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**Report of the Director-General
Draft Medium-Term Strategy 2023-2027**

Executive Summary

The last decade moved renewables from niche to mainstream. A seismic shift in the balance of competitiveness between renewables and incumbent fossil fuel and nuclear options emerged. The wide-ranging effects of the pandemic continue to reverberate across economies and communities, amplified by the Ukrainian crisis and its profound impact on the global energy and food systems.

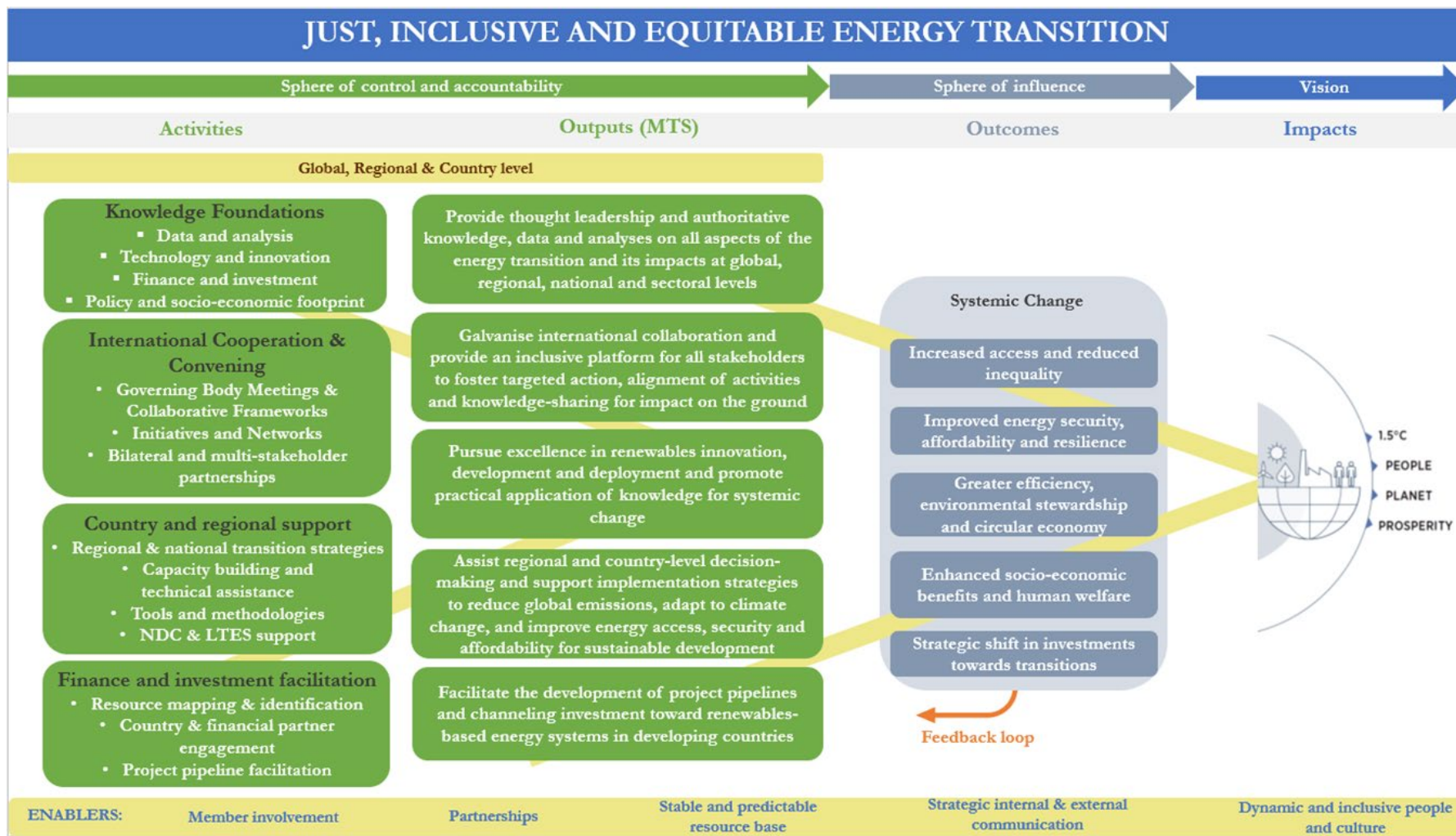
The multiple crises have highlighted the cost of tying economies to the fate of fuels prone to price shocks and supply risks and by far the largest contributors to global climate change. Moreover, heightened concerns around energy security have prompted several countries and regions to revise their energy transition strategies to more ambitious levels and timelines. A critical mass of solutions required until 2030 now exist. Electrification and efficiency, enabled by renewables, hydrogen, and sustainable biomass, are emerging as pillars of energy transitions. Investment in a comprehensive and systemic change – involving not just a mix of technologies but also the policy packages to put them in place and optimise structural, economic, and social impact – will be the key to the collective ability to realise development and climate objectives.

IRENA's Medium-term Strategy for 2023-2027 sets out a new direction for the Agency focused on urgent and targeted action, unparalleled international cooperation, and continuous innovation.

For the next five years, the following mission will guide the Agency's work:

IRENA will take the leading role in accelerating the global, renewables-based energy transition to fight climate change, enhance human welfare and drive an urgent and systemic shift for increased energy access, reduced inequalities, improved energy security, and prosperous and resilient economies and societies.

Figure 1: IRENA Theory of Change



Draft Medium-Term Strategy 2023-2027

I. Introduction

The Medium-term Strategy 2023-2027 (MTS) defines a strategic and forward-looking vision for IRENA as it enters its third midterm period. The context in which the Agency exists today significantly differs from 2018, when the last Medium-term Strategy was adopted. Several dramatic global events have shaken the energy system, amplifying the case for rapid deployment of cost-effective renewable energy solutions. There are increasing options – and pressures – to proactively shape the future energy system, while ensuring its affordability, resilience, security, and efficiency to underpin sustainable developments and tackle the challenges of climate change.

The adoption of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change in 2015 provided a direction for joint action, with energy at the heart of both agreements. The coming years are deeply consequential, as they will define whether the goals set for 2030 will be realised, while staying on a 1.5°C pathway. Amidst the pressure to deliver, renewables-based transitions create a vibrant climate for innovation, investment, job creation and new economic opportunities. With the backdrop of a shrinking timeline and pressure to deliver, the MTS is the last full five-year cycle towards 2030 that outlines IRENA's contribution to global energy efforts.

The strategy for the next five-year period reflects a careful assessment of the context in which the Agency operates and the trends that indicate where its contribution would be most impactful. Designed with extensive Member input, the MTS will be the foundation for a Member-driven, results-oriented approach to work programme delivery. It embodies the urgency of IRENA's global mandate to accelerate renewables-based energy transitions. The MTS is informed by the lessons learned over the past decade in our efforts to support countries in redesigning and strengthening their energy systems to enable human development and climate-proof the future.

II. The Changing Energy Landscape

The last decade moved renewables from niche to mainstream. A seismic shift in the balance of competitiveness between renewables and incumbent fossil fuel and nuclear options emerged. As a result, and bolstered by enabling policies, renewable capacity increased by 130%, while non-renewables only grew by 24%, albeit from a larger base.

Among renewable technologies, solar PV installations have seen the fastest growth, with a 21-fold increase since 2010, due to major cost reductions backed by technological advancements, high learning rates, policy support and innovative financing models. The global weighted average levelised cost of electricity (LCOE) of newly commissioned utility-scale solar PV projects declined by 88% between 2010 and 2021, that of onshore wind and Concentrated Solar Power by 68%, and offshore wind by 60%¹ (Table 1). However, despite their relatively steady growth, investments in renewable technologies remain limited and concentrated in a handful of regions and countries.

Table 1: Evolution of the renewable energy landscape

2011	2022 ²
IRENA Membership reaches 85	IRENA Membership reaches 168
Global capacity: 1332 GW	Global capacity: 3064 GW
Solar PV installed capacity: 73 GW	Solar PV installed capacity: 849 GW
Onshore wind installed capacity: 220 GW	Onshore wind installed capacity: 825 GW
Off-grid capacity: 3963 MW	Off-grid capacity: 11.2 GW
Off-grid renewable electricity access reaches 20 million	Off-grid renewable electricity access reaches 176 million
Solar PV costs USD 0.36/kWh	Solar PV costs USD 0.048/kWh
Onshore wind costs USD 0.08/kWh	Onshore wind costs USD 0.033/kWh
Investment reaches USD 250 billion per year	Investment reaches USD 366 billion per year
96 countries have renewables targets	144 countries have renewables targets
0 countries have net zero commitments	137 countries have net zero commitments ³

¹ IRENA, *Renewable Power Generation Costs in 2021*, 2022.

² Unless noted, the numbers are from IRENA reports reflecting 2021 values.

³ [Net Zero Tracker](#). This total is as per 6 October 2022.

The global developments since 2020 have been extraordinary by all accounts. The wide-ranging effects of the pandemic continue to reverberate across economies and communities, amplified by the Ukrainian crisis and its profound impact on the global energy and food systems. At the same time, the increasing incidence of floods, droughts, heatwaves, extreme storms, and wildfires have provided a mirror to face the greatest challenge of the 21st century. The World Meteorological Organization (WMO) State of the Global Climate 2021⁴ report found the most recent seven years, 2015 to 2021, to be the warmest on record, with a 93% chance that at least one in the next five years will be the hottest on record. This reality requires practical and urgent action to increase the resilience of energy systems that underpin economies and societies.

The multiple crises have highlighted the cost of tying economies to the fate of fuels prone to price shocks and supply risks and by far the largest contributors to global climate change. The intertwined nature of fossil fuels with the global economy, and the resulting fragility, is evident. Worldwide, new questions concerning the affordability of energy have emerged, with a growing number of households having difficulty in meeting their basic energy needs. Notably, the challenges facing over 700 million people without energy access were magnified, rendering services like health, water, and information technology out of reach.

Moreover, heightened concerns around energy security have prompted several countries and regions to revise their energy transition strategies to more ambitious levels and timelines. While the scale of the current energy crisis is unprecedented, volatile prices and supply issues are not new. Thus, the economic, social, and environmental case for a new energy system has become abundantly clear. We have entered a new era of climate action with more than 137 countries with net-zero strategies, increasingly reaffirmed through enacted legislation and implementation plans. In 2021, energy transition-related investment was just shy of USD 1 trillion, a 21% increase from the year before⁵. It is a promising trend with renewable energy attracting USD 366 billion of the total, but only one fifth of what is required annually until 2030 to stay on the 1.5°C path.

A critical mass of solutions required until 2030 now exist. Electrification and efficiency, enabled by renewables, hydrogen, and sustainable biomass, are emerging as pillars of energy transitions (Table 2). The coming years need to be dedicated to a widespread implementation, across geographies, communities, and sectors. Attracting investments in grid infrastructure is a priority, as are the strategies and enabling technologies to manage power supply and demand flexibly. Renewable energy has yet to make sufficient inroads into the end-use sectors, such as direct heat, buildings, and transport. Energy efficiency remains significantly behind the necessary improvement rate. Importantly, energy is no longer confined to a handful of players and decision-makers but is a collective effort where many, including communities and citizens worldwide, hold a strategic stake in the outcomes.

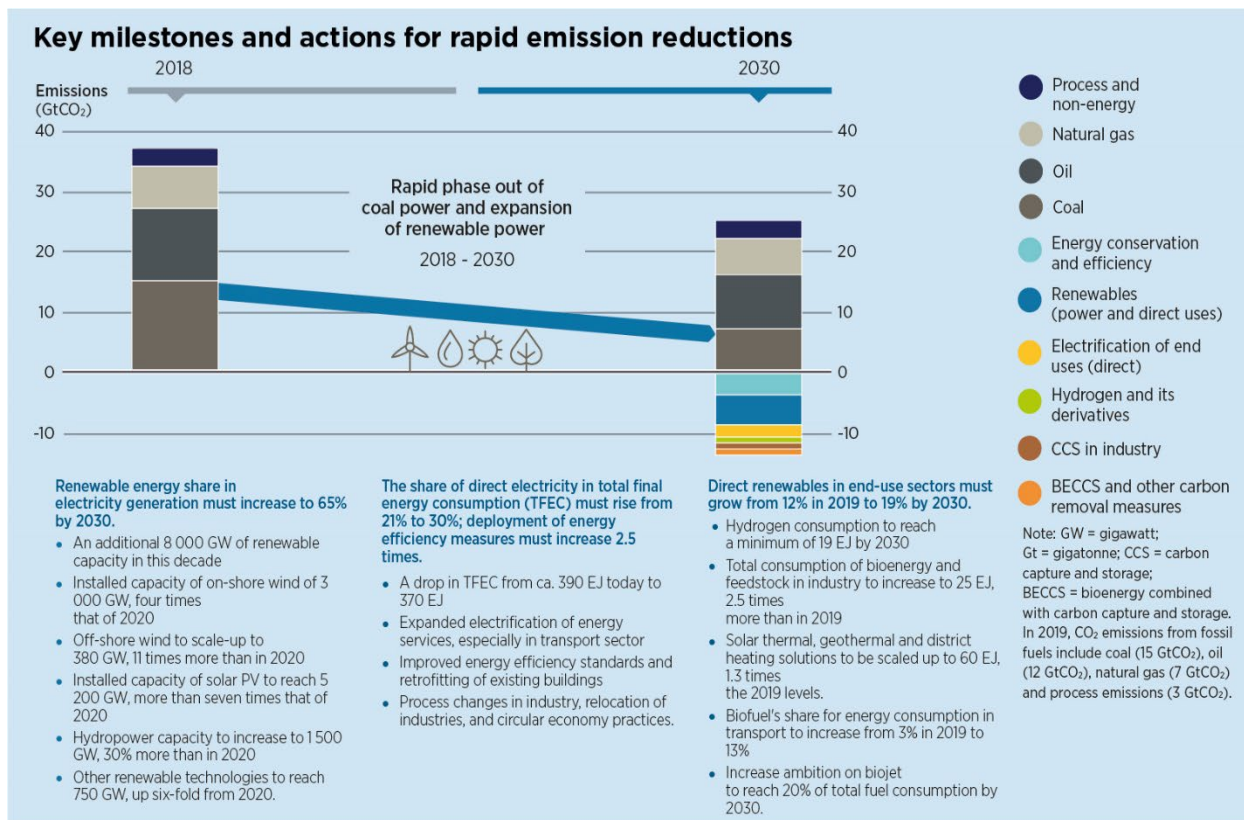
Ultimately, energy transitions are complex and multifaceted and can only be approached holistically. Investment in a comprehensive and systemic change – involving not just a mix of technologies but also the policy packages to put them in place and optimise structural, economic, and social impact – will be the key to the collective ability to realise development and climate objectives.

The coming five years will require urgent and targeted action, unparalleled international cooperation, and continuous innovation. IRENA must be ever more agile, practical, and anticipatory to support its global Membership in navigating the path ahead.

⁴ Available [here](#).

⁵ IRENA, *World Energy Transitions Outlook: 1.5°C Pathway*, 2022.

Table 2: Milestones and actions until 2030



Source: IRENA, *World Energy Transitions Outlook: 1.5°C Pathway*, 2022.

III. Strategic Considerations

IRENA has a clear purpose set out in its Statute, fully aligned with the 2030 Agenda and the Paris Agreement. A decade after its establishment, IRENA’s contribution to the global discourse on energy is undeniable. As hoped by its founders, IRENA brought renewable energy to the forefront of global discussions, helped prove its business case, and mainstreamed solutions in energy transition efforts. In the last strategic cycle, IRENA focused on positioning renewables as a central consideration in the energy transition. The Agency pioneered a holistic approach to the transition, with areas such as comprehensive policy frameworks, job creation, GDP, and welfare considerations.

This mission has been fulfilled as the unfolding energy landscape reflects the centrality of renewables in the global energy transitions discourse. This also means that many entities are increasingly focused on renewables and the energy transition, joining IRENA’s decade-long quest. The next five years should therefore build on IRENA’s core comparative advantages of the renewables-centric mandate and global Membership.

Members noted that many elements of the current MTS remain valid but also stressed the urgency to accelerate just and inclusive transitions and tackle the increasingly complex impacts of systemic change reverberating across all energy sectors and beyond. Global Membership sets IRENA apart from other energy agencies. It gives it a great advantage of a deep and nuanced understanding of the transitions,

along with access to immense knowledge and experience of its Members.

It is of utmost importance for the Agency to proactively use this comparative advantage and remain relevant to all Members, with a range of programmatic activities across knowledge, technical assistance and capacity building, project facilitation and convening activities.

Moreover, the Agency's global Membership gives it a unique ability – and responsibility – to consider energy transitions based on countries' priorities, abilities, and needs. The range of drivers is vast, from development imperatives, climate change, energy security, job creation and green growth, to energy poverty and local pollution concerns. New considerations continue to emerge, and the upcoming five-year period will be both tumultuous and highly consequential. IRENA needs to be able to both influence and respond to the dynamism in the energy and related sectors, with the overriding purpose of being an effective tool for international cooperation and support to countries and regions as they navigate complex and multifaceted transitions.

The varied transition drivers and priorities underline the need for a shared understanding of the long-term vision and focused and concerted action in the near term. IRENA's World Energy Transitions Outlook (WETO) was a substantive framework for the Agency's activities in the adoption of the Work Programme and Budget for 2022-2023. WETO shows the avenue to achieve the Sustainable Development Goal on Energy (SDG7) and make the necessary emission reductions by 2030 for a chance to stay on the 1.5°C pathway (Table 1). As such, WETO offers an indispensable framework for IRENA's Strategy in the coming five years. Members will provide regular guidance and alignment on the MTS implementation, as it will be implemented in three successive programmatic cycles.

Members will require the Agency to remain at the cutting edge of knowledge and experience in renewables to take it to the next level of the transition. In addition to the ongoing work across the areas of technology, policy and finance, IRENA will consider in greater depth how renewables-based transitions can help address complex challenges of ensuring/enhancing energy security, access and affordability for greater economic and societal prosperity and resilience. This will include topics high on the agenda today, notably supply chains, critical and rare-earth materials, and green hydrogen.

IRENA has long promoted a holistic approach to transitions, which cannot be considered in isolation from the broader economy, given the systemic change that will have wide-ranging effects. WETO therefore shows the technology pathway and investment, alongside policy, socio-economic footprint and human welfare to better show and help anticipate the systemic change.

The next level for the Agency will be to consolidate all aspects of renewables-based transitions and consider structural impacts and effects on human welfare, along with its potential to reduce the development divide. A greater focus will also be placed on nexus issues where renewables can play a significantly positive role, including agriculture and food security, water, health, gender, and education, among other cross-sectoral issues. Equally important will be the work on environmental stewardship, and circular and green economies, which has been largely absent in the global energy discourse. This approach will be increasingly relevant as the pressure to align development and climate objectives increases.

Accelerating the energy transition is an urgent and daunting task that requires farsighted choices, discipline, and wise investments. The urgency to realise impact on the ground will require radical action and extraordinary levels of international cooperation. Bolstered with extensive analyses and data, IRENA will continue to provide its expertise and support to countries and regions with a suite of technical assistance and capacity-building activities.

Targeted work on project facilitation and investment, specifically aimed at overcoming the bottlenecks in developing countries, has filled an important gap in the Agency's ability to support the countries in this last step and bring the learnings to the global audience. IRENA's real-life, practical application of knowledge will be even more critical in the next five years, as countries implement their energy strategies, plans and NDCs, with wide-reaching and systemic effects. IRENA will draw on its work and expertise on the whole energy transition cycle to enable Members to benefit from diverse experiences, latest innovations, and best practices. Further, this 360-degree approach will also allow the Agency and its Members to continuously learn and benefit from the collective effort and fully realise the value of international cooperation.

Maintaining excellence in knowledge is the bedrock of IRENA's credibility and authority, and practical application of this knowledge is the priority for the next strategic cycle. Given the global Membership, taking the regional approach is deemed not only efficient but also unique to IRENA as other agencies working on energy transitions do not have comparable levels of access to, and ownership by countries. At the same time, country level work remains essential, especially with LDCs and SIDS who significantly rely on IRENA's expert support. IRENA's shift toward inclusion and partnerships will remain important given the need to accelerate implementation, and the growing number of actors in the energy transitions space. The Agency should use its mandate to mobilise and convene other energy stakeholders to maximise collective impact on the ground, rally support around gaps and opportunities, and promote efficiencies and complementarity of effort.

What is new in the Medium-term Strategy 2023-2027

- Focus on systemic changes in energy and beyond
- Greater focus on access and equality
- Substantive additions of interaction between renewables and energy security and resilience
- An additional pillar nuancing regional and country level work
- 360° approach to programme

IV. Mission Statement and Strategic Objectives

For the next five years, the following mission will guide the Agency's work:

IRENA will take the leading role in accelerating the global, renewables-based energy transition to fight climate change, enhance human welfare and drive an urgent and systemic shift for increased energy access, reduced inequalities, improved energy security, and prosperous and resilient economies and societies.

This mission is reflected in five strategic objectives that will give orientation to successive programmatic cycles, where they will be translated into action.

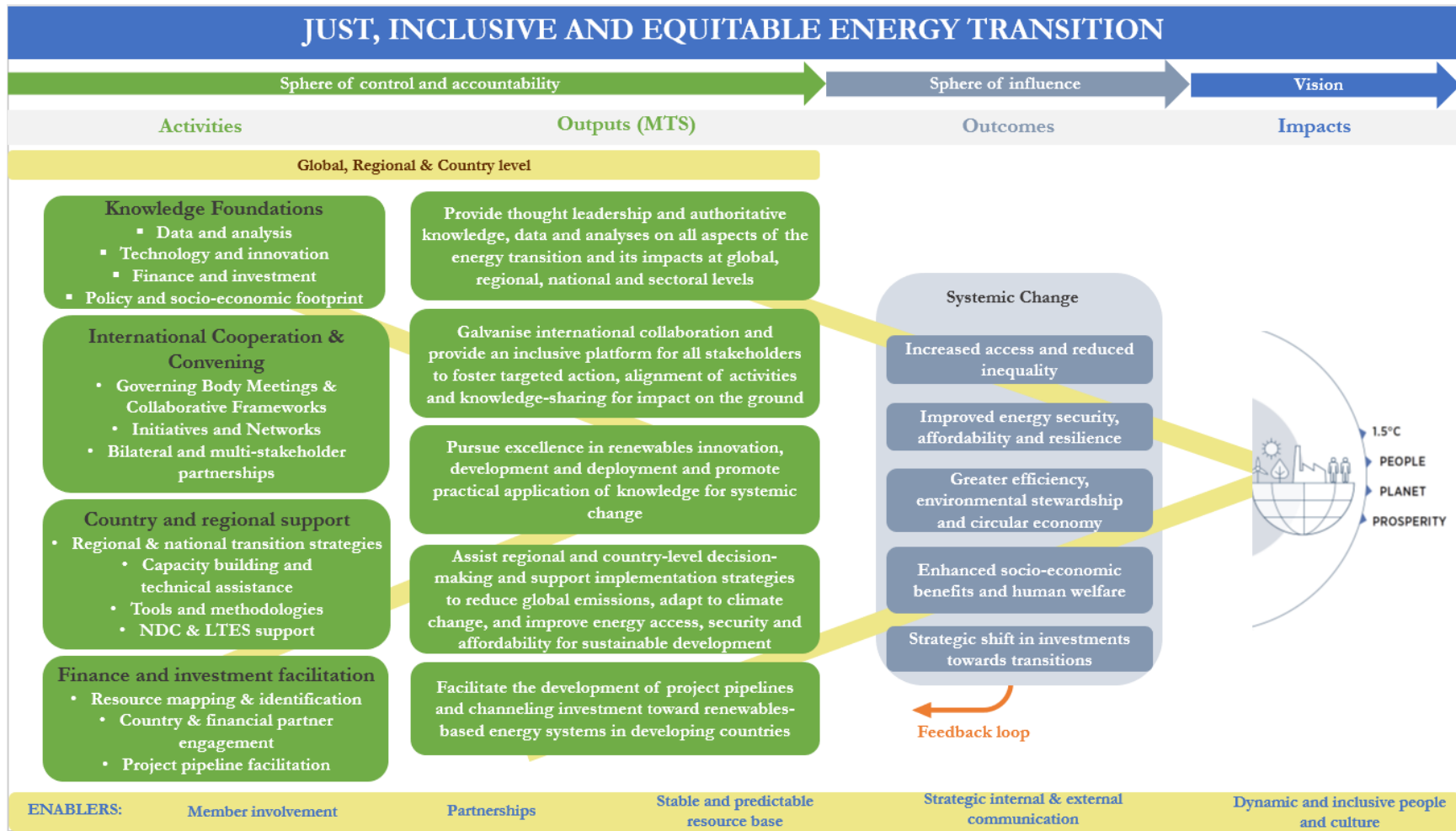
IRENA will work to:

- **Provide thought leadership and authoritative knowledge, data and analyses on all aspects of the energy transition and its impacts at global, regional, national and sectoral levels**
- **Galvanise international collaboration and provide an inclusive platform for all stakeholders to foster targeted action, alignment of activities and knowledge-sharing for impact on the ground**
- **Pursue excellence in renewables innovation, development and deployment and promote practical application of knowledge for systemic change**
- **Assist regional and country-level decision-making and support implementation strategies to reduce global emissions, adapt to climate change, and improve energy access, security and affordability for sustainable development**
- **Facilitate the development of project pipelines and channeling investment toward renewables-based energy systems in developing countries.**

IRENA Theory of Change

The IRENA Theory of Change (Figure 1) is an overarching view of the results that the Agency seeks to achieve to contribute to the global climate and development agenda. It depicts the link between the Agency's activities and outputs and the achievement of the long-term climate and development goals, so that they are more fully understood. The Theory of Change illustrates IRENA's sphere of control and accountability as well as the outcomes that it seeks to influence. It also identifies the enablers, which are the pillars upon which IRENA's ability to deliver is built.

Figure 1: IRENA Theory of Change



1. Centre of Excellence for the Energy Transition

Objective: Provide thought leadership and authoritative knowledge, data and analyses on all aspects of the energy transition and its impacts at global, regional, national and sectoral levels;

The energy transition is entering a new phase and the next five years is set to be a period of rapid change and unpredictability. An important task will be to keep sight of the medium and long-term goals and objectives, while tackling short-term priorities. IRENA will continue to identify transition pathways and monitor progress at different levels to provide to its Members the necessary granularity and nuance for evidence-based policymaking. Within the framework of WETO, and guided by the Membership, work should focus on priorities across all sectors (electricity and end-use), as well as analyses of the socio-economic, environmental, and geopolitical aspects of the energy transition. IRENA has already commenced work on human welfare included in WETO, to have a deeper understanding of the structural changes and progress in the sustainable development agenda. Given the structural and systemic impacts of the energy transition, these aspects will be broadened and deepened. This work will be particularly relevant to the ongoing policy evolution on just and inclusive transitions, sustainable industrialisation and distributional aspects.

As requested by Members, IRENA will also provide thought leadership in clarifying the links and impacts of renewables on energy security. In this regard, several topical priorities will remain, including supply chains, critical materials and hydrogen, as well as considerations such as digitalisation, cyber security, climate impacts and supply-demand dynamics. The institutional focus on energy access will be expanded to provide deeper insights and evidence on how the renewables-based transitions can accelerate progress toward universal access by 2030. Insights into nexus issues across areas such as education, food, gender, health, and water will also be examined, given their transformational potential and importance for economic and social resilience.

2. International Collaboration and Network Hub

Objective: Galvanise international collaboration and provide an inclusive platform for all stakeholders to foster targeted action, alignment of activities and knowledge-sharing for impact on the ground;

IRENA's global Membership, broad reach, and access to the vast expertise contained by its Members are recognised as key advantages compared to other organisations operating in the energy field. IRENA has proven to be an able convener of Members and stakeholders, including the private sector, international and regional organisations, academia, research institutions, and others while maintaining focus, impartiality, and independence.

In this context, several Collaborative Frameworks have been established to promote engagement, facilitate peer-to-peer exchange, and enrich programmatic output. These will be further evolved to tap into the abundance of knowledge that exists in IRENA's Membership and foster a sense of ownership as well as with other stakeholders, where appropriate.

IRENA will also harness its Governing Body Meetings and Global High-Level Forum on Energy Transition to promote international cooperation and multilateralism. The Agency will innovate to provide rich content and a dynamic setting for these regular meetings so they can become global touchstones to assess progress and coalesce action around priority areas. Moreover, given that IRENA is not an implementing agency, it is essential to maintain strong links with those operating on the ground to ensure the lasting impact of its programmatic activities.

The work ahead will also require the greater inclusion of groups that have a special stake in shaping the energy transitions, such as youth, labour unions, parliamentarians, and community representatives. IRENA will seek their input and participation in the Agency's processes and programmatic activities, to include diverse voices as a critical input to acceleration of energy transitions worldwide.

As the pace of change increases, capturing experiences and best practice is even more critical. IRENA, with its global reach, will become the repository of this information to make it a public good for the benefit of all. Where possible and appropriate, IRENA will seek synergies and leverage the work of others to maximise the effect of its resources and avoid duplication of effort.

3. Global Voice for Renewables

Objective: Pursue excellence in renewables innovation, development and deployment and promote practical application of knowledge for systemic change;

IRENA has a significant comparative advantage in the renewable sector and retaining its excellence and a leadership role will be of the essence as the pace of transition accelerates. While the previous strategic period focused on mainstreaming renewables into the global energy transitions discourse, the coming years will require not only a holistic approach to transitions, but also granular work on renewables-related elements of the systemic shifts. IRENA will therefore retain its leadership on renewables by staying abreast of key developments and innovations, especially with regard to enabling aspects such as grids, storage, flexibility solutions, power-to-X, electrification and direct application in end-uses, supply chains, green hydrogen, and alike. In line with the current practice, this work will spread across technology, policy, and markets to offer advanced insights and practical support for increasing the share of renewables.

Moreover, the Agency will ramp up its communication efforts to strategically position renewables-based energy transitions at the forefront, while underscoring the need for increased cooperation to accelerate a just and inclusive transition in every nation. IRENA has the mandate, legitimacy, and authority to be the global voice on renewable energy. Using targeted media engagement, social media outreach, stirring content, improved stakeholder relations, a visually engaging website and unique branding, the Agency will tailor clear messaging revealing the scale of the opportunities and challenges, and the depth and breadth of IRENA's contribution to the global effort on sustainable future. In reaching key audiences, IRENA will demonstrate that renewables are a strategic and cost-effective investment in resilience, energy security and socio-economic prosperity.

4. Support for Regions and Countries

Objective: Assist regional and country-level decision-making and support implementation strategies to reduce global emissions, adapt to climate change, and improve energy access, security and affordability for sustainable development.

IRENA will consolidate country and regional analytical and advisory work under a dedicated strategic pillar for greater alignment and coherence of programmatic activities. The energy transition pathways for countries and regions vary depending on circumstances and priorities, starting conditions, and capabilities. As energy transitions accelerate in different parts of the world, IRENA will work with countries to help ensure that all Members have access to knowledge and practical support to keep pace and are not left behind. IRENA will provide capacity building, technical assistance, and investment advice drawing from the Agency's established areas of expertise related to data collection, policy and regulation, Renewable Readiness Assessments, outlooks, and long-term plans, along with the support for integration of Variable Renewable Energy and system flexibility. Given the multifaceted nature of the energy transition, it is important to support Members in maximising its benefits. To this end, IRENA will continue to provide capacity building and technical assistance on the development and implementation of NDCs and long-term strategies. With the raising institutional focus on access, resilience, and human wellbeing, and the 2030 timeline fast approaching, support to African countries, Least Developed Countries (LDCs) and Small Island Developing States (SIDS), will continue to be a priority. IRENA's work will include direct support but also a greater effort to partner with implementing and financing entities to ensure complementarity, continuation, and impact on the ground.

Regional approaches are a crucial element for bringing about the necessary flexibilities, efficiencies, and economies of scale for renewables-based transitions. Adopting an integrated approach to transboundary issues such as energy trade, regulatory frameworks and policies, and regional infrastructure allows countries to leverage regional resources and maximise local capabilities. Given its global Membership, IRENA's comparative advantage rests in the ability to lead regional energy transition efforts. Regional frameworks can also promote competitiveness in the climate-safe global economy and support emerging value chains such as for green hydrogen. IRENA will therefore pursue Regional Energy Transition Outlooks (RETOs) to provide coherent technology, policy and socio-economic frameworks for impactful investment that creates jobs, industrial value additions, and inclusive and healthy societies. RETOs will be developed also as an effective tool to support the implementation of regional commitments and development strategies already in place. The Agency should also pursue new and practical avenues to accelerate regional transitions tailored to respective circumstances.

5. Facilitating Projects and Mobilising Capital

Objective: Facilitate the development of project pipelines and channeling investment toward renewables-based energy systems in developing countries.

Decisions on the adoption of renewable technologies and solutions to meet the energy needs of developing countries are often dictated – or restricted – by well-known barriers to financing and investment. IRENA is utilising its knowledge, expertise, and professional relationships to facilitate the

creation of project pipelines and access to finance.

The Agency will have to maintain even stronger relationships with multilateral development banks, funds, and the private sector to channel the necessary investment toward renewables in the coming period. IRENA will thus leverage instruments, such as the Climate Investment Platform (CIP), Investment Forums following their successful launch in Indonesia, and the Energy Transition Accelerator Financing (ETAF) Platform, to enhance the flow of financial resources to emerging economies and scale up the development of renewable energy projects. Special focus will be placed to projects that have a systemic impact and areas that need help such as proof of concept and crowding in the private sector. IRENA's experience in these areas will be invaluable for better understanding systemic and context relevant challenges and bottlenecks. Simultaneously, it will close the feedback loop and pass this information to IRENA's analytical work, including on policy, finance, and investment, to bring greater awareness and deeper knowledge on how to ensure capital flows to developing countries.

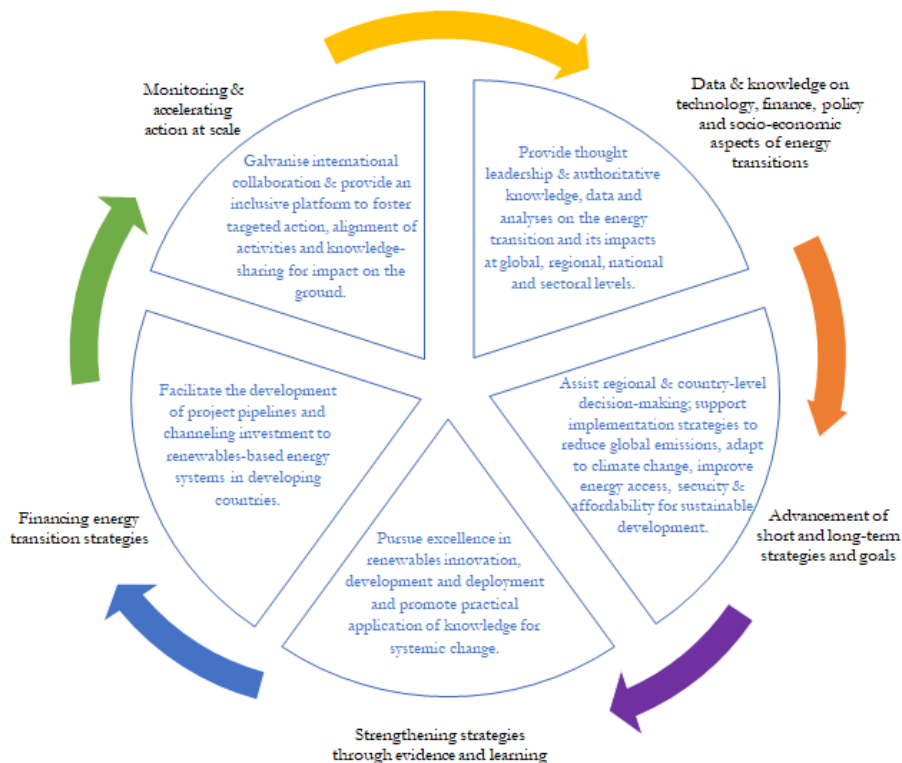
Effectiveness and Impact

Providing added value is of utmost importance in today's challenging global context, where varied agendas compete for limited resources. The clarity of IRENA's purpose, timeliness and strength of its mandate, and global Membership are an asset in the global energy landscape. The Agency must remain alert and agile, while adapting its organisational structure and strengthening institutional capacities to respond to the growing needs and increasing complexities of the sector. This is especially important in view of multiple players entering the renewables space and starting to work in the areas that IRENA pioneered over the last decade. This is a welcome trend that also calls for the Agency to stay a step ahead in leading the global transitions, setting the new trends and strategically tapping into the immense knowledge and experience of its global Membership.

In the 2023-2027 period, the Agency will continue to enhance its institutional approaches, tools, and mechanisms to continuously improve its overall outputs and delivery with sharply articulated programmatic activities. This will include strategies to track the discernible and traceable impact of IRENA's actions to the benefit of Members. In this regard, Member support will be critical, as the Agency depends on their feedback and active guidance to understand how the programmatic outputs are used at the country level, and where the gaps exist. Aligned with its mandate and functions, IRENA will:

- a. Remain focused on its core functions, creating a seamless feedback loop where knowledge and support functions are interacting and mutually reinforcing (Figure 2);
- b. Build on synergies and cooperation, avoiding duplication, redundancies, and marginal endeavours; and
- c. Systematically review and evaluate its work to demonstrate impact and strengthen programme delivery.

Figure 2: IRENA Medium-term Strategy 2023-2027



Resource base

The ability to deliver impactful results hinges upon a predictable and sustained resource base. As envisaged by the IRENA Statute, the core budget provides a stable source of funding, but these resources alone are not sufficient to meet Members' ambition for the Agency. Therefore, diversification of the resource base and the growth of non-core resources has become an integral part of IRENA's programming approach, as requested by Members in the previous MTS cycle. The trends in voluntary funding to-date have had positive effects on programme delivery and some key programmatic activities have grown through such support. Voluntary contributions have also provided a boost to the Agency's impact at critical junctions.

The key objective remains securing a sustainable balance between core budget and voluntary contributions and other resources, in a way that programme expansion and delivery capacity are adequately ensured. The establishment of the Renewables Acceleration Fund, envisaged in the 2022-2023 programmatic cycle can play a catalytic role in this regard. The establishment of the Fund will seek to expand the range of funding sources, including from other international organisations, philanthropies, and the private sector. Such a fund will help secure a multi-year resource base supporting successive programmatic cycles aligned with the MTS priorities and direction.

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To ensure coherence of delivery and sustainability of effort, it is essential that all voluntary and other resources complement core programme priorities and contribute to meeting agreed-upon strategic objectives. Therefore, IRENA will continue to provide a transparent overview of the use of voluntary contributions, along with funding needs and priorities to orientate Members' consideration of additional contributions and facilitate longer-term planning of projects and activities. In addition to voluntary contributions, this will include a proactive pursuit of secondment and loan arrangements, shared implementation of projects and activities, and in-kind contribution of expert and other resources. To this end, the alignment of non-core resources with the Agency's strategic direction, efficient use of voluntary resources, and compliance with donor conditions and requirements will be paramount. An integral part of the resource diversification strategy will be accessing private finance, while ensuring that these resources remain subject to transparent criteria and a strict set of guidelines that safeguard IRENA's independence and objectivity and maintain trust.

Attracting, development and retaining of highly qualified staff is central to the Agency's success. IRENA has undertaken significant efforts on aligning human resource policies and processes more closely with the Agency's strategic and programmatic objectives. The coming period will be complex, given the growing number of institutions dealing with renewables, many of which have more attractive conditions of service and room for career development and growth. With this reality in mind, the Agency will take a comprehensive approach to its workforce planning and development to ensure not only effective programme delivery, but also the long-term stability of the Agency.