IRENA
International Renewable Energy Agency

12 December 2024

Fifteenth session of the Assembly
Abu Dhabi, 12-13 January 2025

Report of the Director-General
Human Resources Management and Trends

I.   Background

1.   This report provides an update of Human Resources (HR) trends and outlines relevant issues pertaining to Human Resource Management in IRENA.

2.   The document describes the initiatives and activities in Human Resources which have been implemented or are in progress with a view to assuring the seamless delivery of HR programmes and services to IRENA staff. The following sections of the report highlight pertinent human resource activities and the next steps.

3.   It is worth noting that the scope of HR activities mentioned in this report is contingent upon the availability of funds in the IRENA budget authorized for the current biennium.

II.   Human Resources Initiatives

4.   Following the Proposal on the Break in Service (C/27/CRP/2/Add.1) by the Chair of the Administration and Finance Committee, the Secretariat was requested to present a draft of the policy on individual consultants to the 28th Council, so that a final recommendation on the break-in-service for consultants can be made for the 15th Assembly. To this end, the Secretariat conducted internal consultations and submitted the finalized draft policy for the Membership's consideration at the 28th Council meeting. The policy provides the definition, purpose, and role of individual consultants in line with IRENA's operational needs and mandate, and aims to strengthen organizational approaches to engagement, contracting and compensation of consultants with the objective of securing best value services and expertise for the main programmes of the Agency. Members provided comments during the deliberations of this item at the 28th Council meeting and the Council took note of Member inputs and clarifications and decided to defer this matter until the 29th meeting of the Council. The Council agreed that the Draft Policy on Individual Consultants would be further revised based on the interventions made as well as the comments that will be received from Members.

5.   IRENA implemented a Performance Management and Appraisal System (PMAS) in 2023 with a view to improving the delivery of programmes, optimizing performance at all levels and clearly linking the mandates and the Work Programme of the Agency with the objectives assigned to individual staff members. To this end, IRENA conducted a review of cost-effective options for the delivery of performance management training to managers and staff to select an optimal

modality. The chosen model will involve online delivery and build upon a comprehensive curriculum, emphasizing strategic alignment, performance dialogue, and cultural enhancement through interactive sessions, case studies, and role-play. The programme thus will aim to improve the current performance management system and foster a positive performance culture across the Agency. IRENA has completed the recruitment process and selected a performance management expert who will provide training to both managers and staff, aligning team and individual objectives with organizational goals, promoting open and transparent communication, building a culture of continuous feedback, encouraging collaborative problem-solving, and addressing the consequences of underperformance. The delivery of the training is timed for February 2025 to enable the Agency to complete its 2024-2025 performance evaluation cycle and commence the next one.

6. The Secretariat has continued its work on implementing its succession planning since 2023. The succession plans have enabled the Agency to proactively fill key managerial and professional roles at IRENA in the preceding two years. Currently the Agency is recruiting for the roles of Director, IRENA Innovation and Technology Center, Head, Energy Innovation and Applications and Head, Energy Planning and Modelling in IITC, Bonn. The recruitment for the role of Chief, Planning and Programme Support will be initiated shortly. The current succession plan envisages that senior positions are advertised prior to the departure of their incumbents to ensure smooth transition and functioning in critical Agency functions.

7. To enhance its employee value proposition, the Agency maintains its strong commitment to offering first class social security programmes to its staff. In this regard, in July 2024 the Agency initiated a competitive procurement process with a view to contracting an optimal service provider for health insurance plan. In parallel to that, the Agency conducted an online staff survey to elicit responses from beneficiaries of health insurance services with the objective of incorporating staff feedback into the ongoing procurement process. The selection process is now in the final stage with technical evaluation being finalized for submission to relevant internal decision-making bodies. The process is designed to ensure smooth mobilization and transition prior to the new contract period.

8. The Agency continues to monitor the staff exit survey administered to all separating staff since 2018. Throughout the reporting period (2018-2024), the leading reasons for separation among staff in the Agency have been: 'alternative job opportunity', 'family reasons' (i.e. 'lack of employment opportunities for spouse' and 'prolonged separation with family' – this is especially pertinent to staff based in Abu Dhabi), and 'lack of career opportunities'. Also, the satisfaction section of the survey highlights 'career development options', 'training and learning options' and 'quality of inter-divisional communication' as the aspects of work with the least satisfaction rating while 'relationships with colleagues', 'overall level of entitlements and benefits' and 'relationships with supervisor' remain among the leading aspects of work on staff satisfaction. The staff perceptions provide the basis for Agency ongoing efforts to improve staff retention, engagement, and succession management.

9. As part of its talent management strategy, in the second half of 2024 IRENA launched several process automation initiatives intended to improve the efficiency and accuracy of its HR systems. These initiatives include automating onboarding forms, salary certificates, dependency forms, and reporting functionalities. Additionally, IRENA is implementing a salary calculator for staff and introducing comprehensive onboarding and off-boarding modules within its Enterprise Resource Planning system, facilitating smoother document management and information exchange for staff

and selected candidates. Collectively, these efforts are intended to streamline HR administration and create more user-friendly onboarding and off-boarding processes, ultimately enhancing the overall employee experience.

10. Following the revision of the salary scale for the General Service (GS) category of staff in the United Arab Emirates implemented by IRENA in February 2024 of 13.5%, another revision of the GS salary scale in Abu Dhabi was published by the United Nations 'OneHR' in May 2024. The revised salary scale is effective from 1st April 2024 and resulted in an overall increase of 6.7%. The IRENA Staff Rules and Regulations stipulate that salaries, allowances, and benefits of staff members shall be fixed by the Director-General in conformity with the United Nations common system standards. On this basis, the Agency implemented this salary scale revision with the above-mentioned effective date.

11. In response to discussions during the 28th Council meeting, Member States requested information on gender and geographical representation across the Secretariat. Gender distribution information is provided in section I-B, and the geographical distribution by division is detailed in section I-C. Additionally, Members sought clarity on succession planning, particularly the use of internal talent for senior roles before external recruitment. To address this, data on recruitment during the reporting period, showing internal and external appointments, is included in table I-E-3. This information will be incorporated into future reports to ensure regular updates to the Membership.

12. Further to discussions at the 27th and the 28th Council and in response to requests from the Members, IRENA presents additional information in the Annexes. This includes details on the eligibility criteria for promotion of GS staff to professional posts in Annex I, and an updated report on functions and divisions in Annex II.

III. IRENA Human Resources Trends[1]

Summary of HR Trends

a) HR Trends covers Professional and Above and General Service staff on fixed-term appointments funded under regular (core) and project (non-core) budget.

b) As of 30 November 2024, 202 out of the 214 core and project staff positions are encumbered or under recruitment (I-A).

c) Annual Growth Rate (I-A-2):
A steady upward trend is noted in the number of staff positions from 2012 to 2022. Since 2023 this trend has been reversed. Compared to 2012, the Agency expanded by 130% with a total number of 214 posts. The Agency has grown at the average annual rate of 7.56% during the period 2013-2024.

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[1] This document covers IRENA staff in the Professional and Above and General Service categories on fixed-term and temporary appointment funded by regular (core) and project (non-core) budget. It does not cover personnel with other types of contracts.

d) Staff Turnover Rate (I-D):
The average turnover rate previously reported by the Agency over the past 13 years was approximately 15% annually.

Since 2017 the overall turnover stabilized around 15%-16% and dropped to 13% as of 30 November 2024.

Except for two staff members previously at ASG and D1 levels, all separated staff left the Agency before reaching the maximum tenure period. Three more staff members at D1, P3 and P2 levels separated from service upon reaching the maximum tenure period in May 2024.

As of 30 November 2024, 23 staff members separated from the Agency in the year 2024 (I-B-2).

e) Staff Vacancy Rate (I-E):
The vacancy rates comprise the nexus of staff turnover and new job vacancies; the ascending trend in vacancy rates begins in 2018 and peaks in 2022 (24%) followed by a decline in 2023 (15%) and Q3 2024 (18%).

f) Average Length of Service (I-F):
The average length of service for the current (176) staff is 5.1 years. This average shows a slight increase of the indicator since the last report (4.8 years), which points to stabilization of this trend. The average length of service of separated (271) staff is 3 years, which matches this indicator in the last report.

I-A. Current Staffing

I-A-1. Filled/Under recruitment Core and Project Posts by level as of 30 November 2024

Level	Filled or Under Recruitment	Total
ASG	1	1
D-2	1	1
D-1	6	6
P-5	21	24
P-3/4	75	81
P-2/1	60	60
Sub-total Professional and above	164	173
General Services	38	41
Total	202	214

I-A-2. Evolution of the Number of Staff Positions from 2012 to 30 November 2024
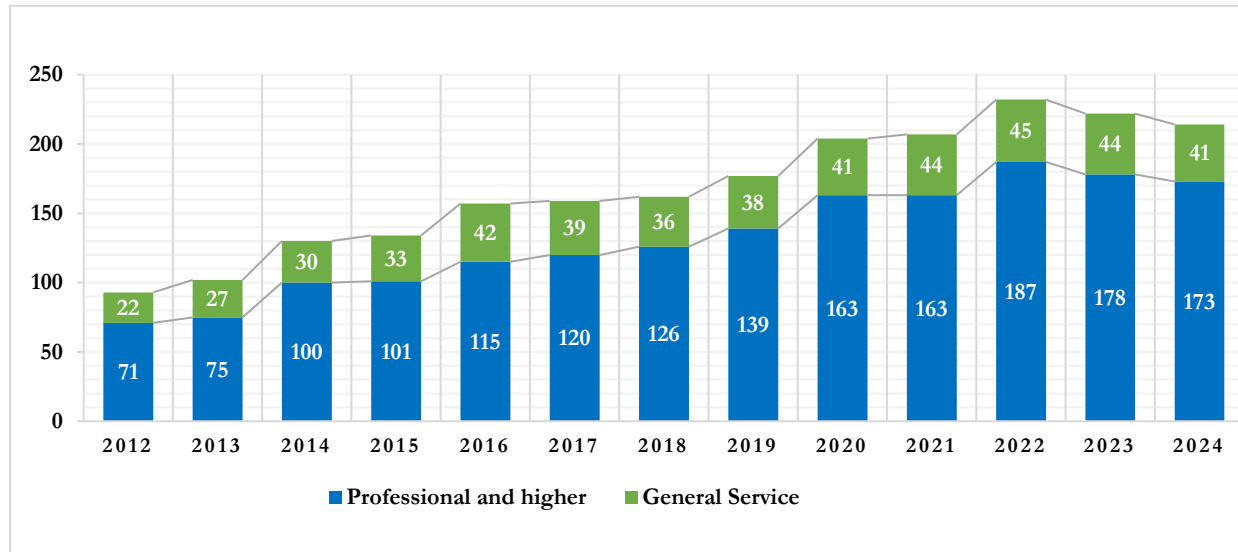
I-A-3. Evolution of the Organizational Annual Growth[2] from 2012 to 30 November 2024

Year	P and GS	Professional and higher	General Service
2013	10%	6%	23%
2014	27%	33%	11%
2015	3%	1%	10%
2016	17%	14%	27%
2017	1%	4%	-7%
2018	2%	5%	-8%
2019	9%	10%	6%
2020	15%	17%	8%
2021	1%	0%	7%
2022	12%	15%	2%
2023	-4%	-5%	-2%
2024	-4%	-3%	-7%
Average Growth Rate	**8%**	**8%**	**6%**

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[2] Annual growth rate: the number of additional/reduced positions of the year compared to the previous year, divided by the number of positions of the previous year.

I-B. Overall Staff Gender Balance

I-B-1. Staff Gender Overview as of 30 November 2024

54% 46%
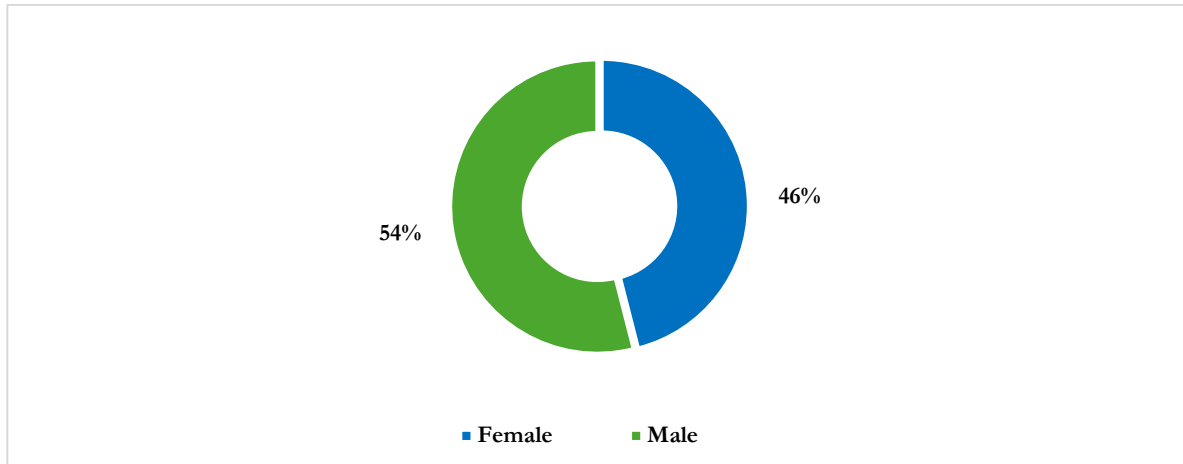
■ Female ■ Male

I-B-2. Headcount by Gender and Employee Category as of 30 November 2024

Employee Category	Male	Female	Total
Professional and Higher	81	59	140
General Service	14	22	36
Total	95	81	176

I-B-3. Gender Distribution by Employee Category as of 30 November 2024

Professional and Higher 42% 58%

General Service 61% 39%

■ Female ■ Male
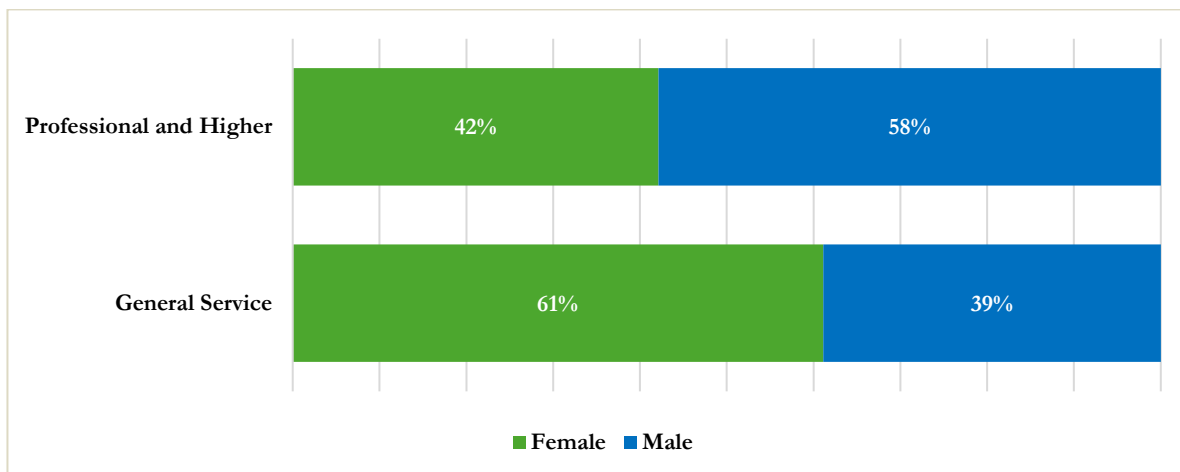
I-B-4. Gender Distribution Across Grade Levels

Grade	Female	Male
DG,DDG	50%	50%
D1	33%	67%
P5	39%	61%
P4	26%	74%
P3	49%	51%
P2	43%	57%
P1	80%	20%

■ Female ■ Male
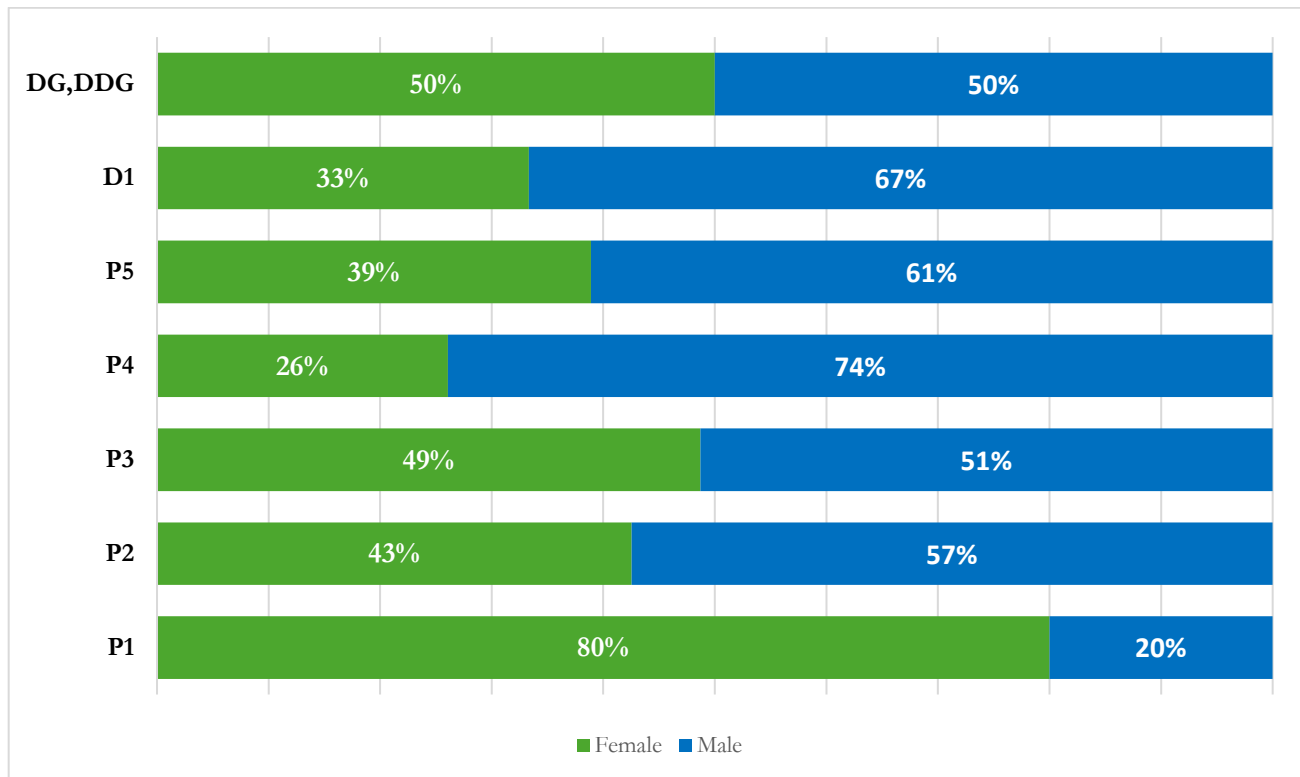
I-B-5. Gender Distribution Across Divisions in Professional and Higher Categories

Division	Female	Male
PFS	12%	88%
ODG	63%	37%
KPFC	48%	52%
IITC	40%	60%
CEP	35%	65%
AMS	31%	69%

■ Female ■ Male
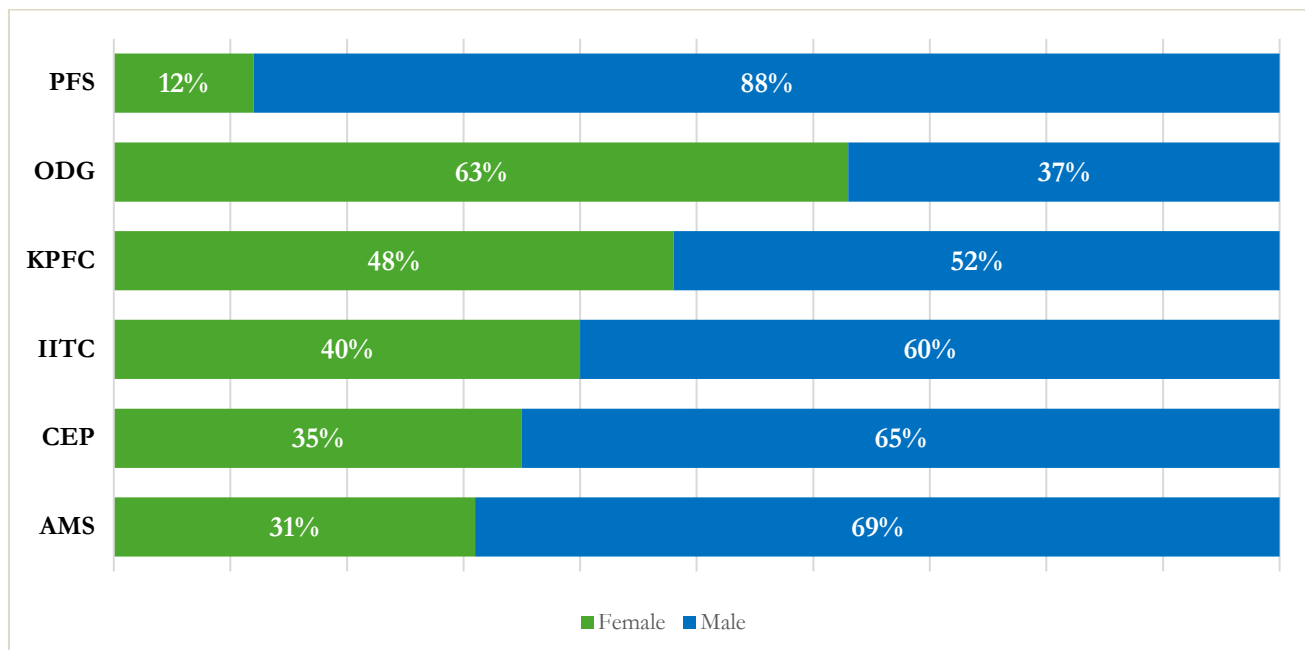
I-C. Staff Nationality in Professional and Higher Categories by Division

Nationality	ODG	KPFC	IITC	CEP	PFS	AMS	Total
Argentina			1				1
Austria		1					1
Bangladesh		1					1
Belgium				1	1		2
Benin			1				1
Brazil			4				4
Bulgaria		1		1			2
Canada	1	2					3
China		1	2				3
Colombia			2	1			3
Costa Rica					1		1
Croatia			1				1
Djibouti	1					1	2
Egypt					1		1
El Salvador			1				1
Eswatini			1				1
Fiji				1			1
France			1		1		2
Gabon						1	1
Gambia				1			1
Germany	1	3	3				7
Ghana		1					1
Greece	1						1
Guatemala			1				1
Iceland				1			1
India	1		3	1	1	2	8
Indonesia	1						1
Iraq						1	1
Ireland			1				1
Italy	4	1					5
Jamaica					1		1
Japan			1	1			2
Jordan	1	1	2				4
Kenya				2			2
Kyrgyzstan	1						1

Lebanon		1					1
Lithuania		1				1	2
Malaysia			2				2
Mali				1			1
Mauritius				1			1
Mexico			1	1			2
Nepal		2					2
Netherlands			2				2
New Zealand				1		1	2
Niger	1						1
Nigeria		1			1		2
Pakistan		2	2	1	1		6
Palestine				1			1
Panama			1				1
Peru	1						1
Philippines						1	1
Poland	1						1
Portugal			1				1
Republic of Korea				1			1
Romania	1		2				3
Russia						1	1
Rwanda			1				1
Senegal		1					1
Serbia						1	1
Slovenia			1				1
South Africa	1	1				1	3
Spain	1	2	2				5
Sudan		1		1		1	3
Sweden		1					1
Tajikistan						1	1
Togo				1			1
Trinidad and Tobago	1			1			2
Tunisia			1			1	2
Turkey	1			1		2	4
United Kingdom	3	2	1	1			7
United States of America	1						1
Zimbabwe				1			1
Grand Total	24	27	42	23	8	16	140

I-D. Staff Turnover[3] from 2012 to 30 November 2024

I-D-1. Evolution of Staff Turnover from 2012 to 30 November 2024
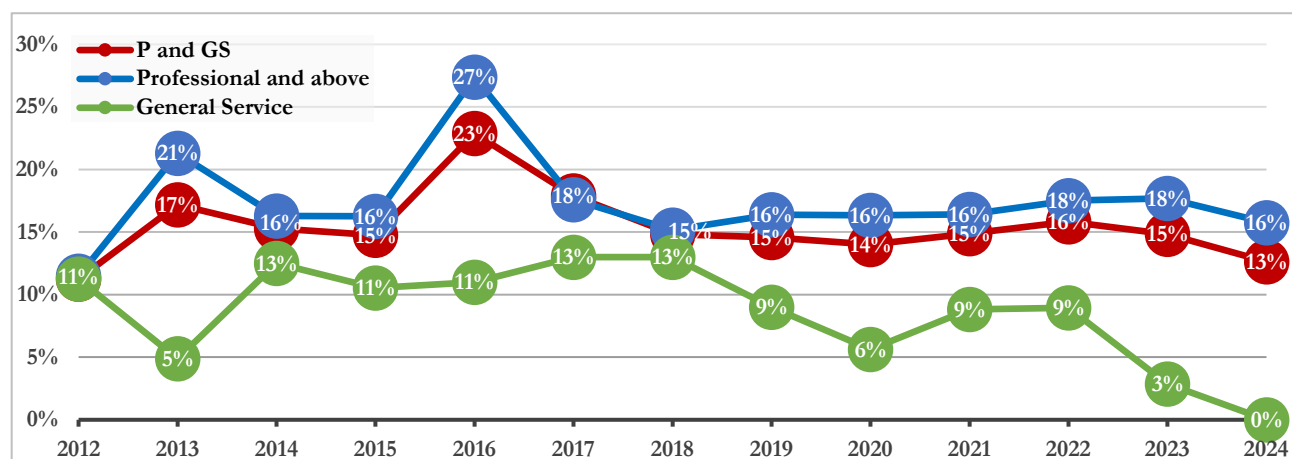
I-D-2. Number of Separated Staff from 2012 to 30 November 2024

Year	P and GS	Professional and higher	General Service
2012	9	7	2
2013	14	13	1
2014	14	11	3
2015	16	13	3
2016	27	23	4
2017	23	16	7
2018	21	16	5
2019	22	19	3
2020	23	21	2
2021	25	22	3
2022	27	24	3
2023	27	26	1
2024	23	23	-
Total	**271**	**234**	**37**

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[3] Turnover rate: the number of staff separations in one year divided by the average number of active staff during the same period, multiplied by 100.

I-D-3. Number of Separated Staff in 2023 and 2024 (30 November 2024) by Division

Division	Separated Staff in 2023	Separated Staff in 2024	Total
AMS	5	6	11
CEP	3	3	6
IITC	4	4	8
KPFC	4	2	6
ODG	5	7	12
PFS	6	1	7
Total	**27**	**23**	**50**

The staff turnover rate is calculated by dividing the number of separated staff of the year by the average number of actively serving staff at the beginning and the end of the year, then multiplied by 100.

I-E. Staff Vacancy[4] from 2012 to 30 November 2024

I-E-1. Evolution of Staff Vacancy from 2012 to 30 November 2024

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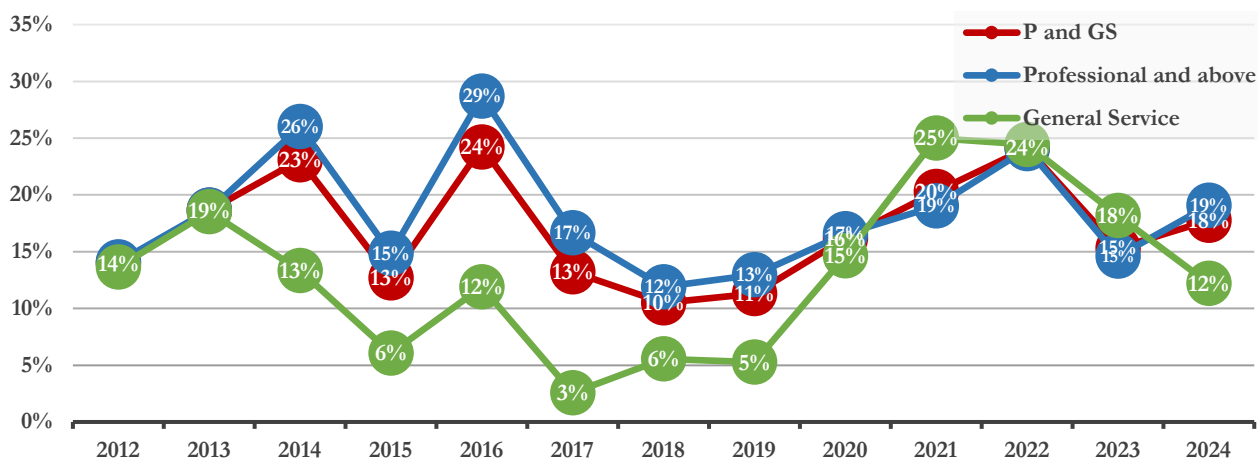
[4] Vacancy rate: the number of vacant staff positions divided by the total number of staff positions, multiplied by 100.

11

I-E-2. Staff Vacancy Rate from 2012 to 30 November 2024

Year	P and GS	Professional and above	General Service
2012	14%	14%	14%
2013	19%	19%	19%
2014	23%	26%	13%
2015	13%	15%	6%
2016	24%	29%	12%
2017	13%	17%	3%
2018	10%	12%	6%
2019	11%	13%	5%
2020	16%	17%	15%
2021	20%	19%	25%
2022	24%	24%	24%
2023	15%	15%	18%
2024	18%	19%	12%
Average Vacancy Rate	**17%**	**18%**	**13%**

I-E-3. Staff Recruitment Overview from 1 January 2024 to 30 November 2024

No.	Division	Duty Station	Position Title	Grade	Effective Date	Type of Hire
1	ODG	Abu Dhabi	Associate Publications Officer	P2	1-Jan-2024	Internal
2	ODG	Abu Dhabi	Administrative Assistant	GS4	2-Jan-2024	External
3	IITC	Bonn	Programme Officer, Innovation and End-use Sectors	P3	8-Jan-2024	External
4	AMS	Abu Dhabi	Director, Administration and Management Services	D1	1-Feb-2024	Internal
5	ODG	Abu Dhabi	Chief Communications Officer	P5	1-Feb-2024	Internal
6	ODG	Abu Dhabi	Associate Programme Officer, Office of the Director-General	P2	1-Feb-2024	External
7	AMS	Abu Dhabi	Human Resources Officer	P4	1-Feb-2024	External
8	ODG	Abu Dhabi	Senior Programme Officer, Partnerships for Renewables in Africa	P5	2-Feb-2024	External
9	IITC	Bonn	Team Lead, Power Sector Transformation	P4	15-Mar-2024	External
10	KPFC	Abu Dhabi	Director, Knowledge, Policy and Finance Centre	D1	18-Mar-2024	External
11	PFS	Abu Dhabi	Programme Officer, Project Facilitation	P3	1-Apr-2024	Internal
12	KPFC	Abu Dhabi	Programme Officer, Energy Access	P3	1-Apr-2024	External
13	IITC	Bonn	Deputy Director, IRENA Innovation and Technology Centre	P5	15-May-2024	External
14	AMS	Abu Dhabi	Associate Finance Officer	P2	1-Jun-2024	Internal
15	CEP	Abu Dhabi	Programme Officer, Geothermal	P3	10-Jun-2024	External
16	KPFC	Abu Dhabi	Associate Programme Officer	P2	12-Jun-2024	External

No.	Division	Duty Station	Position Title	Grade	Effective Date	Type of Hire
17	CEP	Abu Dhabi	Programme Officer, Partnership for RE in Africa	P4	1-Aug-2024	External
18	KPFC	Abu Dhabi	Associate Programme Officer, Resource Assessment Potential	P2	1-Sep-2024	Internal
19	PFS	Abu Dhabi	Programme Officer, Project Financing	P3	1-Oct-2024	Internal
20	PFS	Abu Dhabi	Programme Officer, Project Financing	P3	1-Nov-2024	Internal
21	ODG	Abu Dhabi	Advisor to the Director-General	P5	15-Nov-2024	External

I-F. Average Length of Service

I-F-1. Average Length of Service for Separated Staff

Year	Employee Category	Average Length of Service (Years)
2012 - 2024 (as of 30 November 2024)	Professional and above (234 out of 271)	3.0
	General Services (37 out of 271)	2.8
	P and GS (total 271)	**3.0**

I-F-2. Average Length of Service of Existing Staff

Year	Employee Category	Average Length of Service (Years)
2024 (as of 30 November 2024)	Professional and above (140 out of 176)	4.5
	General Services (36 out of 176)	7.3
	P and GS (total 176)	**5.1**

I-F-3. Professional Positions Impacted by Tenure through 2033

	2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		Incumbents Impacted by Tenure
	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	
D1				1			1				1	1		1						1	6
P5				2		3		2			1	1		1		3		2		3	18
P4				2		2	2			3	1	1	1	1		3		3		3	22
P3	1				2	2	1	5	1	2	1	5		4		7		6		3	40
P2								4	1	1	1	5		3		14		16		2	47
P1														1		2		2			5
Total	1			5	2	7	4	11	2	6	5	13	1	11		29		29		12	138

As of 30 November 2024, the Agency has two groups of Professional staff with different tenure limits – 20 staff with the 13-year tenure limit who joined before 15 January 2017 and 118 staff with 9-year tenure limit who joined after 15 January 2017. The table (Annex I-F-3) illustrates the number of Professional staff from each group reaching tenure limits in the subsequent years through 2033.

I-G. Evolution of HR Risk Areas from 1 January 2023 to 30 November 2024

HR Risk Area	Solution / Recommendation	Risk Level (High-Medium-Low)
HR staffing	Continue the ongoing recruitment effort (2 professional posts); readvertise as necessary	Medium
HR Policies & update of HR Policy Manual	Continue developing/implementing HR policies including on consultancy management, recruitment and selection, performance management as well as new HR Policies/strategies on succession management and staff retention; update existing HR Policy Manual based on recent HR policy issuances	Medium

IV. IRENA Overall Organization Chart

Internal Audit Office
Core Posts: 1 P4*, 1 P2

Communication and Outreach Office
Core Posts: 1 P5, 1 P4*, 1 P3, 1 GS
Non core: 2 P3, 1 P2
Consultants: 6

Accelerated Partnership for Renewables in Africa (APRA) Coordination Unit
Non core: 1 P5
Consultants: 1

Office of the Director - General
Core Posts: 1 ASG, 1 D2, 1 P5, 1 P3**, 1 P2, 3 GS
Non core: 1 P2
Consultants: 2***

Planning and Programme Support Office (PPS)
Non core: 1 P5*, 1 P3, 1 P1, 1 GS
Consultants: 1***

IRENA Office in NY and Permanent Observer to the UN
Core Posts: 1 P5*
Non core: 1 P3
Consultants: 1

Office of Cheif of Staff (COS)
Core Posts: 1 D1
Non core: 1 GS

Legal Office
Core Posts: 1 P5*
Non core: 1 P3
Consultants: 3 , 1***

Governance Support Office (GSO)
Core Posts: 1 P5, 1 P4, 1 P3, 1 P3**, 1 GS
Non core: 1 P2
Consultants: 2

Publications Unit
Non core: 1 P5, 1 P2
Consultants: 4 , 15***

Events Unit
Core Posts: 2 GS
Non core: 1 P4
Consultants: 1

Liaison and Protocol Unit
Core Posts: 1 GS**
Non core: 3 GS

Knowledge, Policy and Finance Centre (KPFC)
Core Posts: 1 D1, 1 GS, 1 GS*
Consultants: 1

Renewable Energy Markets (Policy)
Core Posts: 1 P4, 1 P3, 1 P2
Non core: 1 P5, 3 P3, 2 P2
Consultants: 4

Socioeconomics and Policy
Core Posts: 1 P5, 1 P4, 1 P4**
Non core: 3 P3, 1 P2

Data Centre
Core Posts: 1 P5, 1 P3*
Non core: 2 P2
Consultants: 1

Resource Assessment
Core Posts: 1 P4
Non core: 2 P2, 1 P1, 1 P1*
Consultants: 3

Coalition for Action
Non core: 1 P4, 2 P2, 1 P1
Consultants: 1

IRENA Innovation and Technology Centre (IITC)
Core Posts: 1 D1, 1 P5, 1 P4, 4 GS, 1 GS*, 1 GS**
Non core: 2 P2, 2 GS
Consultants: 3

Energy Transition Roadmaps (REMAP)
Core Posts: 1 P5, 1 P3
Non core: 1 P4*, 4 P3, 5 P2
Consultants: 7

Energy Cost Outlook
Core Posts: 1 P5**
Non core: 1 P4, 1 P4*, 1 P2

Energy Transition Planning and Power Sector Transformation (EPPST)
Core Posts: 1 P5, 1 P4
Non core: 1 P4, 2 P3, 4 P2, 1 P2*
Consultants: 3

Innovation and End-Use Application
Core Posts: 1 P4**
Non core: 1 P5, 2 P4, 5 P3, 3 P2, 1 P2*
Consultants: 3

Renewable Energy Technology and Infrastructure
Core Posts: 1 P4
Non core: 2 P3*, 2 P2, 1 P1, 2 P1*
Consultants: 3

Country Engagement Programme (CEP)
Core Posts: 1 D1, 1 GS
Non core: 1 P4, 1 P2

Partnerships
Core Posts: 1 P5**, 1 P4
Non core: 2 P3

Access
Non core: 1 P5, 1 P3, 2 P2
Consultants: 2

SIDS Lighthouses
Core Posts: 1 P3
Non core: 1 P4
Consultants: 3

Regions
Core Posts: 1 P5
Non core: 2 P3
Consultants: 3

Latin America and Caribbean
Core Posts: 1 P4
Non core: 1 P2
Consultants: 1

Asia Pacific
Core Posts: 1 P4**
Non core: 1 P4, 1 P2*

Middle East and North Africa
Core Posts: 1 P4
Non core: 1 P2
Consultants: 1

Sub - Saharan Africa
Core Posts: 1 P4
Non core: 2 P2

Project Facilitation and Support (PFS)
Core Posts: 1 D1
Non core: 1 GS

Project Facilitation
Core Posts: 1 P5, 1 P3
Non core: 1 P2*
Consultants: 4

RE Finance
Core Posts: 1 P5**
Non core: 1 P4*, 2 P3, 1 P3*, 2 P2

Technical Advisory Services
Core Posts: 1 P4*
Non core: 1 P3

Administration and Management Support (AMS)
Core Posts: 1 D1, 1 GS
Consultants: 1***

Budget
Core Posts: 1 P4*, 1 P3, 1 GS
Non core: 1 P2, 1 P1

Finance
Core Posts: 1 P5, 1 P3, 1 P2, 1 GS**
Non core: 1 P2

Human Resources
Core Posts: 1 P5, 1 P4, 1 P3*, 2 GS
Non core: 1 P2*

Information and Communications Technology
Core Posts: 1 P5, 1 P3, 1 P3*, 2 GS
Non core: 1 P2, 6 GS
Consultants: 1

Procurement
Core Posts: 1 P4**, 1 P3, 1 GS
Non core: 1 P2
Consultants: 1

Travel and General Services
Core Posts: 1 P4, 2 GS

Consultant, Arbitrator | 1***

CATEGORY	DGO	COS	KPFC	IITC	CEP	PFS	AMS	TOTAL
STAFF	25	19	32	60	27	14	37	214
CONSULTANT	11	27	10	19	10	4	3	84

Note (as of 30 Nov 2024)
* Staff Under Recruitment Posts
** Staff Vacant Posts
*** Consultant under Retainer contracts

V. IRENA Consultants Chart

List of Consultants with contract duration of six (6) months or longer

Director - General's Office

Title	Mo*	#**
Consultant, Social Media Communications	9	1
Consultant, Communications ODG	10	2
Consultant, Senior Advisor to Director General***	11	1
Consultant, Administration Support New York Office	12	1
Consultant, Communications, Video Creation	12	1
Consultant, Office of the Director-General	12	1
Consultant, Senior Advisor ODG for Africa***	12	1
Consultant, Senior Advisor to the Director-General***	12	1

Office of Chief of Staff

Title	Mo*	#**
Consultant, Arbitrator***	6	1
Consultant, Legal Advisor	9	1
Consultant, Graphic Designer	11	1
Consultant, Inhouse Graphic Designer	11	1
Consultant, Youth Engagement GSO	11	1
Consultants, Generic Editors and Proof Readers***	11	15
Consultant, Governance Support Office	12	1
Consultant, Legal Office	12	1
Consultant, Legal Services***	12	1
Consultant, Technical Review of IRENA Publications	12	1

KPFC

Title	Mo*	#**
Consultant, Policy	6	1
Consultant, Youth Education	6	1
Consultant, Global Atlas	8	1
Consultant, Mini-Grid Policy	9	1
Consultant, NDCs and Targets	9	1
Consultant, Energy Statistics	10	1
Consultant, GIS Developer	11	1
Consultant, Geospatial Analysis	12	1

IITC

Title	Mo*	#**
Consultant, Administrative Assistant (Office of Director)	6	1
Consultant, Critical Materials for WETO	6	1
Consultant, Developer RE Markets and Technology	6	1
Consultant, REmap Caribbean	6	1
Consultant, Renewable Energy Technology and Infrastructure	6	1
Consultant, WETO/RETO	6	1
Consultant, REmap South America	8	1
Consultant, Long Term Planning	11	1
Consultant, ASEAN Center for Energy	12	1
Consultant, Coaching Trainer	12	1
Consultant, Flexibility Analysis - RETOs Africa	12	1
Consultant, Innovative Solutions	12	1
Consultant, Renewable Energy Deployment and Innovative Policies	12	1
Consultant, Renewable Energy Technology and Infrastructure	12	1
Consultant, SPLAT Model Interface	12	1
Consultant, WETO/RETO	12	3

CEP

Position Title	Mo*	#**
Consultant, Climate Action	6	1
Consultant, Mauritania DRE Assessment in Fisheries	8	1
Consultant, DRE Solutions for Powering Agriculture and Food Value-Chains in Cuba	9	1
Consultant, Local coordinator- RRA Bangladesh	10	1
Consultant, Decentralised Renewable Energy, Gambia	12	1
Consultant, Pacific Focal Point	12	1
Consultant, RRA PNG- Local Coordinator	12	1
Consultant, RRA Solomon Islands	12	1
Consultant, RRA- Somalia (Local Coordinator)	12	1

PFS

Title	Mo*	#**
Consultant, Project Facilitation and Support	6	1
Consultant, Energy Access - Clean Cooking, Global	11	1
Consultant, Project Facilitation	12	2

AMS

Title	Mo*	#**
Consultant, Classification and Job Title Review***	12	1
Consultant, Network and Security	12	1

Note:

*Mo : Duration of the current contract in months

** # :Number of consultant/s

***Retainer : Consultants who work from 30 to 90 days for the duration of their contracts.

List of Consultants with contract duration of less than six (6) months

Director - General's Office

Title	Mo*	#**
Consultant, Communications	4	1
Consultant, Digital Communications	4	1

KPFC

Title	Mo*	#**
Consultant, Coaching Trainer	3	1
Consultant, Clean Cooking	6	1

IITC

Title	Mo*	#**
Consultant, Innovation for the Energy Transition	3	1

CEP

Title	Mo*	#**
Consultant, North Africa and Middle East (MENA)	1	1

PFS

AMS

Title	Mo*	#**
Consultant, Procurement	6	1

Office of Chief of Staff

Title	Mo*	#**
Consultant, Events	4	1
Consultant, Graphic Designer/Layout	2	1
Consultant, Policy Drafter (Joint Disciplinary Board)	1	1

Note:

*Mo: Duration of the current contract in months

** # :Number of consultant/s

***Retainer: Consultants who work from 30 to 90 days for the duration of their contracts

VI. All Consultancy Contracts with duration of 1 year or longer

Division	Position Title	Overall Consultancy Service in Years
COS	Consultant, Inhouse Graphic Designer	7.94
COS	Consultants, Generic Editors and Proof Readers	7.78
COS	Consultants, Generic Editors and Proof Readers	7.52
COS	Consultants, Generic Editors and Proof Readers	7.42
COS	Consultants, Generic Editors and Proof Readers	7.42
IITC	Consultant, SPLAT Model Interface	7.39
IITC	Consultant, Renewable Energy Deployment and Innovative Policies	7.05
COS	Consultant, Technical review of IRENA publications	6.78
COS	Consultants, Generic Editors and Proof Readers	6.63
IITC	Consultant, Long Term planning	6.50
COS	Consultants, Generic Editors and Proof Readers	6.20
COS	Consultants, Generic Editors and Proof Readers	5.78
COS	Consultants, Generic Editors and Proof Readers	5.78
COS	Consultant, Graphic Designer/Layout	5.42
COS	Consultant, Governance Support Office	5.21
ODG	Consultant, Senior Advisor to the Director-General	4.98
IITC	Consultant, ASEAN Center for Energy	4.95
KPFC	Consultant, GIS Developer	4.92
ODG	Consultant, Senior Advisor ODG for Africa	4.90
COS	Consultant, Legal Office	4.81
COS	Consultants, Generic Editors and Proof Readers	4.70
IITC	Consultant, Coaching Trainer	4.39
AMS	Consultant, Network and Security	4.39
COS	Consultant, Graphic Designer	4.30
KPFC	Consultant, Geospatial Analysis	3.99
CEP	Consultant, Pacific Focal Point	3.98
PFS	Consultant, Project Facilitation	3.98
CEP	Consultant, RRA Solomon Islands	3.87
COS	Consultants, Generic Editors and Proof Readers	3.74
ODG	Consultant, Administration Support New York Office	3.36
AMS	Consultant, Procurement	3.25
KPFC	Consultant, Energy Statistics	3.21
COS	Consultants, Generic Editors and Proof Readers	3.08
ODG	Consultant, Communications, Video Creation	3.00
IITC	Consultant, WETO/RETO	2.99
IITC	Consultant, WETO/RETO	2.99

Division	Position Title	Overall Consultancy Service in Years
COS	Consultants, Generic Editors and Proof Readers	2.84
IITC	Consultant, Developer RE Markets and Technology	2.75
PFS	Consultant, Project Facilitation and Support	2.74
IITC	Consultant, Critical Materials for WETO	2.71
COS	Consultants, Generic Editors and Proof Readers	2.65
IITC	Consultant, Innovative Solutions	2.61
IITC	Consultant, Innovation for the Energy Transition	2.24
AMS	Consultant, Classification and Job Title Review	2.17
PFS	Consultant, Project Facilitation	1.99
CEP	Consultant, RRA- Somalia (Local Coordinator)	1.99
ODG	Consultant, Senior Advisor to Director General	1.91
COS	Consultant, Youth Engagement, GSO	1.91
PFS	Consultant, Energy access - Clean Cooking, Global	1.87
COS	Consultants, Generic Editors and Proof Readers	1.85
COS	Consultant, Legal Advisor	1.77
KPFC	Consultant, Global Atlas	1.67
CEP	Consultant, Mauritania DRE Assessment in Fisheries	1.66
IITC	Consultant, REmap South America	1.65
ODG	Consultant, Communication, ODG	1.59
ODG	Consultant, Communications ODG	1.59
IITC	Consultant, WETO/RETO	1.50
IITC	Consultant, REmap Caribbean	1.49
IITC	Consultant, Administrative Assistant (Office of Director)	1.49
COS	Consultant, Legal Services	1.42
ODG	Consultant, Digital Communications	1.33
COS	Consultant, Events	1.16
KPFC	Consultant, NDCs and Targets	1.13
COS	Consultants, Generic Editors and Proof Readers	1.02
IITC	Consultant, Flexibility Analysis - RETOs Africa	1.00
ODG	Consultant, Office of the Director-General	1.00
IITC	Consultant, WETO/RETO	1.00
IITC	Consultant, Renewable Energy Technology and Infrastructure	1.00
CEP	Consultant, Decentralised Renewable Energy, Gambia	1.00
CEP	Consultant, RRA PNG- Local Coordinator	1.00

ANNEX I: Note on Eligibility Criteria for Promotion of GS Staff to Professional Posts in IRENA

I. Background

In the session on Administrative and Institutional Matters at the 28th Council meeting, the IRENA Secretariat made an update on its outreach to the United Nations regarding the GS Staff Competency Examination as part of its presentation of the "Report of the Director-General on Human Resources Management and Trends" (document C/28/3).

Benchmarking with the United Nations Secretariat and tenured intergovernmental organizations found that they rely on competitive recruitment processes for GS staff to apply for P-level positions, based on qualifications, experience, and interviews. These organizations emphasize structured vacancy announcements and internal mobility programs as tools for career progression rather than competency examinations. This approach aligns with IRENA's recruitment practices, which focus on transparent, merit-based selection processes.

During the deliberations, one delegation highlighted the need for the IRENA Secretariat to provide eligibility criteria for GS Staff to be considered for vacancies at professional levels in IRENA.

II. Eligibility Criteria

In the previously submitted Report of the Director-General 'Proposed Amendment to Staff Rule 105.3 Types of Appointment' (document C/26/5 of 18 September 2023), the Secretariat outlined the procedure governing the recruitment of GS staff on professional posts in IRENA and provided an update on similar policies in other international organizations (e.g. WHO and UNDP).

Eligibility criteria for the promotion of GS staff to professional posts in the Agency are outlined in the IRENA recruitment policy (ST/Directive/2023/I/21264). Notably, the policy stipulates that GS Staff may be considered for P level positions subject to the following conditions:

a) *The movement of staff from G to P is limited to posts up to P2 level;*
b) *The recruitment from G to P should be conducted through competitive methods of selection;*
c) *The staff member must meet the minimum requirements of the job in terms of both work experience and educational qualifications;*
d) *The staff member must have a minimum of five years of continuous service with the Agency;*
e) *The staff member must hold an IRENA appointment valid for a minimum of six months or expected to be extended for a minimum of six months from the date the selection decision;*
f) *The staff member must have a rating of at least "fully meets expectations" in their last two performance assessments.*

This permits the Agency to ensure that all GS staff who apply for P-level positions and meet the mentioned conditions, take part in a transparent, rigorous, and competitive selection process as articulated in IRENA Recruitment and Selection.

ANNEX II: Report on Functions and Division Allocation

Director - General's Office (DGO)
The Office of the Director-General (ODG) plays a pivotal role in supporting IRENA's leadership and ensuring effective operations. Key responsibilities include strategic leadership, operational management, stakeholder engagement, policy development, and internal coordination. The Office works closely with the Director-General and facilitates effective communication within the ODG and other divisions, ensuring timely information flow and coordination on key issues. With the support of the Deputy Director-General and Senior Advisor, the ODG contributes to the strategic direction and implementation of IRENA's programs. Additionally, the Office represents the Director-General at external meetings and events, fostering relationships with stakeholders and promoting the Agency's mission.
Internal Audit Office
The Internal Audit Office plays a crucial role in ensuring the Agency's programmes and activities are carried out efficiently. It is responsible for identifying major risks, supporting the development of risk management and internal control frameworks, and offering objective assessments to ensure the organizational systems function effectively. The office also proposes remedial actions to minimize risks and enhance the Agency's performance.
Communication and Outreach Office
The Office implements the communications, outreach and public relations activities of the Agency. The office develops communication material in support of the Agency's work and disseminates it on digital and social media channels as well as through media relations, stakeholder and community engagement.
Accelerated Partnership for Renewables in Africa (APRA) Coordination Unit
The APRA Coordination Unit ensures internal and external coordination of the Accelerated Partnerships for Renewables in Africa, leveraging on IRENA's attributes to serve as the channel between the APRA supporting partners and the countries. The Unit also ensures the alignment of the Agency's and Partners' technical support to APRA with the countries' priorities and smooth delivery.
Planning and Programme Support Office (PPS)
The Planning and Programme Support Office (PPS) is strategically located in the office of the Director-General. The Office is accountable for the development of the Agency's Medium-term Strategy and coordinating Work Programmes, as mandated by the Assembly, and related governing body reporting. The PPS Office is also responsible for the Agency's resource diversification and the strategic integration of these resources in IRENA's programmatic work.
IRENA Office in NY and Permanent Observer to the UN
The IRENA Office in New York serves as the Permanent Observer of IRENA to the UN and maintains regular communication and relationships with the UN, including Members, relevant organizations, and US- based entities, promoting IRENA's mission, and monitoring global energy and climate developments within the UN that impact IRENA's mission and work. It also represents IRENA in meetings of relevant UN bodies and committees, including the High-Level Dialogue on Energy.

Office of Chief of Staff (COS)

The Chief of Staff Office (COS office) supports the Director-General in managing the Agency, in overseeing the issues relating to legal, governance, publications, events and liaison and protocol issues. Also, the COS Office ensures open internal communication on staff-related matters and keeps the Director-General informed of critical issues. In addition, the COS Office is responsible for developing and implementing work plans, managing senior management objectives, and overseeing administrative tasks. It also contributes to strategic planning, policy formulation, and resource mobilization to achieve IRENA's goals. Additionally, the Office supports in building relationships with external stakeholders, representing IRENA in various forums, and managing staff to foster teamwork and knowledge-sharing across the organization

Legal Office

The Office provides legal advice or supervises the provision of legal advice on governance, institutional and administrative law matters, including the preparation and conduct of meetings of the Governing Bodies, the application and interpretation of the Statute and the rules of procedure of the Governing Bodies, the implementation of the internal justice system, and the development, interpretation and application of the regulations, rules, policies, procedures and directives, the application and interpretation of the headquarters and host country agreements, and the privileges and immunities of IRENA. And the negotiation and drafting of agreements or arrangements with governmental, inter-governmental, nongovernmental and private sector entities, and the settlement of claims or disputes arising therefrom.

Governance Support Office (GSO)

The Office is responsible for overseeing with IRENA Members and other stakeholders matters relating to Membership, institutional structures and processes. The Office provides substantive support to the work of the Governing Body meetings of IRENA (the Assembly and the Council), in the execution of their functions. In addition, the Office ensures a consistent and transparent flow of information between the Secretariat and the Membership as a whole, including in implementation of the mandate. In addition, the Governance Support Office implements various initiatives for Permanent Representatives to IRENA, Legislators and Youth, establishing an active network of renewable energy champions, and facilitating exchanges of information and best practices.

Publications Unit

The Unit supports all Divisions by managing the production of all knowledge products issued by the Agency, including full, original peer-reviewed IRENA reports and studies (both public and for individual Members); translated reports covering as many as nine languages; Technical Papers; briefs and summaries; partnership reports. It also acts as the administrator of key knowledge software – such as the IRENA Please Review peer- review platform, the Agency-wide Zotero referencing database and iThenticate plagiarism detection tools. In addition, the Unit also maintains a full production archive of digital assets and printed products produced by the Agency.

Events Unit

The Unit is responsible for maintaining the Mission Planner, tracking and presenting all missions and events to the Director General's office for weekly approval for further dissemination of information internally and externally. It works closely with the Governance team, to ensure the successful organization of IRENA's high-level and intergovernmental meetings, while coordinating extensive logistical support with the Programmatic Divisions to ensure appropriate level of participation. The unit manages the implementation of the Fund for Developing Country Representatives (FDCR) and Abu Dhabi Sustainability Week (ADSW) funds, tracking expenses, alerting when funds are insufficient, and coordinating logistical arrangements for sponsored delegates, specially the LDCs and SIDS countries. Additionally, it supports outreach activities in collaboration with regional partners from Government, IGO's, NGO's and International Organizations to support programmatic divisions in achieving their deliverables and conducting sessions and training opportunities for young professionals at IRENA's Students Leaders and Growth Program.

Liaison and Protocol Unit
The Unit is responsible for managing and coordinating the formal procedures and practices related to privileges, immunities, consular services, and implementation of the host agreement with local authorities and interactions, both within the Agency and with external local entities. The Unit is also responsible for the engagement of the Agency with its Members and stakeholders to ensure that all necessary arrangements are in place for the participation at meetings of the Governing Bodies and other high-level events.

Knowledge, Policy and Finance Centre (KPFC)
Oversees the IRENA's Knowledge, Policy and Finance Centre, its central knowledge repository for renewable energy policy and finance issues to help create enabling conditions for investment.
Renewable Energy Markets (Policy)
The Unit leads IRENA's work on renewable energy deployment and integrating policies in the electricity and end-use sectors (incl. industry decarbonization, hydrogen, critical materials), energy access (incl. clean cooking, health, livelihoods, decentralized solutions), environmental and climate impacts (incl. NDCs & RE targets, circular economy & end-of-life management, adaptation & resilience) through policy de-risking measures, instruments and frameworks (e.g., permits, auctions and other procurement mechanisms, risk management platforms and incentives) to create markets, remove barriers to investment and catalyse the finance for renewable energy. This unit leads IRENA's Global Landscape of Renewable Energy Finance, IRENA's co-custodianship of the Tracking SDG7: The Energy Progress Report, and co-leads KPFC inputs to IRENA's World Energy Transition Outlook (WETO), Regional Energy Transition Outlooks (RETOs) and the Collaborative Framework on Just & Inclusive Energy Transition (with RE Socioeconomics).
Socioeconomics and Policy
The Unit leads IRENA's work on renewable energy enabling, structural change and just transition policies through the analysis of a range of impacts of the energy transition (incl. employment, education & skills, gender & youth, human welfare, GDP), its supply chains (incl. local value creation, social & public acceptance, community engagement, manufacturing and decarbonization) and other related policies (incl. industry, labour, trade). This unit leads IRENA's Renewable Energy and Jobs annual review, the Energy Transition Education Network and the Gender Perspective and RE Benefits/Leveraging Local Capacity series, and co-leads KPFC inputs to IRENA's World Energy Transition Outlook (WETO), Regional Energy Transition Outlooks (RETOs) and the Collaborative Framework on Just & Inclusive Energy Transition (with the RE Markets).
Data Centre
Data Centre leads IRENA's work on collating, analysing, and disseminating statistics on renewable energy capacity and generation (incl. off-grid technologies), and provides countries and communities with access to a global repository of renewable energy data to prospect and understand their renewable energy potential. This unit leads IRENA's Renewable Energy Capacity, Generation and Off-Grid Statistics, providing technical support to countries to improve data capability, to support tracking and to enable the tripling renewables custodianship.
Resource Assessment
The Resource Assessment team provides countries and communities with access to a global repository of geospatial renewable energy resource data and related information to prospect and understand their renewable potential (Global Atlas for Renewable Energy). Additionally, the team conducts comprehensive technical

assistance programme that includes advanced online tools, such as the SolarCity and Bioenergy simulators, and country-specific analyses, such pre-feasibility site assessment and zoning analysis, to support informed decision-making for generation expansion planning and early-stage project de-risking for development.

Coalition for Action
The Unit leads IRENA's work on renewable energy strategies and impacts to foster international collaboration among Members, in close cooperation with non-state actors (incl. over 150 leading players from civil society, private sector, industry associations, research institutions, regional and international organizations). This unit hosts IRENA's Coalition for Action and other leading platforms that through white papers and joint actions facilitates public-private dialogues, leverages global networks and influences decision-making to garner support for a just, inclusive and equitable energy transition.

IRENA Innovation and Technology Centre (IITC)
The IRENA Innovation and Technology Centre (IITC) in Bonn, Germany, serves as a critical hub within the International Renewable Energy Agency's framework, particularly focusing on innovation and technology related to renewable energy. The IITC's mandate includes advising Members on technology status, roadmaps for energy and power system transformation, energy planning, cost reduction, markets, and innovation policy frameworks. It plays a pivotal role in tracking significant trends in renewable technologies, their cost reductions, and promoting the wider use of standards in the renewable sector. The Office of the Director is responsible for the strategic leadership and overall management of the Division. Leads on the formulation and implementation of the substantive work programme of the division and acts as a principal advisor to DG on all matters pertaining to innovation and renewable energy technologies among others. It is also responsible for the daily management and operational integrity of the Division. Duties span a range of administrative tasks and the implementation of the work program, ensuring that all operations comply with the Agency's established policies and procedures. It plays a key role in maintaining an operational framework that facilitates the smooth delivery of services across the Division. In addition to these responsibilities, the office manages the facilities and provides logistical support for physical meetings held within IITC. They are involved in workforce planning, ensuring that the Division is adequately staffed to meet its goals and that the staff is efficiently utilized. Takes a proactive approach in implementing efficiency and change management initiatives to adapt to evolving needs and enhance operational effectiveness. Work includes managing the operational budget, coordinating voluntary contributions, and providing necessary administrative support, thereby supporting the overall management and operational efficiency of the Division.

Energy Transition Roadmaps (REMAP)
IRENA's Remap unit, an integral part of the organization's efforts to accelerate the global energy transition, conducts comprehensive energy transition scenario analyses at global (World Energy Transition Outlook), regional (Regional Energy Transition Outlook), and country levels. This initiative assesses the potential impact and feasibility of significantly enhancing the uptake of renewable energy sources, improving energy efficiency, and integrating other low-carbon technologies. By creating detailed roadmaps through these analyses, the REmap team aims to identify viable paths for increasing the adoption of cleaner energy solutions, thereby stepping up efforts towards a more sustainable energy future. REmap provides policy recommendations to help countries design frameworks that support the widespread adoption of renewable energy. These policies not only promote clean energy but also ensure a just and inclusive energy transition, with a focus on sustainable economic growth, job creation, and energy security.

Energy Cost Outlook
The Cost Status and Outlook team at the IRENA Innovation and Technology Centre is instrumental in providing accurate, up-to-date, reliable, and transparent data on renewable energy costs competitiveness and inputs for assessment of supply chains, essential for energy transition outlook and tracking assessments.

Since 2012, this team has been leveraging the extensive IRENA Renewable Cost Database and models to offer timely advice to Members, helping them address the current challenges they face in the renewable energy sector. More recently, the IRENA flagship Re-costing report started to add to Renewables, enabling technologies supporting their integration into the energy system such as storage. By improving the dissemination of this crucial data, anticipating emerging trends, and encouraging more ambitious energy projects, the team supports decision-makers in making informed choices that propel the adoption and implementation of renewable energy technologies worldwide

Energy Transition Planning and Power Sector Transformation (EPPST)

IRENA's Energy Transition Planning and Power Sector Transformation Team (EPPST) focuses on assisting Members with long-term energy planning, with a particular emphasis on incorporating renewable energy into the power sector. To this purpose the teamwork's includes institutional capacity building, fostering peer-to-peer learning platforms, and conducting rigorous analytical work utilising a suite of energy and power system modelling tools. The suite includes capacity expansion, dispatch, hydrogen trade, and off-grid investment, supported by temporal and spatial modelling of renewable supply. The EPPST team is integral in enhancing institutional planning capacities by offering tailor-made capacity-building programmes on modelling and scenario development through programmes like Regional Model Analysis and Planning Programme, Master Plan Development Support Programme, Energy Planning Training Programme for NDCs, particularly for African countries with efforts being synchronised with the Continental Power Sector Plan programme of the African Union. It also promotes best practice sharing among the energy planning offices, with the key platform being the Global Long-term Energy Scenarios (LTES) network, which is built on strong cooperation with the Clean Energy Ministerial. Additionally, the team delivers analysis of national, regional and global power sectors with a high share of renewable energy using state-of-the-art power sector modelling tools, showcasing the transformative potential of renewable energy by evaluating investment needs in the generation and transmission capacity, flexibility requirements, and the integration of hydrogen and its derivatives into the power systems.

Innovation and End-Use Application

The Innovation and End-Use team supports IRENA's Members to harness and implement innovations aligned with their national priorities, by providing access to global cutting-edge knowledge and policy-relevant guidance. IRENA's systemic approach to innovation, includes not only innovations in technology, but also business models, market design and regulation and system planning and operators, digitalization, involving thus all relevant actors and stakeholders. This is essential to achieve an effective structural transformation of the energy economy, for the reliable deployment of renewable energy systems and their growth in the global market. The team concentrates also on decarbonizing end use sectors - transport, industries and buildings. This addresses both smart electrification of end-use sectors with renewables and also targeted efforts in identifying and analysing solutions for hard-to-decarbonize industries such as ferrous and non-ferrous metals, chemicals and petrochemicals, cement, transport sectors like heavy duty, shipping, aviation, and modal shift. Addressing the use of critical materials in the energy transition is also an important workstream of the team. This effort is supported by the team's focus on quality control and technical standards, which involves offering expert advice and guidance. Concrete outputs include provision of innovation toolboxes to countries, technology and sectoral innovation outlooks and roadmaps, and platforms for inclusive networking and community building, to foster international collaboration.

Renewable Energy Technology and Infrastructure

The Technology and Infrastructure (TI) team focuses on accelerating the global energy transition through technical assistance and capacity building to Member Countries in strengthening power systems and integrating high shares of renewable energy, particularly in developing countries and SIDS. The team provides assessments and insights for modernizing and strengthen power grids, ensuring resilience to climate change impacts and other disruptions by developing knowledge products on grid integration, grid codes, advanced technologies, and resilience strategies, tailored to the unique challenges of different regions. TI works closely with developing countries to integrate renewable energy solutions into their climate action plans, enhancing their Nationally Determined Contributions (NDCs) and facilitating a just energy transition. TI team supports IRENA's efforts on offshore wind and serves as the operational arm of the

Global Offshore Wind Alliance (GOWA), coordinating activities, expanding Membership, and fostering a vibrant community of practice.

Country Engagement Programme (CEP)

Country Engagement and Partnerships Division (CEP) leads the work with countries. It offers the main interface between the Agency and the regions and countries in the identification of priority areas for IRENA's technical support as well as in design, development and implementation of activities tailored to specific needs and priorities identified. This requires a systematic overview of country and regional needs, experiences, and trends to help facilitate cross-fertilization of best practices between countries and regions, which also helps shape IRENA's future programmatic priorities.

Partnerships

The Partnerships Unit functions to pursues strategic, result-oriented partnerships with various regional and local organisations, development partners and industry stakeholders, including, private sector . It advances partnerships through multilateral initiatives and cooperation platforms including Alliance for Industry Decarbonization (AFID), Utilities for Net Zero Alliance (UNEZA) and Global Geothermal Alliance (GGA). The Unit promotes engagement, facilitate peer-to-peer exchange, and best practices through Collaborative Framework on Enhancing Dialogue on High Shares of Renewables in Energy Systems while supporting the realization of Energy Compact on Renewable Energy for Peacekeeping.

Access

Leveraging IRENA's inhouse knowledge and its established relationships with countries and a strong network of partners, CEP/Access Unit supports countries in advancing their goals for modern and clean energy access for all. This includes amplifying energy access through renewables for households, social infrastructure (such as healthcare), and productive uses (such as agriculture). The energy access unit covers the following:

- At the country level, collaborate closely with focal points and associated ministries to conduct targeted and specific assessments. These assessments lead to structured, country-focused programmatic implementation plans for specific interventions, such as in healthcare, agri-food, clean cooking, or clean electricity for remote communities.
- Capacity-building and knowledge exchange activities. This includes support to entrepreneurs through training programs in various facets of developing their businesses. It also connects them with funding opportunities and offers mentorship and networking with industry players.
- Hold the flagship IRENA event – International Off-grid Renewable Energy Conference and Exhibition (IOREC) every 2-3 years. And other energy access events to highlight the importance of the need to continue supporting actions to fulfil energy access targets and goals in-country and globally.
- Build up a range of partnerships with global, regional and local stakeholders to advance the energy access (including clean cooking) agenda.

SIDS Lighthouses

The function of the SIDS Lighthouses Unit is to coordinate the SIDS Lighthouses Initiative and implement its work programme that facilitates accelerated energy transition efforts in Small Island Developing States (SIDS) in the Atlantic, Indian Ocean and South China Seas (AIS), Caribbean and the Pacific regions. Through strategic engagements and partnerships with the Alliance of Small Island States (AOSIS) and other SIDS focused initiatives, implementing and financing partners, the SIDS LHI in realizing the twelve priority areas that were endorsed by SIDS and aligned with the Antigua and Barbuda Agenda for SIDS (ABAS) ranging from NDC support, technical assistance, capacity building promoting all indigenous renewables sources including innovative solutions, strengthen access to finance and developing bankable projects, engaging private sector, integrating energy efficiency and nexus with socio-economic sectors such as agriculture, health, water, tourism, enhancing climate resilience, disaster recovery driven by data-driven decision-making and enabling frameworks. The SIDS LHI unit is developing a monitoring and evaluation framework that highlights the progress and impacts of the energy transition efforts in SIDS, including the achievement of the SIDS

LHI target of 10GW of total installed RE capacity in all SIDS.

Regions
Functions of the regions unit and various regional programmes are to engage with focal points of IRENA Members to ensure coordination and support in delivering IRENA work programme and medium-term strategy. Regional programme teams also coordinate at the sub-regional and regional levels with partner institutions to deliver on impacts that are relevant to the IRENA work programme. The current regional programmes are Asia, Latin America, Middle East and North Africa, Southeast Europe and Sub-Saharan Africa. Regions unit Members across various regional programmes scan and scope the energy transition landscape in the regions through member and stakeholder/partner engagement and carry out country level assessments on energy transition, renewables, tripling commitments etc. to offer technical assistance and guidance to countries in achieving their SDG and climate action commitments. Regional programmes also coordinate with programmatic divisions on IRENA technical assistance to countries and regions to align and enhance ownership and scale up impacts.

Project Facilitation and Support (PFS)
The Project Facilitation and Support (PFS) division integrates all the previous initiatives of IRENA related to project facilitation. Support IRENA Members to access finance, up-scale investment and assist to Nationally Determined Contribution (NDC) implementation, especially along relevant Renewable Energy (RE) investments, by building a solid pipeline of projects covering the entire project size spectrum from utility scale projects to commercial and industrial level, and micro & small level projects, as well as energy efficiency measures. This includes facilitating their realization through a comprehensive set of operational tools including – but not limited to – project-based technical assistance packages, targeted de-risking instruments, structured capacity building and project matchmaking session during IRENA regional investment forums. IRENA offers Members dedicated project implementation support by building strong lines of cooperation in the deployment of renewable energy projects, helping project developers secure financing more efficiently and supporting investors and lenders to build stronger project portfolios. IRENA hosts and manages the Climate Investment Platform (CIP), as well as the Energy Transition Accelerator Finance (ETAF) Platform. Both CIP and ETAF are inclusive, multi-stakeholder climate finance platforms, which pursue facilitating capital mobilisation to scale up the development of renewable energy projects to advance the energy transition across developing markets.

Project Facilitation
The unit ensures the achievement of a tangible impact by facilitating funding and investments for promising projects, co-organising regional Investment Forums with matchmaking events, and fostering cooperation between international institutions with compatible objectives. This includes: • Coordination and operationalisation of the Climate Investment Platform; • Lead the engagement and collaboration with the founding partners of the Climate Investment Platform; • Conduct outreach work related to the engagement of partners and projects of the Climate Investment Platform, including leading liaison activities with all financing and development partners and with project proponents; • Lead the pre-assessment and assessment activities related to all registered projects on the Climate Investment Platform, formulating recommendations regarding the most suitable project support activity in reference to each eligible project, while ensuring sufficient environmental strategies, policies, practices, and action plans are in place for each supported project to ensure business sustainable development; • Manage and lead the development of Project Information Documents, which is a comprehensive document encapsulating all necessary project information to be used to introduce the project to financiers;

• Designs, plans, and coordinates matchmaking activities between financing partners and eligible projects;
• Lead the organization of the regional Investment Forums, featuring the different Project Facilitation Tools, including the CIP and ETAF

RE Finance

The Unit leads the work of IRENA's Energy Transition Accelerator Financing Platform (ETAF), IRENA Abu Dhabi Fund for Development (ADFD) Facility, and the Project Financing Team. This includes:
• Facilitate procedures, knowledge and matchmaking measures to ease access to finance in the context of IRENA project facilitation and support tools;
• Lead the performance of feasibility and bankability analysis of projects submitted to IRENA through the ETAF, including supporting the assessment, review, and continual follow-up of projects through to financial closure;
• Lead the follow up, engagement and facilitation of the IRENA ADFD Facility activities including coordinating calls and appraisals with partners, as well as overseeing on-site monitoring;
• Lead regional and sub-regional dialogues to support RE investments within IRENA's ETAF Platform;
• Leverage resources from International Financial Institutions, public and private financiers and convene matchmaking with RE projects pipeline;
• Facilitate the creation of new instruments and mechanisms for financing large, medium and small scale renewable energy projects;
• Conduct one-on-one sessions with project sponsors, and capacity-building webinars, offering tailored guidance on project registration, submission processes, eligibility, and selection criteria to improve project bankability while growing the ETAF project pipeline and enhancing the eligibility criteria;
• Develop and Strengthen strategic partnerships to facilitate collaborations between project developers, financiers, and key stakeholders, enhancing project viability and fostering co-financing opportunities;
• Develop and implement initiatives to enhance the impact of IRENA's ETAF in the energy transition including the preparation of activity reports for both partners and public audiences;
• Lead IRENA's ETAF engagement to accelerate renewable energy investments, through building a pipeline of bankable projects with the support of ETAF Partners as well as representatives of IRENA Members.
• Design, develop and maintain the online platforms, facilitating project submission, evaluation, and shortlisting with dedicated interfaces for developers, partners, and the ETAF secretariat, ensuring streamlined coordination and monitoring throughout the project facilitation process.

Technical Advisory Services

The Unit leads the implementation of IRENA's technical assistance activities related to project finance, project facilitation, and project development, provided under country-specific and regional projects and programmes for governments, regional energy organisations and other stakeholders. This includes:
• Conduct preliminary technical, socio-economic analyses among others for the investment proposals received from Climate Investment Platform (CIP), Energy Transition Acceleration Financing Platform (ETAF), government, public sector, and private sector entities;
• Work with and support developers, sponsors, and other IRENA's stakeholders, for the completion of the Project Development Document to be submitted on CIP and/or ETAF on an ongoing basis for improving their bankability and investment readiness;
• Lead the Project Facilitation and Support Division's capacity building work, collaborating and supporting other IRENA Divisions and PFS Units during countries' training activities, investment forums, provide technical expertise in training content and delivery as and when required, including guidance for development of required tools and methodologies to assist project implementation and develop enabling frameworks for investment scale-up

Administration and Management Services (AMS)
The Division of Administration and Management Services is responsible for providing the Secretariat with an efficient support in managing its human and financial resources and ensures effective and timely delivery of information technology, procurement and logistical services.
Budget
• Supports Programme Delivery: The Budget Section ensures the effective preparation, management, and oversight of IRENA's budget, including both core and voluntary contributions, to support the delivery of IRENA's strategic priorities and mandates. • Resource Allocation and Monitoring: Oversees the issuance of budget allotments and manages the allocation of resources for both core and voluntary funds, ensuring optimal utilization of financial resources in line with approved budgets, donor agreements and operational requirements. • Comprehensive Financial Reporting: Produces financial reports on budget performance and resource use, ensuring full accountability and transparency in financial management.
Human Resources
• Strategic HR Management: The Section of Human Resources plays a key role in ensuring IRENA's organizational capacity by aligning human resources with the Agency's strategic goals and operational needs, supporting IRENA's ability to deliver on its mandates effectively. • Attract, Develop, and Retain Talent: Implements frameworks and policies to attract, develop, and retain a highly-skilled, diverse, and motivated workforce, promoting a culture of excellence, integrity, and accountability. • Compliance with International Standards: Ensures that HR practices are fully compliant with international best practices, contributing to IRENA's operational efficiency and its reputation as an employer of choice within the multilateral system.
Finance
• Financial Administration and Compliance: The Finance Section is responsible for the administration of IRENA's financial operations, ensuring full compliance with IRENA's Financial Regulations and Rules, in line with international financial standards and audit requirements. • Accounting Policy Implementation: Enforces IRENA's accounting policies and procedures, ensuring that all financial transactions are accurately recorded, reported, and managed, thereby ensuring the efficient and responsible use of IRENA's financial resources. • Financial Integrity and Management: Ensures sound financial management of core and voluntary contributions, safeguarding IRENA's financial integrity through robust internal controls, risk management practices, and adherence to international financial principles.
Information and Communications Technology
• Technology-Driven Solutions: The ICT Section delivers advanced, secure, and efficient technology solutions that support IRENA's operational and strategic objectives, enhancing overall organizational performance. • Facilitating Global Connectivity: Provides robust IT infrastructure that enables seamless communication, collaboration, and knowledge-sharing among IRENA staff, Members, and stakeholders across the globe. • Innovation and Security: Continuously improves and strengthens digital infrastructure to enhance data security, transparency, accountability, and operational efficiency, in line with global ICT standards and emerging technologies.

Procurement
• **Procurement Oversight and Strategic Planning:** Manages the procurement of goods and services, ensuring best value for money, timely delivery, and adherence to IRENA's Financial Regulations. Oversees procurement planning, including reviewing TORs, specifications, and evaluation criteria to align with organizational objectives. • **High-Value Contracting and Legal Compliance:** Handles high-value contracts by preparing and issuing RFPs, RFQs, ITBs, and CRC submissions, ensuring transparency, competitiveness, and compliance with legal standards. Establishes legally binding agreements to safeguard IRENA's interests. • **Ethical and Transparent Practices:** Ensures all procurement activities are conducted with the highest ethical standards, promoting transparency, accountability, and compliance with international procurement practices.
Travel and General Services
• **Facilities Management and Operational Support:** Ensures the efficient operation, maintenance, and management of IRENA's facilities, including office space and utilities, providing a safe, healthy, and sustainable working environment that supports day-to-day operations and long-term strategic goals. • **Travel Management:** Facilitates mission-related travel and supports IRENA's global events by coordinating travel logistics for staff, sponsored delegates, and participants, ensuring compliance with travel policies and delivering efficient, cost-effective travel solutions.