0.090	0.114	15,650
Poland	0.828	1.052	143,977
Portugal	0.511	0.649	88,855
Republic of Korea	2.260	2.871	392,981
Republik of Moldova	0.002	0.003	348
Romania	0.177	0.225	30,778
Rwanda	0.001	0.001	137
Saint Vincent and the Grenadines	0.001	0.001	137
Samoa	0.001	0.001	137
Sao Tome and Principe	0.001	0.001	137
Senegal	0.006	0.008	1,043
Serbia	0.037	0.047	6,434
Seychelles	0.002	0.003	348
Sierra Leone	0.001	0.001	137
Slovakia	0.142	0.180	24,692
Slovenia	0.103	0.131	17,910
Somalia	0.001	0.001	137
South Africa	0.385	0.489	66,946
Spain	3.177	4.035	552,434
Sri Lanka	0.019	0.024	3,304
Sudan	0.010	0.010	1,369
Swaziland	0.003	0.004	522
Sweden	1.064	1.351	185,014
Switzerland	1.130	1.435	196,491
Syrian Arab Republic	0.025	0.032	4,347
Tajikistan	0.002	0.003	348
The former Yugoslav Republic of Macedonia	0.007	0.009	1,217

Timor-Leste	0.001	0.001	137
Togo	0.001	0.001	137
Tonga	0.001	0.001	137
Tunisia	0.030	0.038	5,217
Turkey	0.617	0.784	107,287
Uganda	0.006	0.008	1,043
United Arab Emirates	0.391	0.497	67,989
United Kingdom of Great Britain and Northern Ireland	6.604	8.388	1,148,339
United Republic of Tanzania	0.008	0.010	1,369
United States of America	22.000	22.000	3,011,800
Uruguay	0.027	0.034	4,695
Uzbekistan	0.010	0.013	1,739
Vanuatu	0.001	0.001	137
Yemen	0.010	0.010	1,369
Zambia	0.004	0.005	696
Zimbabwe	0.003	0.004	522
Sum	83.428	100.000	13,690,000

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

**Decision on Governance of the Administrative
Committee and Working Groups in 2010**

Report
Annex12

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.7

Agenda item 15d

**Decision PC.3/dc.7 on Governance of the Administrative Committee and
Working Groups in 2010**

The Preparatory Commission for the International Renewable Energy Agency (“Commission”), at its Third Session,

recognizing that the transition from the Preparatory Commission to the international organization IRENA requires thorough preparation of proposed institutional arrangements,

realizing that using transparent and inclusive processes in such preparation will help facilitate the successful launch of IRENA,

recalling that the Administrative Committee was created for the purpose of preparing and organizing the second session of the Commission in the absence of the Secretariat, and in particular, to prepare draft documents proposing interim staff rules, interim financial rules, and an interim work programme and budget (refer Decision PC.1/dc.5 on Establishing an Administrative Committee),

recalling that the second session of the Commission decided to maintain the Administrative Committee until the third session of the Commission, or as long as deemed necessary, to support and oversee the work of the Interim Director-General by assuming any administrative and secretarial tasks that are required,

encouraging early ratification and, consequently, payment of assessed contributions, while at the same time respecting different national processes of ratification,

adopts the following decision on the governance of the Administrative Committee and Working Groups during 2010:

1. Decides that the Administrative Committee should be maintained until the IRENA Statute comes into force and the first meeting of the IRENA Assembly is held.
2. Decides that the Administrative Committee should meet at least two more times during 2010, with preliminary dates for meetings in May or June, and November to be circulated to members by the Secretariat within two weeks of the third session of the Preparatory Commission.
3. Decides that the Administrative Committee may establish Working Groups in accordance with the rule 18 of the interim rules of procedure as needed to work on specific issues and draft proposals that have to be prepared in the transition phase. Further,
 - (a) all Working Groups created by the Administrative Committee will report to the Administrative Committee, will work electronically to the extent possible, and will terminate, with the Administrative Committee, when the first Assembly meeting is held, and
 - (b) all IRENA Signatories can participate in Working Groups, and the Administrative Committee will notify all Signatories, through the Secretariat, of new Working Groups to encourage broadly representative participation as well as the progress of their work to ensure transparency.
4. Decides to create the following Working Groups at this session, in addition to the existing Headquarters Agreement Working Group:
 - (a) A Working Group on Legal Issues, working on inter alia the draft legal documents relating to financial rules and regulations; staff rules and regulations; regulations on secondment of staff; and the staff provident fund.
 - (b) A Working Group on Governance, working 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; and the cooperation agreement with the Abu Dhabi Fund for Development; and other transition issues²⁵, including on the issue of participation of Signatories that make voluntary contributions commensurate with the indicative scale of assessment.

- (c) A Working Group on 2010 Work Programme Implementation, which will guide and assist the Secretariat.

²⁵ It is proposed that the Working Group will be convened as soon as possible with a view to proposing recommendations for the next meetings of the Administrative Committee and Preparatory Committee.

**PREPARATORY COMMISSION FOR THE INTERNATIONAL
RENEWABLE ENERGY AGENCY**

**Decision on Selection Process for upper Management
Positions**

Report
Annex 13

Third session

Sunday, 17 January 2010

Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/dc.8

Agenda item 15e

**Decision PC.3/dc.8 on the Selection Process
for IRENA upper Management Positions**

The Preparatory Commission for the International Renewable Energy Agency

(“*Commission*”), at its third session,

recalling Article XI lit.c of the Statute of IRENA,

pursuant to decision on amending the Staff Regulations for the Preparatory Commission (IRENA/PC.3/dc.4),

considering the necessity to have the most capable management team to put in place a lean and effective organization,

realizing the desirability of identifying and attracting the widest range of qualified candidates,

being aware of the need to have an effective screening process which is objective open, and transparent,

adopts the decision on the selection of IRENA upper management position as follows:

1. Decides that a temporary Management Selection Committee consisting of a limited number of Signatories which are broadly representative of IRENA's membership shall be formed to steer the screening and selection process as well as to refine the job descriptions of the senior management (D2 und D1 positions). This committee shall disband upon completion of the selection process.
2. Decides that those Signatories who are interested in membership of the Management Selection Committee shall inform the Chair of the Administrative Committee of their interest by e-mail by January 24, 2010, and the Chair of the Administrative Committee in consultation with the IDG, will make a proposal for the composition of the Management Selection Committee to the applicants by January 31, 2010.
3. Decides that Members of the Management Selection Committee will elect their Chair expeditiously.
4. Recommends that the IDG and the Management Selection Committee Chair should be supported by an executive recruitment firm to select potential candidates for the senior management positions (D2 and D1 positions);
5. Decides that the final selection of successful candidates from the shortlist shall be determined by the following process in accordance with the relevant provisions mentioned above:
 - (a) A selection panel for each of the senior positions (D2 and D1) consisting of the IDG and two members of the Management Selection Committee shall conduct interviews with shortlisted candidates;
 - (b) The selection panel shall then recommend to the Management Selection Committee candidate rankings for each of the positions;
 - (c) Upon completion of this process the IDG shall make offers on behalf of the Preparatory Commission to each successful candidate;
 - (d) The Management Selection Committee shall report to Members of the Commission on the final candidates and the selection process.

**PREPARATORY COMMISSION FOR THE
INTERNATIONAL RENEWABLE ENERGY AGENCY**

Credentials Committee Report

Report
Annex 14

Third session

Sunday, 17 January 2010
Emirates Palace, Abu Dhabi, UAE

IRENA/PC.3/proc.6
Agenda item 17a

**Credentials of Representatives to the Third Session of the Preparatory
Commission for the International Renewable Energy Agency**

Report of the Credentials Committee

I. Introduction

1. In accordance with rule 10 of its interim rules of procedure, the Preparatory Commission (hereinafter "Commission") established the Credentials Committee consisting of the following five States as members: Argentina, Philippines, UAE, Norway and Samoa.
2. The following Observers took part in the Credentials Committee: Interim-Secretariat, depository government (Germany).
3. The Credentials Committee met from 9:45 to 10:10 on 17 January 2010.
4. The Credentials Committee consisted of the same members that were elected at the second session in Sharm El Sheikh. Ambassador Alfredo Morrelli from Argentina was designated as the spokesperson of the credentials committee at the third session.

II. Examination of credentials

The Credentials Committee examined the credentials submitted in accordance with rule 9 of the interim rules of procedure of the Commission. A total of 106 member states and the European Union submitted their credentials either in original or copy format. They are:

Afghanistan, Albania, Algeria, Angola, Armenia, Australia, Austria, Bahrain, Bangladesh, Belarus, Benin, Bosnia and Herzegovina, Brunei Darussalam, Burkina Faso, Cape Verde,

Central African Republic, Chad, Chile, Comoros, Democratic Republic of Congo, Côte d'Ivoire, Cyprus, Denmark, Ecuador, Egypt, Eritrea, Estonia, Fiji, Finland, France, Gambia, Germany, Greece, Grenada, Guatemala, Guinea-Bissau, Honduras, Iceland, India, Iran (Islamic Republic of), Iraq, Israel, Italy, Japan, Jordan, Kenya (Republic of), Latvia, Lebanon, Liberia, Libyan Arab Jamahiriya, Lithuania, The former Yugoslav Republic of Macedonia, Madagascar, Maldives, Republic of the Marshall Islands, Mauritania, Mauritius, Mongolia, Montenegro, Morocco, Nauru, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan (Islamic Republic of), Palau, Philippines, Poland, Portugal, Republic of Korea, Romania, Samoa, Sao Tome and Principe, Senegal, Serbia, Seychelles, Slovakia, Slovenia, Somalia, Spain, Sri Lanka, Sudan, Sweden, Swaziland, Switzerland, Tajikistan, Tanzania, Timor Leste, Togo, Tonga, Tunisia, Turkey, United Arab Emirates, United Kingdom, United States of America, Uruguay, Uzbekistan, Vanuatu, Yemen, Zambia, and Zimbabwe.

The following 12 member states did not present new credentials at the credentials desk, but their credentials submitted at the previous two sessions remained valid for the third session:

Antigua and Barbuda, Argentina, Azerbaijan, Djibouti, Dominican Republic, Ghana, Ireland, Kazakhstan, Kuwait, Luxembourg, Sierra Leone, Uganda.

Czech Republic announced prior to the third session that the Czech delegation will not present credentials on 17 January 2010 since the Czech Republic has only recently joined the Preparatory Commission for IRENA and they couldn't finalize their credentials on time.

The following 12 observer states presented their credentials at the credentials desk at the third session:

Belgium, Burundi, China, Indonesia (Republic of), Kyrgyzstan, Qatar, Saint Vincent and the Grenadines, Singapore, South Africa, Suriname, Thailand, Tuvalu, Ukraine,

Kyrgyzstan, Saint Vincent and the Grenadines, and South Africa signed the Statute at the third session of the Preparatory Commission, thereby becoming Members of the Commission.

III. Discussion on Full Powers

The Committee then discussed the cases of four countries which were deemed eligible to sign the Statute by the depository government of the Statute. They are: Suriname, Burundi, Kyrgyzstan and South Africa.

All four countries presented full powers stamped by the Foreign Ministry and credentials signed by the Minister of Foreign Affairs. The committee proposed to allow all four countries to sign.

During the official signing ceremony at the opening two states signed the Statute and participated as members at the third session: They are: Kyrgyzstan and South Africa. In the case of South Africa the Minister of International Relations of South Africa signed the Statute at the official signing ceremony.

Saint Vincent and the Grenadines presented valid full powers to the depositary government after the official signing ceremony was held. Saint Vincent and the Grenadines signed the Statue as a late Signatory at the end of the third session and became the 142th Member of the Commission.