

Fourteenth session of the Assembly
Abu Dhabi, 15 January 2024

Report of the Director-General Human Resources Management and Trends

I. Background

1. This report provides an update of Human Resources (HR) trends as requested by the Council at its twenty-fifth meeting (C/25/SR/ 1, paragraph 143) and outlines Human Resource Management issues that pertain to the current trends and aim to position IRENA as an employer of choice.
2. Following the Council's consideration at its twenty-sixth meeting of the Report of the Director-General on Human Resources Management and Trends (C/26/4/Rev.1), the document has been updated to reflect the latest status of Human Resources activities and initiatives as of 15 November 2023.
3. The document describes the latest initiatives and activities in Human Resources which are either in progress or have been lately undertaken with a view to strengthening the delivery of HR programmes and services to IRENA's management and staff. The following sections of the report provide information on the status of the various activities, outline human resource analytics, trends, and the next steps.

II. Human Resources Initiatives

A. Talent Management

4. The Agency conducted two job classification reviews in 2019 and 2021 undertaken by two different job evaluation experts. Given that these reviews resulted in some divergent views between the two experts (representing around 8% of the total number of the evaluated Agency posts), it was determined that the remaining posts should benefit from an additional assessment. For this purpose, the Agency has engaged a seasoned job classification specialist to evaluate selected posts. This process is ongoing and once completed, the Agency will put in place implementation plans and corresponding budgets to effect necessary changes.
5. IRENA is currently strengthening its HR policy framework. A number of HR policies are being introduced or developed with a view to enhancing the quality of HR services delivered to Agency employees. New policies on Performance Management and Recruitment and Selection have recently been promulgated Agency-wide. At the same time, further work is ongoing with regard to the policies on flexible working arrangements, parental leave, and consultancy management. All these new policy issuances will pave the way for the revision of the HR Policy Manual which is scheduled to take place in the first quarter of 2024.

6. Since early 2023, the Agency has been systematically working on its succession plans given the current tenure policy and planned senior staff departures. The succession plans are instrumental in enabling proactive strategies towards filling essential Agency positions in managerial and professional roles. To-date, the Agency has successfully completed recruitment for the posts of Director, IRENA's Innovation and Technology Centre (IITC) and Director, Administration and Management Services (AMS). Also, recruitment processes for the posts of Director, Knowledge, Policy and Finance Centre (KPFC) and Director, Planning and Programme Support (PPS) are well underway. The interview process has been completed for the position of Director KPFC. Appointments for Director, KPFC and Director, AMS will be implemented in early 2024. Given the ambitious timelines and drastic staff shortages in HR team at present, the Agency contracted a reputable executive search firm to assist in recruiting and selecting qualified candidates for these roles. The current succession plans envisage that posts at D1 and P5 levels will be advertised 9 to 12 months prior to the departure of their incumbents. Also, division directors will continue to assume responsibility for training and capacity building of their staff to succeed departing senior colleagues or serve as back-ups. This approach is intended to ensure smooth transition and continuity in senior and middle management roles going forward.

B. Enabling Work Environment

7. In April 2023, IRENA contracted a consulting firm (KPMG) to conduct a comprehensive assessment of staff retention, turnover and related issues in the Agency. KPMG delivered this engagement through a two-phased approach. The first phase involved an in-depth analysis of IRENA's current workforce practices, revealing areas for improvement. The second phase focused on developing targeted initiatives and a transformation work plan that provides a roadmap for implementing the identified initiatives. This work plan offers actionable steps and timelines to guide IRENA in enhancing its workforce practices and achieving long-term growth and success. In presenting the transformation work plan, KPMG also proposed the sequencing and resourcing options for these HR initiatives in terms of allotted time and engagement of internal and/or external expertise in their development and implementation. KPMG analysis indicates that IRENA faces workforce challenges, amongst others attributed to the constraints imposed by the fixed term contract, limited funding, shortage of staff in the HR function and challenges with employee engagement, recognition, career development and progression. These challenges involve talent attraction and retention, capability building, and employee motivation. Based on these findings, six strategic initiatives were considered to enhance the workforce practices. By implementing these initiatives, IRENA can foster a culture of innovation, collaboration, and a thriving work environment. It can better attract and retain talent, promote knowledge transfer, ensure project stability, and enhance team dynamics. Furthermore, these initiatives will allow the Agency to adapt to the evolving needs of the renewable energy sector, strengthen its workforce capabilities, and position itself as a leader in driving sustainable energy transformation globally.
8. Further details on this project was provided at the twenty-sixth meeting of the Council, through Information Note – KPMG Current State Assessment Report: Findings, Recommendations & Initiatives on Staff Retention & Turnover (C/26/INF/3).. The matter was also included in the deliberations of the Administration and Finance Committee (AFC) as well as at the subsequent 26th Council meeting. Members provided their feedback in relation to the KPMG assessment report and its key recommendations. Further work on some of the recommended initiatives will be implemented in close coordination with the Membership.

9. Further to the suggestions from some Members at the 25th Council meeting, IRENA surveyed opinions of its staff with regard to how favourably they view Agency participation in the United Nations Joint Staff Pension Fund (UNJSPF) versus its current participation in the Staff Provident Fund (SPF). 23% of Agency staff favoured the Agency's joining the UNJSPF, 22% were undecided and 53% supported the continuation of its participation in SPF. Following contacts with UNJSPF counterparts, the Agency circulated a UNJSPF booklet to all IRENA staff, with questions and answers regarding the implications of entry into the UNJSPF. Given that the majority of staff favour the Staff Provident Fund, the question of joining the UNJSPF is closed.
10. In parallel with the KPMG assessment, the Agency also conducted a review of staff exit survey administered to all separating staff since 2018. Throughout the reporting period (2018-2023), the leading reasons for separation among staff in the Agency have been: '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), 'alternative job opportunity' 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' are among the leading aspects of work on staff satisfaction. These staff perceptions corroborate some of the findings of KPMG in that more effort needs to be made by the Agency in support of staff retention and employee engagement and motivation programmes such as career management, staff learning and development.
11. Subject to the endorsement of the recommended HR initiatives by Members, the Agency is planning to conduct a staff satisfaction survey in 2024. The results of this survey will serve as a baseline in relation to future periodic assessments of staff engagement and satisfaction throughout the various stages of implementation of these initiatives. This will help to gain a more nuanced understanding of staff perceptions in respect of specific transformation actions taken by the Agency with a view to implementing further improvements and/or remedial measures as warranted.
12. Since the beginning of 2023, the Agency has been in regular contact with the UN Country team in the UAE regarding a salary survey for its GS staff. According to the Staff Rules and Regulations of IRENA, the remuneration of Agency GS staff is set in conformity with the salary survey methodology of the International Civil Service Commission (ICSC) who sets HR policies for organizations of the UN Common System and is headquartered in New York. In implementing its mandate, the ICSC delegated the authority to conduct salary surveys to the organizations of the Common System, which for this purpose established a dedicated office of the UN Secretariat located in Bonn, Germany, called 'One HR Centre'. One HR Centre conducted a salary review earlier this year using the new ICSC salary survey methodology and advised that the revised GS salary scale will be published immediately upon release by the UN. According to the latest advice from the One HR Centre, the salary scale shall have a retroactive effect as of 1 April 2023. It is noteworthy that the GS salary scale in the UAE has not been revised by the ICSC/UN since January 2013. It remains to be a matter of serious concern for the Agency and, to this end, IRENA decided to join the UN HR Network (the UN inter-agency consultative body) as a non-common system IGO. This will enable the Agency to participate in consultations pertaining to the revision of GS salary scale with an observer status.

III. IRENA Human Resources Trends

Summary of HR Trends

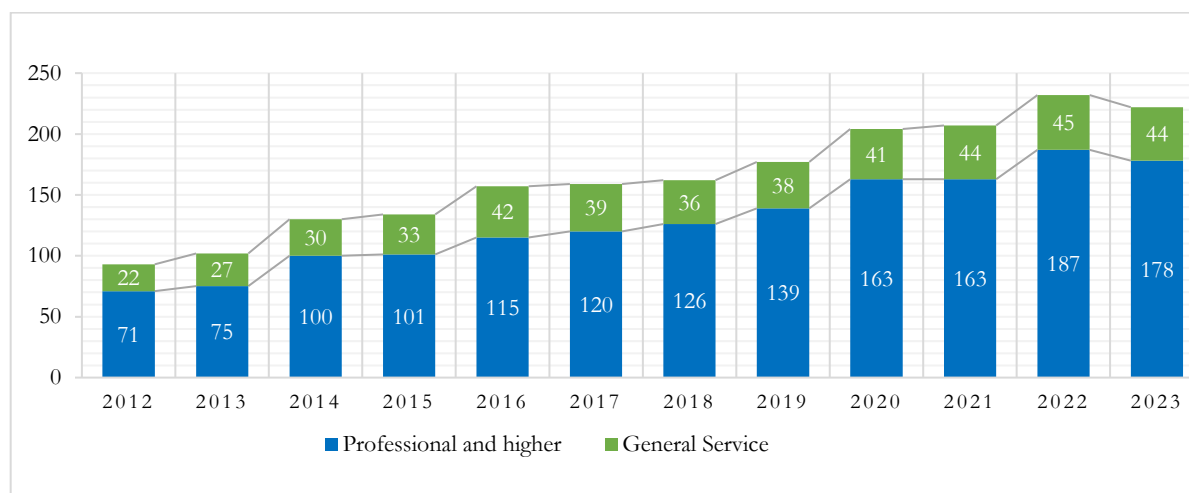
- a) HR Trends covers Professional and Above and General Service staff on fixed-term appointments funded under regular (core) and project (non-core) budget.
- b) As of 15 November 2023, 211 out of the 222 core and project staff positions are encumbered or under recruitment (I-A-1).
- c) Annual Growth Rate (I-A-2):
A steady upward trend has been noted in the number of staff positions since 2012. Compared to 2012, the Agency expanded by 139% with a total number of 222 posts. The Agency has grown at the average annual rate of 8.45% during the period 2013-2023.
- d) Staff Turnover Rate (I-B):
The average turnover rate previously reported by the Agency over the past 13 years was approximately 15.46% annually. Since 2017 the overall turnover stabilised around 15%-16% and dropped further to 12% as at 15 November 2023. Except for one staff previously at ASG level, all separated staff left the Agency before reaching the maximum tenure period. As of 15 November 2023, 22 staff members separated from the Agency in the year 2023.
- e) Staff Vacancy Rate (I-C):
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 Q4 2023 (15%).
- f) Average Length of Service (I-D):
The average length of service of current (188) staff is 4.4 years. This average shows a minor decrease from 4.5 years of the last report, which can be interpreted as normal. The average length of service of separated (243) staff, however, is 2.8 years.

I-A. Current Staffing

I-A-1. Filled/under recruitment core and project posts by level as of 15 November 2023

Level	Filled or Under Recruitment	Total
ASG	1	1
D-2	1	1
D-1	7	7
P-5	22	24
P-3/4	76	80
P-2/1	65	65
Sub-total Professional and above	172	178
General Services	39	44
Total	211	222

I-A-2. Evolution of the number of staff positions from 2012 to 15 November 2023



I-A-3. Headcount breakdown by gender per employee category as of 15 November 2023

Employee Category	Male	Female	Total
Professional and Higher	87	65	152
General Service	14	22	36
Total	101	87	188

I-A-4. Evolution of the organizational annual growth¹ from 2013 to 15 November 2023

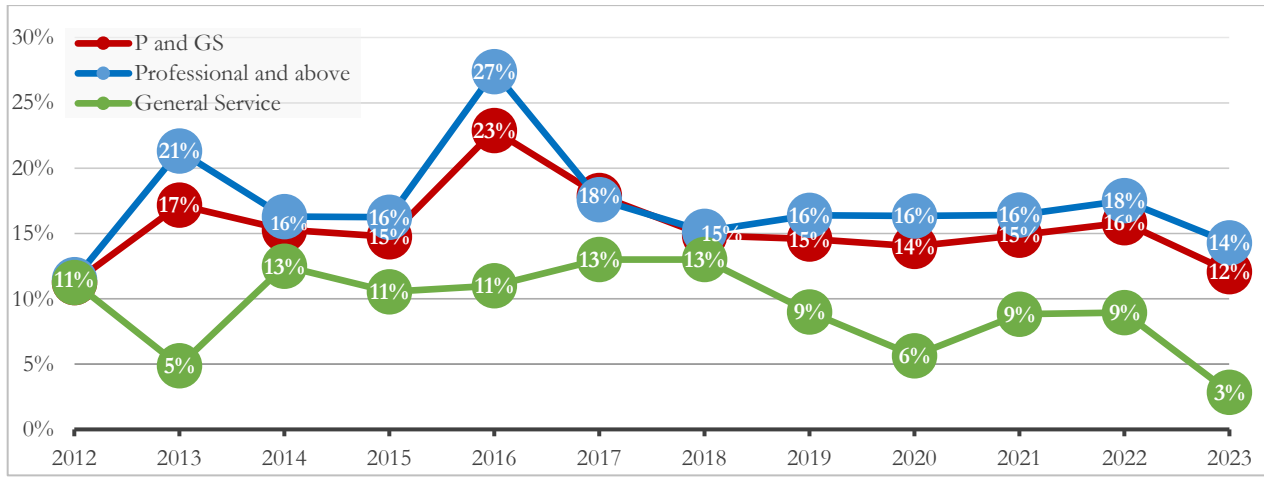
Year	P and GS	Professional and higher	General Service
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¹ Average annual growth rate is calculated for the period 2013-2023.

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%
Average Growth Rate	9%	9%	7%

I-B. Staff Turnover² from 2012 to 15 November 2023

I-B-1. Evolution of Staff Turnover³ from 2012 to 15 November 2023



I-B-2. Number of Separated Staff from 2012 to 15 November 2023

Year	P and GS	Professional and higher	General Service
2012	9	7	2

² 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.

³ The staff turnover rate for 2023 is calculated based on data till 15 November 2023.

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	22	21	1
Total	243	206	37

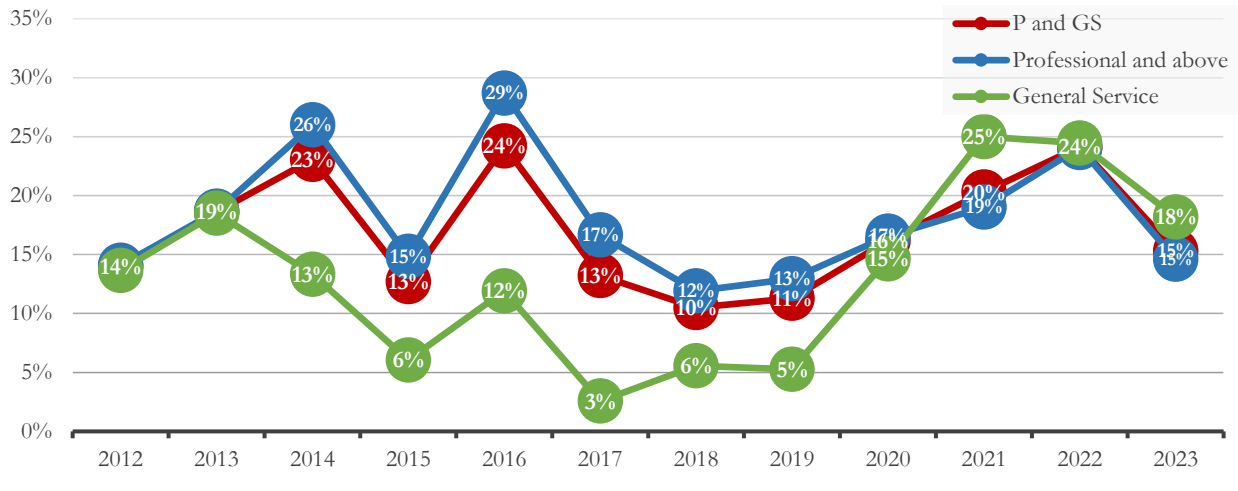
I-B-3. Number of Separated Staff in 2022 and 2023 by Division

Division	Separated Staff in 2022	Separated Staff in 2023	Total
AMS	2	5	7
CEP	7	1	8
IITC	11	3	14
KPFC	3	4	7
ODG	2	4	6
PFS	2	5	7
Total	27	22	49

I-C. Staff Vacancy⁴ from 2012 to 15 November 2023

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

I-C-1. Evolution of Staff Vacancy from 2012 to 15 November 2023



I-C-2. Staff Vacancy Rate from 2012 to 15 November 2023

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%
Average Vacancy Rate	17%	18%	13%

I-D. Average Length of Service

I-D-1. Average Length of Service of Separated Staff

Year	Employee Category	Average Length of Service (Years)
2012 - 2023 (as of 15 Nov 2023)	Professional and above (206 out of 243)	2.8
	General Services (37 out of 243)	2.8
	P and GS (total 243)	2.8

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

Year	Employee Category	Average Length of Service (Years)
2023 (as of 15 Nov 2023)	Professional and above (152 out of 188)	3.9
	General Services (36 out of 188)	6.6
	P and GS (total 188)	4.4

I-D-3. Professional Positions Impacted by Tenure through 2032

	2024		2025		2026		2027		2028		2029		2030		2031		2032		Incumbents Impacted	Total Posts
	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	7
P5		3				3		1			1	2		4			3	2	19	24
P4			2			2	2	2	1	3	2	1	1	2		3		2	23	33
P3	2				2	4	1	5		2	1	5		4		8		5	39	47
P2	1							4	1	2	1	6		4		21		15	55	58
P1												2				2		3	7	7
Total	4		6		2	9	4	12	2	7	5	17	1	15		37		28	149	175

As of 15 November 2023, the Agency has two groups of Professional staff with different tenure limits – 24 staff with the 13-year tenure limit who joined before 15 January 2017 and 125 staff with 9-year tenure limit who joined after 15 January 2017. The table (Annex I-D-3) illustrates the number of Professional staff from each group reaching tenure limits in the subsequent years through 2032.

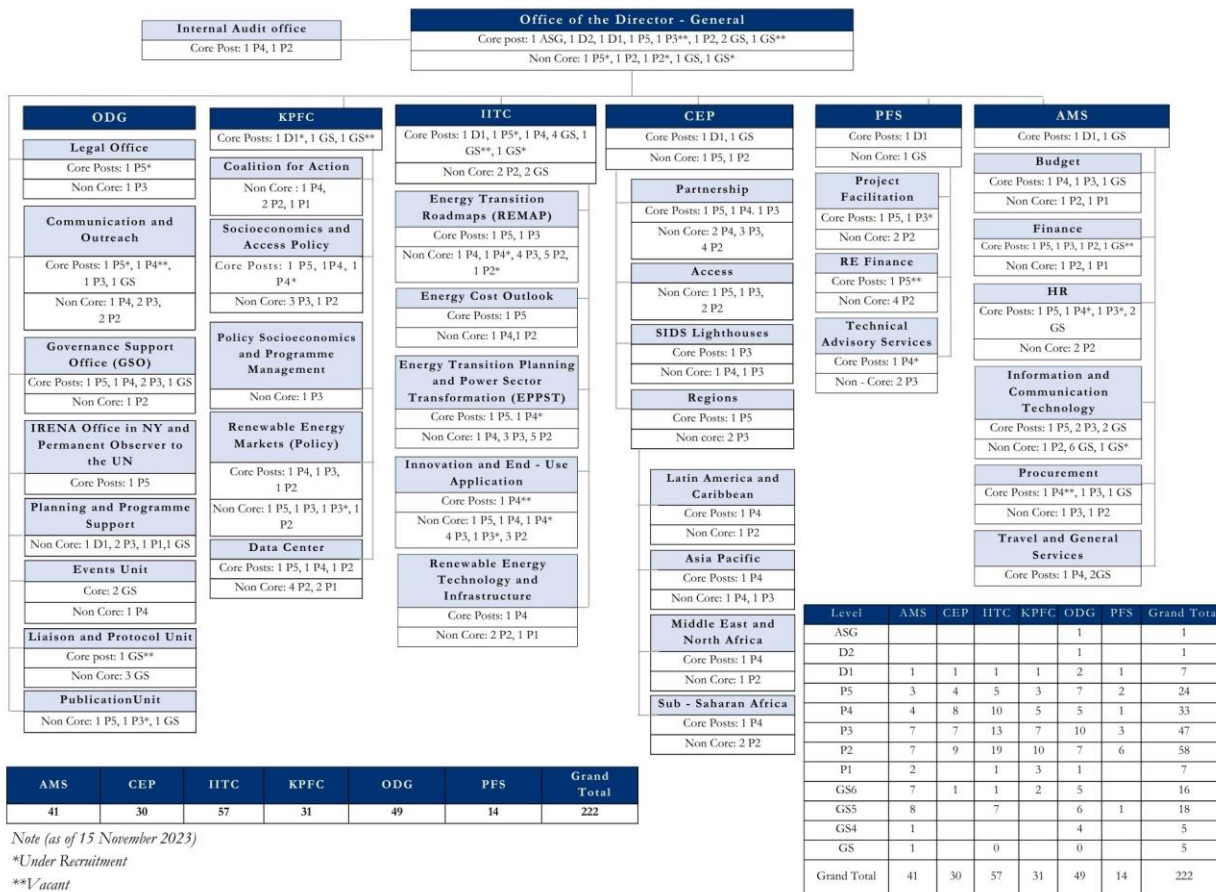
I-E. Evolution of HR Risk Areas from 1 January 2023 to 15 November 2023

HR Risk Area	Solution / Recommendation	Risk Level (High-Medium-Low)

A/14/6

HR staffing	The recruitment process (for 3 Director-level posts) is in progress	High
Administrative Justice System (AJS)	Consider systemic approach to developing and implementing Agency AJS through engaging internal and external expertise as necessary	High
HR Policies & update of HR Policy Manual	Continue developing/implementing HR policies including on consultancy management and flexible working arrangements as well as select HR initiatives/strategies as detailed in KMPG assessment report (subject to endorsement by the GBs); update existing HR Policy Manual based on recent HR policy issuances	Medium

IV. IRENA Overall Organization Chart



V. IRENA Consultants Chart

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

ODG			KPFC			IITC			CEP			PFS			AMS			
Title	Mo*	**	Title	Mo*	**	Title	Mo*	**	Title	Mo*	**	Title	Mo*	**	Title	Mo*	**	
Consultant, Administration Support New York Office	12	1	Consultant, Energy Solution for Cities of the Future	12	1	Consultant, Administrative Assistant (Office of Director)	6	1	Consultant - Assessment of DRE Solutions for PAS in Guinea	12	1	Consultant, Energy Transition Finance	11	1	Consultant, Classification and Job Title Review***	12	1	
Consultant, Chairperson of Review Board***	6	1	Consultant, Energy Statistics	10	1	Consultant, African Continental Power Systems Masterplan	6	1	Consultant, Assessment on (DRE) Solutions for Powering the Agriculture Sector in Zimbabwe	12	1	Consultant, Geographical context- Southwest Asia	12	1	Consultant, Network and Security	12	1	
Consultant, Communication, ODG	9	1	Consultant, Energy Statistics (Energy Survey), Central Asia	9	1	Consultant, ASEAN Center for Energy	12	1	Consultant, Caribbean Focal Point	12	1	Consultant, PFS	12	1				
Consultant, Communications, ODG	9	1	Consultant, GIS Developer	12	1	Consultant, Capacity Building (French)	12	1	Consultant, Decentralised Renewable Energy (Local Coordinator)- Guinea	8	1	Consultant, Project Facilitation and Support	12	1				
Consultant, Communications, Video Creation	12	1	Consultant, Global Atlas	12	1	Consultant, Coaching trainer	12	1	Consultant, DRE Solutions for Powering the Agriculture Sector in Malawi	12	1							
Consultant, Digital Communications	7	1	Consultant, Global Atlas Cities	10	1	Consultant, Critical Materials for WETO	6	1	Consultant, DRE Solutions- Zimbabwe	12	1							
Consultant, Events	10	1	Consultant, Graphic Designer/Layout	7	1	Consultant, Developer RE Markets and Technology	9	1	Consultant, Energy Access Work in Country	12	1							
Consultant, Inhouse Graphic Designer	12	1	Consultant, Renewable Energy Auctions	12	1	Consultant, Innovation for the Energy Transition	6	1	Consultant, Lead REA Georgia	12	1							
Consultant, Legal Advisor	12	1	Consultant, Renewable Energy Deployment and Innovative Policies	12	1	Consultant, Joint report with Benlian	6	1	Consultant, Local Coordinator - RRA Chad	12	1							
Consultant, Legal Office	12	1	Consultant, Resource Assessment, Bioenergy	9	1	Consultant, Development Bank	11	1	Consultant, Local Coordinator - RRA Solomon Islands	12	1							
Consultant, Remote Graphic Designer	12	1	Consultant, Reviewer	10	1	Consultant, Long term planning	7	1	Consultant, Assessment in Fisheries	12	1							
Consultant, Report Writer	12	1	Consultant, Specialist writer on Green Hydrogen, Bioenergy, Heating and Cooling	7	1	Consultant, Quality Infrastructure Roadmap	9	1	Consultant, Pacific Focal Point	12	1							
Consultant, Senior Advisor to the Director-General***	12	1	Consultant, transport	6	1	Consultant, REmap Caribbean	12	1	Consultant, Post Disaster Recovery and Reconstruction	9	1							
Consultant, Senior Advisor ODG for Africa***	12	1	Consultant, UX/UI Designer	10	1	Consultant, REmap South America	12	1	Consultant, Project Facilitation and Development Specialist	12	1							
Consultant, Senior Advisor to Director-General***	12	1				Consultant, SPLAT model interface	12	1	Consultant, Regional-NDC	12	1							
Consultant, Technical review of IRENA publications	12	1				Consultant, WETO 2022	12	1	Consultant, Renewable Energy Entrepreneurship Support Facility (ESF)	12	1							
Consultant, Youth Engagement, GSO	12	1				Consultant, WETO/RETO	12	2	Consultant, RRA Hoodhas	12	1							
Consultants, Generic Editors and Proof-Readers***	11	14							Consultant, RRA Solomon Islands	9	1							
Junior Consultant, GSO	12	1							Consultant, RRA- Somalia (Lead)	11	1							
Consultant, Planning and Programme Support	7	1							Consultant, RRA- Somalia (local Coordinator)	12	1							
									Consultant, Solutions Powering Agriculture and Food Value-chains in Nepal (DRE) - Local Coordinator	12	1							

Note:
 *Mo: duration of the current contract in months
 ** #: Number of Consultant/s
 ***Retainer: The consultants working for up to a maximum of 30 to 90 days for the duration of these contracts

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

ODG			KPFC			IITC			CEP			PFS			AMS		
Title	Mo*	#**	Title	Mo*	#**	Title	Mo*	#**	Title	Mo*	#**	Title	Mo*	#**	Title	Mo*	#**
Consultant, Business Development and Optimization Expert (Coach)	2	2	Consultant, Education and E-Learning	5	1	Consultant, Administration Support	3	1				Consultant, Geographical contexts- Latin America	1	1			
Consultant, Events and Outreach Coordinator	5	1	Consultant, NDC's and Targets	5	1	Consultant, Critical Materials for the Energy Transition	4	1									
Consultant, Management Advisor	1	1	Consultant, RE GCC	4	1												
Consultant, Translator/proof reader Mongolia	4	1	Consultant, Socioeconomics SIDS	5	1												
Consultant, Chair of the Joint Appeals Board***	8	1															
Consultant, Legal Services***	5	1															

Note:

*Mo: duration of the current contract in months

** #: Number of Consultant/s

***Retainer: The consultants working for up to a maximum of 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
ODG	Consultant, Inhouse Graphic Designer	7.03
ODG	Consultants, Generic Editors and Proof Readers	6.83
ODG	Consultants, Generic Editors and Proof Readers	6.57
ODG	Consultants, Generic Editors and Proof Readers	6.47
ODG	Consultants, Generic Editors and Proof Readers	6.47
IITC	Consultant, SPLAT model interface	6.40
KPFC	Consultant, Renewable Energy Deployment and Innovative Policies	6.05
KPFC	Consultant, Energy Solution for Cities of the Future	5.83
ODG	Consultant, Technical review of IRENA publications	5.82
ODG	Consultants, Generic Editors and Proof Readers	5.68
IITC	Consultant, Long term planning	5.59
ODG	Consultants, Generic Editors and Proof Readers	5.30
ODG	Consultants, Generic Editors and Proof Readers	4.84
ODG	Consultants, Generic Editors and Proof Readers	4.84
KPFC	Consultant, Graphic Designer/Layout	4.82
ODG	Junior Consultant, GSO	4.21
ODG	Consultant, Report Writer	4.00
KPFC	Consultant, GIS Developer	3.98
ODG	Consultant, Senior Adviser to the Director-General	3.98
IITC	Consultant, ASEAN Center for Energy	3.96
KPFC	Consultant, Global Atlas Cities	3.92
ODG	Consultant, Senior Advisor ODG for Africa	3.90
ODG	Consultant, Legal Office	3.81
KPFC	Consultant, UX/UI Designer	3.77
ODG	Consultants, Generic Editors and Proof Readers	3.75
KPFC	Consultant, Specialist writer on Green Hydrogen, Bioenergy, Heating and Cooling	3.68
KPFC	Consultant, Reviewer	3.55
KPFC	Consultant, Energy Statistics (Energy Surveys), Central Asia	3.42
IITC	Consultant, Coaching trainer	3.40
AMS	Consultant, Network and Security	3.39
IITC	Consultant, Capacity Building (French)	3.23
PFS	Consultant, PFS	3.16
CEP	Consultant, RRA Honduras	2.99
CEP	Consultant, Pacific Focal Point	2.99
CEP	Consultant, RRA Solomon Islands	2.87
ODG	Consultant, Remote Graphic Designers	2.87

ODG	Consultants, Generic Editors and Proof Readers	2.84
CEP	Consultant, Energy Access Work in Country	2.50
CEP	Consultant, Lead REA Georgia	2.49
ODG	Consultant, Administration Support New York Office	2.36
PFS	Consultant, Project Facilitation and Support	2.24
KPFC	Consultant, Energy Statistics	2.19
ODG	Consultants, Generic Editors and Proof Readers	2.14
PFS	Consultant, Geographical contexts- Southwest Asia	2.00
ODG	Consultant, Communications, Video Creation	1.99
IITC	Consultant, WETO 2022	1.99
IITC	Consultant, WETO/RETO	1.99
IITC	Consultant, Developer RE Markets and Technology	1.99
CEP	Consultant, Caribbean Focal Point	1.99
CEP	Consultant, Local Coordinator - RRA Chad	1.98
CEP	Consultant, Regions-NDC	1.90
ODG	Consultants, Generic Editors and Proof Readers	1.89
ODG	Consultant, Senior Advisor to Director-General	1.75
KPFC	Consultant, Resource Assessment, Bioenergy	1.71
IITC	Consultant, Critical Materials for WETO	1.71
ODG	Consultants, Generic Editors and Proof Readers	1.70
CEP	Consultant, Local Coordinator- RRA Solomon Islands	1.55
IITC	Consultant, Innovation for the Energy Transition	1.50
ODG	Consultant, Chair of the Joint Appeals Board	1.24
AMS	Consultant, Classification and Job Title Review	1.17
PFS	Consultant, Geographical contexts- Latin America	1.08
IITC	Consultant, Critical Materials for the Energy Transition	1.05
KPFC	Consultant, Global Atlas	1.00
CEP	Consultant, Project Facilitation and Development Specialist	1.00
IITC	Consultant, REmap South America	1.00
CEP	Consultant, DRE Solutions- Zimbabwe	1.00
CEP	Consultant, Solutions Powering Agriculture and Food Value-chains in Nepal (DRE) - Local Coordinator	1.00
CEP	Consultant, Local Coordinator REA Georgia	1.00
CEP	Consultant, Mauritania DRE Assessment in Fisheries	1.00
CEP	Consultant, Renewable Energy Entrepreneurship Support Facility (ESF)	1.00
IITC	Consultant, WETO/RETO	1.00
ODG	Consultant, Legal Advisor	1.00
CEP	Consultant, DRE Solutions for Powering the Agriculture Sector in Malawi	1.00
CEP	Consultant, Assessment on (DRE) Solutions for Powering the Agriculture Sector in Zimbabwe	1.00
CEP	Consultant, Solutions Powering Agriculture and Food Value-chains in Nepal (DRE) - Lead	1.00

A/14/6

CEP	Consultant, RRA- Somalia (local Coordinator)	1.00
PFS	Consultant, Project Facilitation	1.00
CEP	Consultant - Assessment of DRE Solutions for PAS in Guinea	1.00
KPFC	Consultant, Renewable Energy Auctions	1.00