

Twenty-sixth meeting of the Council
Abu Dhabi, 19-20 October 2023

**Report of the Director-General
Proposed Work Programme and Budget for 2024-2025**

Introduction

This document outlines the 2024-2025 Work Programme for the International Renewable Energy Agency (IRENA) and its corresponding budget. It builds on the Preliminary Framework discussed during the twenty-fifth IRENA Council, integrating feedback from Members since the start of the process in March 2023. Significantly, this Work Programme marks the introduction of the IRENA Results-Based Framework (RBF), which centers on the five strategic objectives detailed in the Medium-term Strategy (MTS).

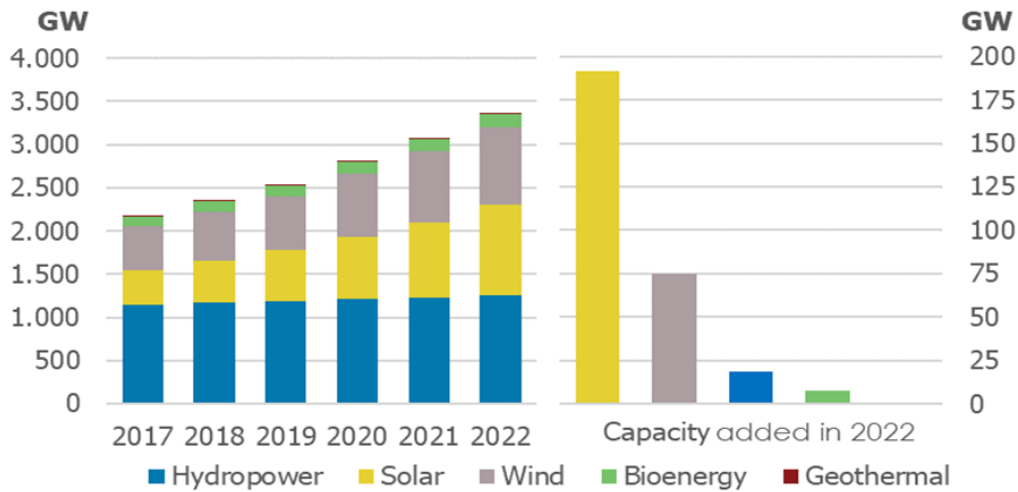
Section I provides context and the strategic direction for the upcoming biennium along the programmatic and institutional dimensions. Section II elaborates on IRENA programmatic activities, in accordance with the MTS pillars. In line with the shift to a results-based framework, each pillar highlights key activities for the coming two years contributing to the objectives set out in the MTS. It also, as requested by Members, offers insights into divisional roles for these undertakings. Section III outlines how IRENA's leadership and efficient programme management and support will enable the delivery of results. Section IV presents the IRENA budget for the 2024-2025 biennium, followed by more detailed data regarding allocations by division. The final section includes three annexes that provide the Results-Based Framework, an organisational chart and a scale of assessment.

I. Context and Strategic Direction

The world is on a quest for sustainable solutions to meet growing energy needs, while averting the effects of climate change. The time left to fulfil the promise of the 2030 Agenda for Sustainable Development and shift to a path aligned with the goals of the Paris Agreement on climate change is rapidly shrinking. The developments in the energy sector have an oversized impact on the achievements of these international agreements, so there is a new level of pressure to act. It is for that reason that renewable energy has moved from niche to center stage, given the ability of these technologies to make a major difference at the necessary speed and scale.

IRENA's World Energy Transitions Outlook (WETO) positions electrification and energy efficiency as main transition drivers, enabled by renewables, clean hydrogen and sustainable biomass. To realise this pathway, the deployment of renewables must triple to reach 1,000 GW annually to meet the climate and development objectives and milestones set out in the international agreements. WETO indicates that progress is being made and the pace of change is accelerating. Most improvement has been made in the power sector, indicating that a combination of technologies, policies and innovation allowed for significant, if incremental progress. IRENA's latest data shows that the share of renewable energy in the global energy mix has continued to grow, and as of the end of 2022, renewables accounted for 40% of the global installed power capacity (Figure 1). The installed capacity of renewable power has increased by almost 300 gigawatts (GW) and has accounted for a record-breaking 83% of global power additions.

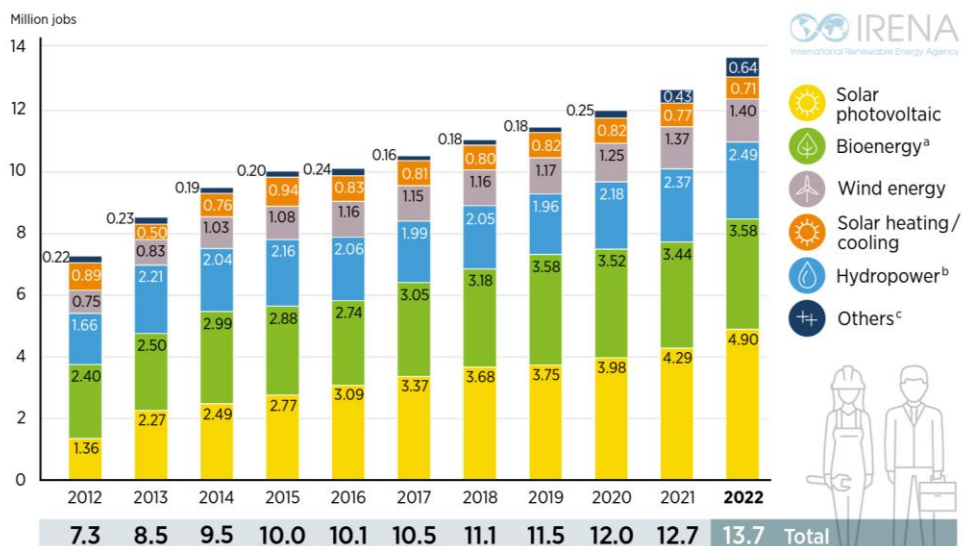
Figure 1: Renewable power capacity growth, 2017-2022



Source: IRENA, *Renewable capacity statistics 2023*, (2023).

A compelling business case of renewable technologies is a major driver of these deployment trends, with the recent fossil fuel price crisis further accelerating the competitiveness of renewable power. IRENA’s Renewable Power Generation Costs in 2022 report shows that some 86% of all the newly commissioned renewable capacity in 2022 had lower costs than fossil fuel-fired electricity, reducing the fuel bill of the electricity sector worldwide. When considering renewable capacity added since 2000, the electricity sector fuel bill in 2022 was reduced by at least USD 520 billion. IRENA’s Renewable Energy and Jobs: Annual Review 2023 report also shows that worldwide employment in renewable energy reached 13.7 million in 2022, an increase of one million since 2021, almost doubling the number of jobs in the past decade (Figure 2).

Figure 2: Global renewable energy employment by technology, 2012-2022



Source: IRENA, *Renewable energy and jobs: Annual review 2023*, (2023)

Moreover, heightened concerns around energy security have prompted several countries and regions to revise their energy transition strategies to deal with the immediate concerns, with several turning to renewables as the strategic solution in the mid to long term. This is reflected in real-life developments. In 2022, global investments in energy transition technologies reached USD 1.3 trillion. This marks a new record, up 19% from 2021 investment levels and 70% from before the pandemic in 2019, despite prevailing macroeconomic, geopolitical and supply chain challenges.

However, these global numbers and positive news mask important nuances. Investments – and resulting benefits such as jobs – are increasingly concentrated in a few regions and countries. Some 120 developing and emerging markets continue to receive comparatively low investment. Across these, the bulk of renewable energy investments is concentrated in only three countries: Brazil, China, and India. This means that more than 50% of the world's population – mostly residing in developing and emerging countries – received only 15% of global investments in renewables in 2022. Moreover, fossil fuel investments are also on the rise and the fossil fuel industry continues to benefit from subsidies, which doubled in 2021 across 51 countries.

The latest Intergovernmental Panel on Climate Change (IPCC) report¹ made it abundantly clear that the use of energy, particularly the burning of fossil fuels, is a major source of greenhouse gas (GHG) emissions and significant potential to reduce emissions lays in transitioning to renewable energy sources and improving energy efficiency. The report finds that climate change is already affecting many regions and sectors, with more frequent and severe heatwaves, heavy precipitation events and droughts, coastal flooding and erosion, and significant impacts on communities worldwide. IPCC concludes that climate change is aggravating poverty and inequality, particularly in developing countries, by affecting food security, water availability, and health.

The pace of change is woefully inadequate also for 675 million people, who still live without electricity and the opportunities it provides. Of those, 567 million people live in Sub-Saharan Africa – accounting for more than 80% of the global population without access. Meanwhile, 2.3 billion people lacked access to clean cooking, largely in sub-Saharan Africa and Asia. At the current rate of progress, 660 million people are projected to still lack access to electricity in 2030, and 1.9 billion people would continue to rely on polluting cooking fuels.

The energy transition is filled with ambitious objectives. However, there is also a noticeable lack of a structured approach and implementation plans to underpin the systemic change that renewable energy is bringing. WETO shows that the world is far from the required scale and size of change to stay on the 1.5°C pathway and deliver on sustainable development, lagging at all levels and in all sectors. To effectively navigate this transition, it is crucial to have both clear goals and actionable plans that guide all involved toward optimal outcomes. Moreover, as IRENA has long emphasized, a holistic approach to energy transition is necessary to proactively manage the outcomes across sectors, communities, and geographies. In this regard, the focus needs to shift from solely the supply side to also consider future demand and related prerequisites, and systematically address structural barriers that hamper the speedy transition. WETO outlines three priority pillars – physical infrastructure, legal and regulatory enablers and a well-skilled institutions and workforce – which need to be addressed simultaneously and require not only significant investment but also a redesign of international cooperation, to ensure that all actors can play their optimal roles.

¹ IPCC (2023), *AR6 Synthesis Report: Climate Change 2023*, Available [here](#).

A decade ago, the prevailing narrative on renewables was that of high costs, unreliability, and uncertain futures. Today, renewable energy is the backbone of global development and climate strategy. These developments are a reminder that IRENA is not just another international organisation, but a symbol of confidence that foresighted decisions and collective action can bring solutions for the future. Its work must now adapt to the new circumstances and respond to evolving dynamics, anticipate Members' needs as well as drive change on-the-ground.

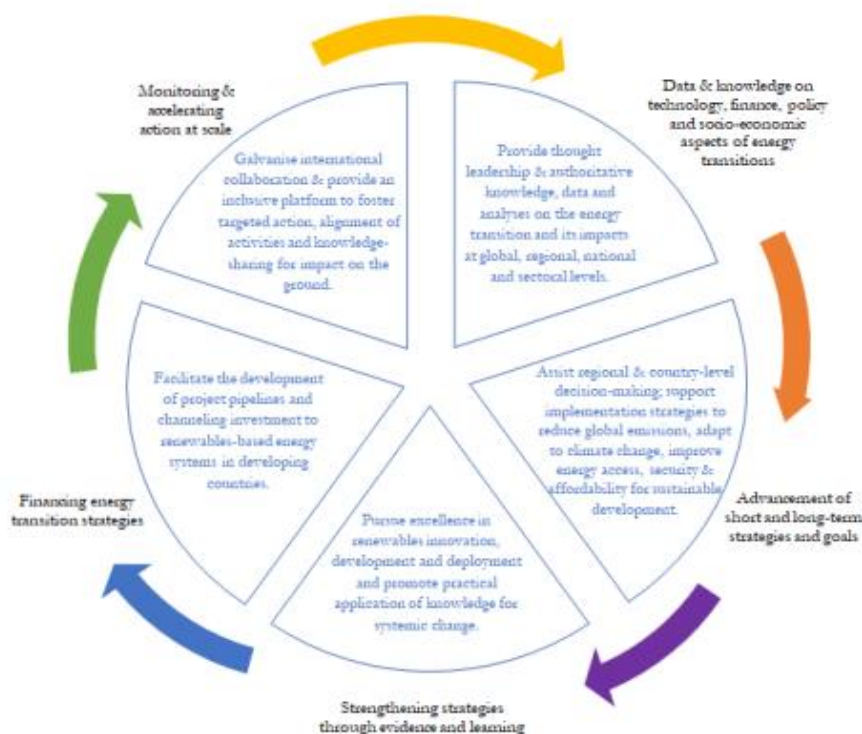
It is with this backdrop that IRENA will be delivering its next Work Programme, developed to embrace the new strategic direction and engender a systemic shift to renewables as the means to tackle energy concerns and ensure a positive contribution to human welfare and equality. With the added attention to the interaction between renewables and energy security and resilience, the Work Programme will balance the need to be responsive to immediate priorities and short-term challenges with long-term strategies, ensuring that the Agency can both reflect and influence the tumultuous times in which we operate.

The Medium-term Strategy 2023-2027 sets out a direction for IRENA's work in the coming years and highlights the changing global context in which the Agency operates. This changing context and the expectations that Members have from the Agency are set out in the revised mission statement. Accordingly, IRENA is expected to *“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 pillars that provide orientation to programmatic cycles, guiding the Agency's action across its competence areas (Figure 3), calling on IRENA 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; and
- Facilitate the development of project pipelines and channel investment toward renewables-based energy systems in developing countries.

Figure 3: IRENA Medium-term Strategy 2023-2027



Member feedback received on the priorities for the coming programmatic period reaffirmed the strategic considerations and guidance of the MTS outlined above, with nuances stemming from national and regional contexts and priorities. These span from development imperatives, sustainable growth, energy security, resilience at all levels and local pollution considerations, with the overarching backdrop of the accelerating climate change and its wide-ranging consequences. Also considered the significant global events of the past biennium, notably the wide-ranging effects of the COVID-19 pandemic and the war in Ukraine that have further crystallised the vulnerabilities of the current energy system. They also accentuated the areas that need to be proactively shaped to ensure the long-term resilience and sustainability of an energy system dominated by renewables.

The global prioritisation of energy transitions is a welcome development. In contrast to IRENA being a near-lone voice of renewables only a few years ago, there are now many players in the energy transition landscape. As such, it is increasingly essential that the Agency focuses on its comparative advantages to best serve its Membership, promote efficient use of resources, and avoid duplication of work. IRENA's forward-looking, global mandate and clear purpose of driving the renewables-based energy transition worldwide continue to give the Agency a competitive edge that will be harnessed in the implementation of its programmatic activities. In this regard, Member participation will continue to be mainstreamed in the programmatic work through collaborative frameworks and other innovative approaches, as IRENA's main strategic asset.

In recent years, IRENA pursued partnerships across public, private, and civil society entities, especially those that contribute to the quality of analytical output and provide the link to the implementation of necessary actions. This approach has also influenced IRENA's way of working, and collaborative projects, both analytical and country-level, have become an Agency trademark.

Examples range from analytical reports, such as on jobs with the International Labour Organisation (ILO), African market analysis with the African Development Bank (AfDB), or on solar PV markets with the World Trade Organisation (WTO) and through initiatives like the Global Health and Energy Platform of Action (HEPA) and with the World Health Organization (WHO). This also includes the Energy Transition Accelerator Financing (ETAF) platform, which has brought several financing and related institutions under the IRENA umbrella. These collaborative approaches have proven to be effective and have contributed to IRENA's reach and influence. Such strategic alliances will continue to be pursued going forward.

In their feedback on the next Work Programme, Members provided a range of concrete suggestions and themes, with several underlying commonalities. First, there was a clear request to pay attention to short-term developments and priorities, considering the dynamism and unpredictability of the sector and the deadline of 2030 as a major milestone for the realisation of development and climate goals. Second, there was a strong call for balance across pillars, guided by analytical excellence and the necessary granularity to empower sound decision-making and concerted action. Finally, Members emphasised the new elements in the IRENA mission, notably energy security, access, increased equality, and human welfare, and stressed the importance of making clear and practical links with the renewables-based transition. Members also noted the importance of the results-based approach to measure the impact and track the implementation of IRENA's work, which will also help focus on select activities that make the greatest contribution to the global energy transitions effort.

As a result, IRENA's Work Programme spans the analytical, empirical, and country support, underpinned by partnerships and collaborative arrangements. Carefully selected and streamlined programmatic activities aim to fill knowledge gaps, inform, and shape the global energy discourse and drive policy action and investment at scale toward renewables-based energy systems worldwide. As underlined by Members, IRENA can make unique contributions at the regional levels as well, which will remain central to the work across strategic pillars. Considering the current trajectory of the energy transitions and the broader geo-economic and social context, the immediate programmatic priorities for the biennium will include:

- Physical infrastructure;
- Energy transition investment;
- Well-skilled workforce;
- Access and livelihoods and
- Energy security and resilience.

Physical Infrastructure. In the WETO 2023, IRENA emphasised physical infrastructure as a key pillar of transition, and an essential prerequisite for greater penetration of renewables. Physical infrastructure upgrades, modernisation and expansion will increase resilience and build flexibility for a diversified and interconnected energy system. Transmission and distribution will need to accommodate both the highly localised, decentralised nature of many renewable fuels, as well as different trade routes. Planning for interconnectors to enable electricity trade and shipping routes for hydrogen and derivatives, must consider vastly different global dynamics and proactively promote the diversification and resilience of energy systems. Storage solutions, EV charging systems and district heating and cooling networks will need to be widespread and designed with geo-economic impacts in mind. Public acceptance is also critical for any large-scale undertaking as opportunities for communities to voice their perspectives and be included in decision-making as well as being able to benefit from the projects will be critical.

As the future energy system continues to be built, important questions will have to be considered internationally, regionally, and locally on where infrastructure projects are constructed, who will be impacted, who will be benefited, who will bear the cost and who will own these assets. IRENA has an important role to play in identifying best practice, policies, and measures to address any potential negative environmental and social impacts of the transition.

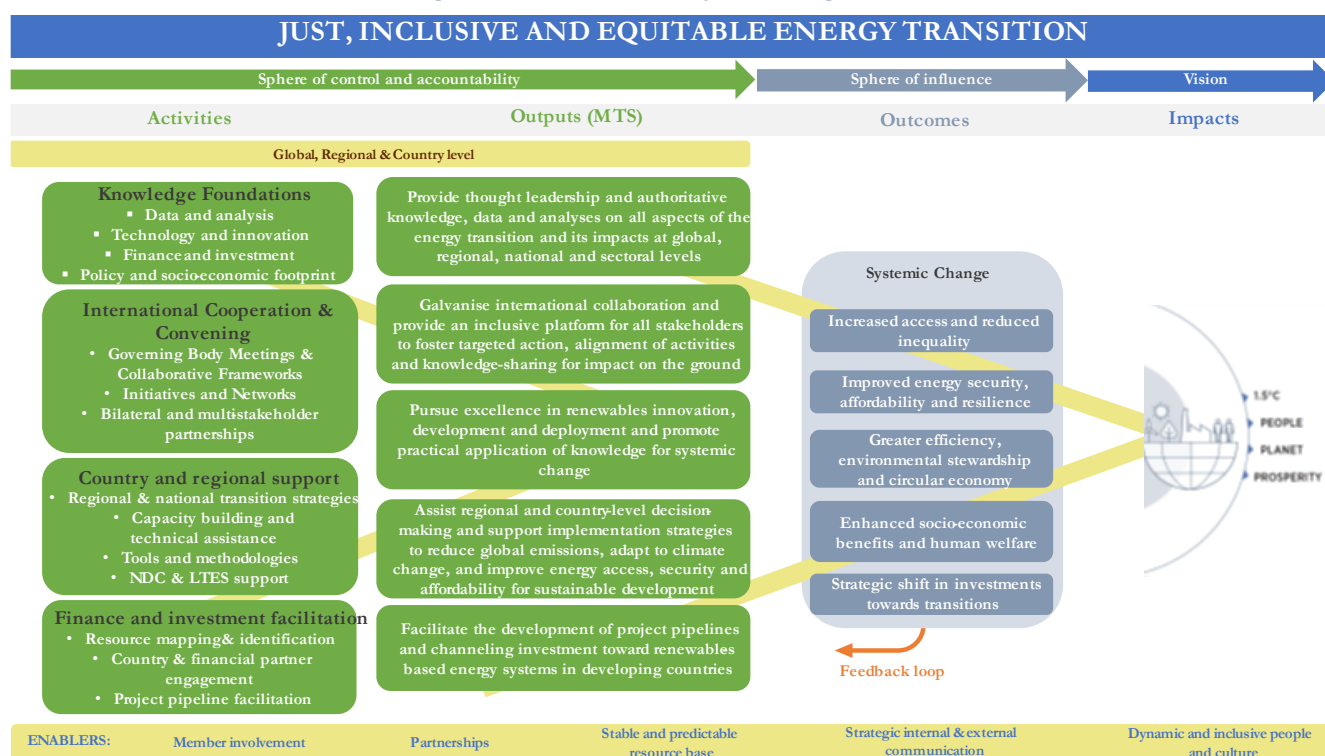
Targeted investment toward resilient energy systems. While many industrialised countries are making major strides in transitioning toward renewable systems, significant barriers to investment at scale in developing countries continue to hamper progress. Overcoming these will be the single most crucial factor in their ability to transform their energy systems at the necessary pace and rapidly reduce energy poverty that hinders sustainable development and improved livelihoods. IRENA will therefore continue to support its Members in overcoming challenges to attracting investment for the energy transition in general, and renewable energy projects in particular, through analytical work and project facilitation. On the analytical side, IRENA will continue to study global investment trends funding needs and barriers impeding investment, to produce recommendations on innovative financing instruments and broader systemic reforms needed for a just and inclusive energy transition. Moreover, IRENA will continue to expand partnerships with financing entities and facilitate a pipeline of bankable projects rooted in a stable policy and regulatory framework and supported by de-risking mechanisms. The Climate Investment Platform (CIP) and the Energy Transition Accelerator Financing (ETAF) platform are starting to yield results and IRENA will seek to grow these activities, with additional efforts on capacity building for project developers, financial institutions and state actors as well as technical advisory support to project proponents. All these activities will also be linked with analytical work to increase and accelerate learning globally.

Well-skilled workforce. IRENA has long focused on jobs, measuring its growth as a major socioeconomic benefit but also foreseeing the lack of skilled personnel as a possible barrier to the energy transition. As this is now emerging as a widespread concern, IRENA has yet again positioned it in the WETO as an essential pillar of the accelerated transition. WETO indicates that tens of millions of additional jobs will likely be created in the coming decades as investments grow and installed capacities expand. A broad range of occupational profiles will be needed and filling these jobs will require concerted action in education and skills development. To attract talent to the sector, it is crucial that jobs are decent, and that women, youth and minorities have equal access to job training, hiring networks and career opportunities. IRENA will therefore build on its pioneering work on jobs, education, and gender to sustain focus on this often-forgotten aspect of the energy transition.

Access and livelihoods. Over the years, IRENA has gradually increased its focus on access and clean cooking given the importance of renewables for the achievement of SDG7 and the resulting impact on lives and livelihoods. With energy access expansion slowing down and even reverting in many Member countries, IRENA will make a greater contribution to ensure that the role of renewables in access is fulfilled and accelerated. Given that access to energy is a requirement for the achievement of many other SDGs, IRENA will continue to take a systemic and cross-sectoral approach across a range of social and economic priorities to position the renewables-based energy transition as a means to improve health, access to water, and efficient agri-food chains, among other things. The work will include state-of-the-art data and analysis, as well as collaborative partnerships and alliances that can accelerate progress on-the-ground.

Energy security and resilience. Policy makers have a unique chance to reassess the options available to them and consider how investment in the renewables-based transitions can contribute to diverse objectives, notably long-term energy security, resilience, and new forms of collaboration. With the MTS positioning renewables as a key avenue toward these goals, IRENA will spearhead a fresh approach to the strategic deployment of energy transition technologies and proactive management of possible obstacles and adverse impacts. Highly topical subjects such as critical materials and green hydrogen will remain part of this work, along with emerging technical and geo-economic considerations. Programmatic activities will also focus on clarifying the impact of different pathways, to help countries make forward-looking, safe, and strategic choices.

Figure 4: IRENA Theory of Change



While the Agency is no longer new, several elements enable it to assertively lead the next stage of the global energy transitions. Unlike many international organisations, IRENA does not have legacy mandates, but a clear mission that is fully aligned with the 2030 Agenda for Sustainable Development and the Paris Agreement. The Agency's global Membership gives it a unique ability – and a responsibility – to consider the future energy system from all angles, in support of diverse priorities, abilities and needs of its Members.

Introduction of results-based framework

This programmatic cycle marks the introduction of the Results-Based Framework (RBF) for IRENA, responding to Member requests for greater focus on impact and monitoring and evaluation of the Agency's work. Developed with the support of external experts, the RBF offers a mechanism for identifying key results and a basis for learning and telling IRENA's story.

It will lead to adjusting the ways of working from the outset toward demonstrating results derived from IRENA’s work and providing a mechanism for capturing impact from soft interventions. Gradually, as the substantive adjustments take root, the RBF will guide resource mobilisation to ensure full alignment with the Agency’s strategic direction.

The Framework is anchored in IRENA’s Theory of Change (Figure 4), functioning as both an accountability and management instrument. Capturing the tangible results and impacts of IRENA's knowledge products and advisory tasks is challenging, as numerous activities do not yield immediate discernible outcomes. This has been a recurring challenge in biennial self-evaluation cycles. However, the RBF will help to demonstrate over time the impact IRENA activities can have on government policies, country capacities, and wider influence of the global energy discourse.

The outcomes of each strategic pillar are accompanied by a set of indicators that together reflect the integrated nature of the programmatic activities. IRENA will measure how its interventions contribute to achieving its strategic goals at three levels, namely outputs, immediate and intermediate outcomes. IRENA will provide annual updates on progress towards these benchmarks, drawing data for impact indicators from both internal and external sources, as well as annual Member surveys.

Figure 5: Capturing IRENA results at different level of results

Level of results	Reporting structure
IRENA direct support	Quantitative indicators (results within control of IRENA)
IRENA enabling interventions	Qualitative and quantitative indicators and selected impact stories (focus on influence and uptake of IRENA’s work)
IRENA influencing interventions	

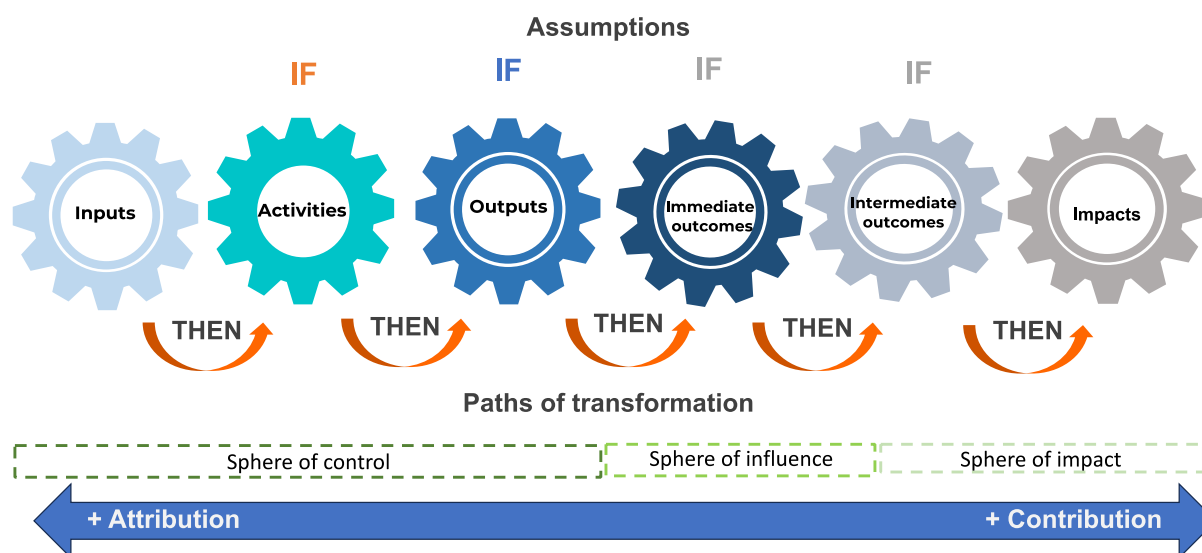
The highest level of control or influence rests at the immediate outcome level, where results can be directly associated with the intervention and IRENA can exercise the most direct control or influence over results. Impact at this level is measured using quantitative indicators. The contribution from IRENA becomes less direct when results occur because of enabling and influencing activities and by partnering with Governments, other organisations, the private sector, and others as external factors start playing a role. Impact at these levels is primarily measured using qualitative indicators. In this regard, IRENA will introduce annual surveys to consistently capture information from Members and others. Over time, this information will provide credible basis for assessing the Agency’s impact across the objectives set out in the MTS. In addition, impact stories will deliver examples that capture the results of IRENA activities to provide evidence of change that occurred after a specific intervention.

Assessment and evaluation are crucial elements of the RBF. The process also ensures that lessons learned are considered in planning future activities. Therefore, assessments and evaluations will be undertaken to review and reaffirm the relevance of activities; assist in measuring more precisely their impact; and eventually assess the effectiveness of activities in achieving expected results. Building on the current practice, IRENA will continue to report through Progress and Annual reports, self-evaluations and MTS mid-cycle external evaluations, along with discretionary evaluations of selected projects.

The first year of the biennium will be used to institutionalise the RBF, define baselines and refine

indicators as and if needed. The intent is to maintain the RBF as an evolving document in its early phases, given its profound influence on the Agency's operations and the requisite fine-tuning to align with practical needs. It is foreseen that dedicated resources will be allocated for this purpose, consistent with practices in other international entities. All voluntary contributions will be also assimilated into the RBF. Furthermore, IRENA will set aside resources from each contribution for monitoring and evaluation to ensure the system's integrity and adequate resourcing.

Figure 6: Categorisation of results-based framework



II. Work Programme for 2024-2025

a. Centre of Excellence for Energy Transformation

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.

IRENA will continue to function as a Centre of Excellence for Energy Transformation, refining and improving its flagship analytical and empirical products to provide comprehensive and timely information, evidence, and recommendations to increase global investments to the necessary levels and distribute them more evenly among end-uses and countries. Its work will focus on all sectors, including electricity and end-use, as well as analyses of the finance, socio-economic, environmental, and geo-political aspects of the energy transition, with an added emphasis on systemic change. The next two years will be crucial in achieving the 2030 Agenda and staying on a 1.5-degree pathway, and IRENA will strive to improve the accessibility of its products, while ensuring rigour, transparency, and credibility.

IRENA will observe progress in the energy transition through various lenses, including renewable energy statistics, renewable energy potentials and resources, costs, policy, targets, jobs reviews, socio-economic impacts, finance landscape, and technology indicators. These will feed into the central annual product, WETO, which will evolve in line with the priorities of the MTS and global energy dynamics. WETO will monitor the progress of the energy transition, with the necessary granularity and nuance for evidence-based policymaking and informing international processes such as the Conference of the Parties (COP) of the United Nations Framework Convention on Climate Change (UNFCCC) and the High-level Political Forum on Sustainable Development (HLPF). Additionally, the analysis will advance the work on human welfare, providing a deeper

understanding of the structural changes and progress in the sustainable development agenda. This will be particularly relevant to the ongoing policy evolution of green industrialisation and distributional aspects. To support the alignment of regional strategies and investments with mid- and long-term development and climate goals, several Regional Energy Transition Outlooks (RETOs), including in Africa and Latin America, will be finalised.

IRENA will provide thought leadership on the links and impacts of renewables on energy security, including topical priorities such as global supply chains, critical materials, and hydrogen. Flagship analyses will be conducted in critical areas of innovation, just and inclusive energy transitions, and geopolitics, and expand the breadth and depth of access-related topics. 2024 marks five years since the seminal report of the Commission on Geopolitics on the Energy Transition. IRENA will therefore convene this Commission in this programmatic cycle to take stock of progress and provide thought leadership on the rapidly changing geopolitics of the energy transition. Analytical deep dives will continue to be provided, starting with the geopolitics of energy security in line with IRENA's revised mission.

Tracking SDG7 on energy will continue, in cooperation with the custodian institutions, as it has been the practice since 2016, but also further work on clean cooking and off-grid renewables for energy access. The Agency will also consolidate its analytical work, drawing upon all aspects of its activities to produce fewer, but more comprehensive products. Analytical work will underpin the convening, technical assistance, and capacity building efforts, and benefit from them, leading to sharper policy advice and real-life applicability.

Table 1: Overview of key activities – Centre of Excellence for Energy Transformation

Key activities	Lead (L), Co-lead (CL) ² , and Support (S) divisions ³				
	CEP	IITC	KPFC	PFS	ODG
World Energy Transition Outlook (WETO) (2024 and 2025 editions)	S	CL	CL	S	
Regional Energy Transition Outlooks ⁴ (Africa (Target 5); EU (Target 1) and South America (Target 1))	S	CL	CL	S	
Renewable Energy Capacity and Generation (2024 and 2025 editions)			L		
Renewable Energy Power Generation Cost (2024 and 2025 editions)		L			
Renewable Energy Jobs (2024 and 2025 editions)			L		
Geopolitics of the Energy Transition (2024 and 2025 editions) ⁵		S	S		L
Global Landscape of Renewable Energy Finance			L		
Innovation Landscape Report and Innovation Week		L			
Tracking SDG7: The Energy Progress Report (2024 and 2025 editions)		S	L		

² There can be multiple leads (L) for a cluster of activities. Activities that have shared leading roles are marked as CL.

³ CEP: Country Engagement & Partnerships; IITC: Innovation & Technology Centre; KPFC: Knowledge, Policy & Finance Centre; PFS: Project Facilitation & Support; ODG: Office of the Director-General.

⁴ Supported in part by the European Commission.

⁵ Supported in part by the Government of Netherlands.

Table 2: Core budgetary requirements – Centre of Excellence for Energy Transformation

Core budgetary requirements			
Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)	8,306	Proportion of IRENA budget	11.8%
Breakdown of core assessed and core non-assessed costs (in USD thousands)			
Staff costs			3,249
Non-staff costs			5,057
Non-staff costs by division			
Country Engagement and Partnerships			312
IRENA Innovation and Technology Centre			1,782
Knowledge, Policy and Finance Centre			2,625
Office of the Director-General			223
Project Facilitation and Support			115

b. 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.

The centrality of energy to the global development and climate agenda is undisputed, and international cooperation in energy has increased exponentially in recent years. This cooperation plays a decisive role in determining the outcomes of the energy transition and is a critical avenue for achieving greater resilience, inclusion, and equality. IRENA stressed in the latest WETO that the dynamism of energy sectors and geopolitical developments necessitate greater scrutiny of international cooperation modalities, instruments, and approaches to ensure their relevance, impact and agility. It also called for greater scrutiny of the roles and responsibilities of different players to ensure their optimal contribution and alignment with the energy transition needs. This includes an assessment of IRENA's own role and how it can best leverage its global Membership, broad reach, and access to the vast expertise contained by its Members.

Building on the experience to date, IRENA will seek to maximise the use of its regular meetings, make the best use of its proven collaborative initiatives, and purposefully engage in selected regional and global events. The Agency will leverage its Governing Body Meetings as the prime global venue for international cooperation on energy transitions. Other cooperation avenues, notably Collaborative Frameworks, will be refined and streamlined as tools for engagement, peer-to-peer exchange, and enrichment of programmatic output through the participation of a wide range of stakeholders. In this regard, the Coalition for Action will continue to serve as a strategic arm for stakeholder participation in IRENA and will include engagement with the groups on Business and Investors, Community Energy, Decarbonising End-Use Sectors, Renewables in Agriculture, Sustainable Energy Jobs and Towards 100% RE. Similarly, ongoing work with constituencies such as youth and parliamentarians will continue given the importance of these voices.

IRENA's established initiatives will continue to evolve. The Small Island Developing States (SIDS) Lighthouses Initiative will reach 10 years of existence in 2024, when the Fourth International Conference on SIDS will take place. This will be a critical moment for the Initiative to feed into the process and adjust its focus to the outcome of the Conference, in line with the emerging priorities set out by SIDS. The other long-standing initiatives including Global Geothermal Alliance (GGA), Long-Term Energy Scenarios Network (LTES), and Entrepreneurship Support Facility will be carefully assessed to ensure they are responsive to the new and emerging priorities. IRENA will continue to work on the Renewables in Peacekeeping compact, implemented in cooperation with Norway, the UAE, and the United Nations to accelerate greening of peacekeeping operations and maximise local benefits.

Special efforts will be placed to advance more recent initiatives. IRENA is facilitating the newly launched Accelerated Partnerships for Renewables in Africa (APRA), which is an Africa-led initiative for countries with high renewable ambition to underpin their green industrialisation and development. Kenya, together with Ethiopia, Namibia, Rwanda, Sierra Leone, and Zimbabwe are leading this work, with founding members including Denmark, Germany, and the UAE. The Partnership focuses on three key areas: mobilising finance, providing technical assistance and capacity building, and engaging the private sector. The Global Offshore Wind Alliance (GOWA)⁶, cofounded with Denmark and the Global Wind Energy Council (GWEC), is also gaining significant momentum and presents a major avenue to accelerate offshore wind deployment worldwide, in line with WETO estimates of 2000GW by 2050. An additional recent initiative includes the Alliance for Industry Decarbonisation (AFID), which can make an important contribution in decarbonising industrial value chains and accelerating net-zero ambitions.

In line with the refined strategic priorities, IRENA will pursue international cooperation on access to facilitate the integration of decentralised renewable solutions in agri-food, water and health sectors, along with the delivery of the biennial IOREC as a flagship IRENA off-grid conference. For instance, the Beyond Food initiative focuses on the deployment of clean cooking energy and technologies, and IRENA will support country and regional assessments of renewable solutions in Sub-Saharan Africa and Asia. IRENA is also working on the establishment of the Empowering Lives and Livelihoods initiative for tailored country programmes to promote access to solutions and affordable finance for smallholder farmers, agri-enterprises, and health facilities. Additional activities will include the establishment of the Energy Transition Education Network to facilitate multi-stakeholder cooperation on education and skills.

IRENA is already an active participant in collaborative efforts such as UN-Energy, COP, and the UNFCCC Marrakesh Partnership for the Global Climate Action, the Clean Energy Ministerial, as well as Member-led initiatives such as Mission Innovation and Breakthrough Agenda⁷ among others. IRENA has also been a regular contributor to processes such as G7 and G20, and such cooperation will continue upon request by Members. In addition, IRENA will continue to participate in pertinent regional and political fora and retain the necessary agility to be able to respond to such requests, including the support of post-COP28 activities.

⁶ GOWA is co-founded by Denmark, IRENA and GWEC.

⁷ Supporting work done in cooperation with the IEA and UNFCCC Climate Champions.

Table 3: Overview of key activities – International Collaboration and Network Hub

Key activities	Lead (L), Co-lead (CL), and Support (S) divisions ²				
	CEP	IITC	KPFC	PFS	ODG
Governing Body Meetings and other Member engagement	S	S	S	S	L
Collaborative Frameworks ⁸ on Critical Materials; Geopolitics; Green Hydrogen; High Shares of Renewable Energy; Hydropower; Just & Inclusive Energy Transition; Offshore Renewables; and Project Facilitation.	L	L	L	L	L
Accelerated Partnerships for Renewables in Africa (APRA) ⁹	S	S	S	S	L
SIDS Lighthouses Initiative ¹⁰	L	S	S	S	S
Access: Beyond Food; Empowering Lives & Livelihoods; and IOREC ¹¹	L	S	S	S	
Technology and decarbonisation: Alliance for Industry Decarbonisation; GOWA ¹² ; GGA; LTES network; and RE for Peacekeeping ¹³ .	L	L	L		S
Skill development: Initiatives on Energy Transition Education Network; Entrepreneurs; Youth and Legislators Forum.	L		L		L
Coalition for Action: White papers and joint actions			L		

Table 4: Core budgetary requirements – International Collaboration and Network Hub

Core budgetary requirements			
Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)	10,255	Proportion of IRENA budget	14.6%
Breakdown of core assessed and core non-assessed costs (in USD thousands)			
Staff costs			3,886
Non-staff costs			6,369
Non-staff costs by division			
Country Engagement and Partnerships			777
IRENA Innovation and Technology Centre			1,267
Knowledge, Policy and Finance Centre			792
Office of the Director-General			3,418
Project Facilitation and Support			115

⁸ Supported in part by the Government of Denmark.

⁹ Supported in part by the Government of Denmark.

¹⁰ Supported in part by the Government of Denmark.

¹¹ Supported in part by the Walloon region of Belgium.

¹² Supported in part by the Government of Denmark.

¹³ Supported in part by the Government of UAE.

c. Global Voice of 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. The coming years will require granular work on renewables-related elements across infrastructure, policy and human resources as key enablers. IRENA will therefore stay abreast of key developments and innovations, including enabling aspects such as policy frameworks, grids, storage, flexibility solutions, power-to-X, electrification and direct application in end-uses, supply chains, and green hydrogen, among others. Greater focus will be placed on electricity access and clean cooking, in line with new strategic priorities. This work will spread across technology, policy, markets and finance to offer advanced insights and practical support for systemic change. IRENA's pioneering work on gender in energy will also be strengthened, along with deeper analyses of renewable solutions for rural communities.

A focus will continue to be placed on the integration of variable renewables in the power system, given the ambition and necessity for the deployment of solar and wind technologies. Analyses of renewables in end-use sectors, including transport, heating and cooling as well as market design remain of high relevance. In this regard, electrification of end-use will be considered from many angles, given its importance in the global decarbonisation effort and the potential for leapfrogging solutions in countries yet to evolve the necessary infrastructure and industries. Building on the work to date and based on Member feedback, specific topics will also include environmental impacts and life-cycle assessments, circular economy, quality infrastructure, critical minerals, storage, digitalization, and AI among others. IRENA will continue to expand its toolbox for Innovation to Foster the Renewable Energy Transition (IFRET) to provide cutting-edge knowledge and advice on strategies to decarbonise industry, transport and buildings sectors, and facilitate the trade of green hydrogen commodities.

IRENA will step-up proactive communication and outreach as an underpinning of its role as the Global Voice of Renewables. It is recognised that communication and outreach are the areas where more focus will have to be placed to ensure IRENA's voice is heard. Among other things, the focus will be placed on strategic leadership to define and disseminate key messages and knowledge products. IRENA will cooperate with communications and social media actors who can help to amplify reach and better target audiences for a more significant impact. In this regard, multilingualism will continue to be used as a tool to disseminate knowledge to a wider audience and enable greater participation in programmatic activities.

Table 5: Overview of key activities – Global Voice of Renewables

Key activities	Lead (L), Co-lead (CL), and Support (S) divisions ²				
	CEP	IITC	KPFC	PFS	ODG
End-use transition: Analysis on technology status, innovative alternatives and enabling frameworks for the energy transition in end-use sectors; policies for decarbonisation of industry; Hydrogen for RE transition including technology status, innovative alternatives and enabling frameworks for the scale-up of green hydrogen (Target 3)		CL	CL		
Critical materials: Analysis of current and future demand and supply of critical materials for the energy transition and the potential for technological substitution through innovation (Target 1).		CL	CL		
NDCS and RE targets: analysis on ambition and impact of RE targets and NDCs (Target 2).			L		
Technology specific: Analysis on sustainable Aviation Fuels in Southeast Asia; policies for end-of-life management of wind power and the circular economy (Target 2).		L	L		
Infrastructure ¹⁴ : Analysis on technology cost and performance; Flexibility, storage and power to X; Planning; Policy for decentralised solutions (Target 4).		L	L		
Nexus ¹⁵ : RE in Gender, RE in adaptation, clean cooking (Target 2).	S		L		
Institutional capabilities: Analysis of policies for livelihoods (Target 1)	S		L		
Global communications strategy with multi-lingual content, information and outreach.	S	S	S	S	L
Innovation to Foster the Renewable Energy Transition (IFRET) (Target 1).		L			

Table 6: Core budgetary requirements – Global Voice of Renewables

Core budgetary requirements			
Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)	8,860	Proportion of IRENA budget	12.6%
Breakdown of core assessed and core non-assessed costs (in USD thousands)			
Staff costs			4,086
Non-staff costs			4,774
Non-staff costs by division			
Country Engagement and Partnerships			287
IRENA Innovation and Technology Centre			1,521
Knowledge, Policy and Finance Centre			977
Office of the Director-General			1,874
Project Facilitation and Support			115

¹⁴ Supported in part by the European Commission.

¹⁵ Supported in part by the Walloon region of Belgium.

d. 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

Countries move towards the energy transition from different starting points and with various structural, economic, social and institutional considerations. They therefore require concrete, objective and targeted advice and support and IRENA has filled an important gap in this regard. With the rising institutional focus on access, resilience, and human well-being, and the 2030 timeline fast approaching, support to African countries, Least Developed Countries (LDCs) and 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.

Building on the work to date and its continuous analytical excellence, IRENA will provide advice and support to countries leveraging its value added. These will be in direct response to requests received from Members and aligned with the priorities of renewables-based energy pathways. The implementation of Nationally Determined Contributions (NDCs) and their continuous improvement of both mitigation and adaptation aspects will remain a priority, especially in view of the upcoming 2025 update cycle. Renewable Readiness Assessments (RRAs) and roadmaps remain key offerings, which will be refined to make them more comprehensive, policy-relevant and supportive of national development and investment strategies. Experience to date has shown that IRENA's assistance is also commonly sought on issues such as data collection, renewable energy target design, energy planning, grid integration, renewable resource assessments, policy advice, job creation and nexus with health, food, and water among others. IRENA's established tools and methodologies will therefore continue to be deployed and refined, with the targeted effort for their long-term use by local stakeholders.

Regional approaches are a crucial element for bringing about the necessary flexibilities, efficiencies, and economies of scale for renewables-based transitions. Regional levels will therefore be prioritised to support integrated markets for accelerated energy transitions and a high share of renewables. IRENA is already engaged in multiple regional efforts, including with the ASEAN, the African Union (AU), the European Union (EU), and the Latin American Energy Organization (OLADE), including through the Clean Energy Corridors stream of work. In the coming biennium, regional work will increasingly reflect the findings and recommendations of RETOs, which will provide coherent technology, policy/regulatory and socio-economic pathways that can support the implementation of regional commitments and development strategies. This will include support for transformation of cross-border and national energy transition infrastructure through enabling technology, policy/regulation frameworks, skill development, and project facilitation.

One of the key alignments in the upcoming biennium will be the 360-degree approach to work that fully links analytical work and action on-the-ground, and country and regional work will be the lynchpin of this shift. IRENA's empirical and analytical work will feed into all activities under this pillar, and targeted effort will be made to feed the experiences and learning back into the knowledge work. In this way, IRENA will be able to use all programmatic activities to retain, analyse and disseminate learnings for accelerated action.

Table 7: Overview of key activities – Support for Regions and Countries

Key activities	Lead (L), Co-lead (CL), and Support (S) divisions				
	CEP	IITC	KPFC	PFS	ODG
End use transition: Capacity building and technical assistance on the design of hydrogen strategies; capacity building on policies for RE in end-use and circular economy (Target 2)	S	L	L		
NDCs and RE targets: capacity building and technical assistance on energy planning ¹⁶ , long term energy scenarios, on climate action plans ¹⁷ , design of RE targets and policies; technical assistance on RE potential. (Target 20)	S	L	L	S	
Infrastructure: regional assessments for integrating renewables (Target 2)	L		S		
Nexus: RE in adaptation, technical assistance in clean cooking ¹⁸ ; climate adaption ¹⁹ (Target 4)	L	L	L	S	
Skills & institutional capacities: RE curriculum and training activities; Trainings on energy management and audit (Target 6)	S	S	L		S
Clean Energy Corridors for Latin America, Northeast Asia, and Sub-Saharan Africa	L	S	S	S	
Renewables Readiness Assessment* (Target 4)	L	S	S	S	
Power sector planning tools (Flextool, SPLAT, OnSSet*)	S	L	S		

Table 8: Core budgetary requirements – Support for Regions and Countries

Core budgetary requirements			
Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)	9,676	Proportion of IRENA budget	13.7%
Breakdown of core assessed and core non-assessed costs (in USD thousands)			
Staff costs			4,926
Non-staff costs			4,750
Non-staff costs by division			
Country Engagement and Partnerships			2,217
IRENA Innovation and Technology Centre			1,472
Knowledge, Policy and Finance Centre			848
Office of the Director-General			98
Project Facilitation and Support			115

¹⁶ Supported in part by the Walloon region of Belgium.

¹⁷ Supported in part by the Government of Denmark.

¹⁸ Supported in part by the Walloon region of Belgium.

¹⁹ Supported in part by the Government of Denmark.

e. Facilitating Projects and Mobilising Capital

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

IRENA's finance landscape report finds that renewable energy investments are on the rise globally, but they continue to be focused on a few countries and regions. More than 50% of the world's population, mostly residing in developing and emerging countries, received only 15% of global investments in renewables in 2022. Further, the share of renewable energy investments going to these regions has been progressively declining year on year (e.g. from 27% in 2017 to 15% in 2022). In absolute terms, annual investments have been declining precipitously since 2018 at an average rate of 36%. Countries defined as "least developed" by the Intergovernmental Panel on Climate Change attracted only 0.84% of renewable energy investments on average between 2013 and 2020²⁰.

In some contexts, especially in developing countries, the lack of project pipelines has often been cited as a main barrier to attracting private capital. IRENA has worked in the past biennium to improve its offer on project facilitation and investment. The CIP has been gradually populated with projects from diverse developing countries, which are being supported and matched with entities that can take it to the next level. Early experiences with Investment Forums have provided valuable lessons that will be applied in the future to evolve them as key IRENA regional activities.

IRENA will focus its efforts, based on its competencies and mandate, to enhance the flow of financial resources to developing countries and scale up the pipeline of renewable energy projects. The ETAF Platform will seek to grow in partners and commitments, building on the current USD 1 billion pool of funds. Special focus will be placed on 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 to better understand 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. Both CIP and ETAF will benefit from continuous technical assistance and capacity building on project finance to support project development and increase the skillset level of project proponents. This in turn will help increase the quality of the project pipeline and open new possibilities for investment including a conducive policy environment. To support project facilitation, IRENA will also deploy existing tools, such as the Global Atlas and site assessments.

²⁰ IRENA and CPI, [Global landscape of renewable energy finance 2023](#), (2023).

Table 9: Overview of key activities – Facilitating Projects and Mobilising Capital

Key activities	Lead (L), Co-Lead (CL), and Support (S) divisions ²				
	CEP	IITC	KPFC	PFS	ODG
Climate Investment Platform (CIP): Project information documents * (Target 30)	S			L	
Energy Transition Accelerator Financing (ETAF)*: Projects recommended to ETAF partners (Target 15)				L	
Global Atlas for Renewable Energy: Platform maintenance and application			L		
Capacity building and technical assistance on climate investment; project finance; procurement; and PPA ²¹ (Target 3)	L		S	L	
Regional Investment Forums (Target 2)	CL	S	S	CL	S
Pre-feasibility, site and zoning assessments; and resource mapping (SolarCity simulator) ²² (Target 2)	S		L	S	

Table 10: Core budgetary requirements – Facilitating Projects and Mobilising Capital

Core budgetary requirements			
Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)	4,796	Proportion of IRENA budget	6.8%
Breakdown of core assessed and core non-assessed costs (in USD thousands)			
Staff costs			3,233
Non-staff costs			1,563
Non-staff costs by division			
Country Engagement and Partnerships			299
IRENA Innovation and Technology Centre			181
Knowledge, Policy and Finance Centre			332
Office of the Director-General			98
Project Facilitation and Support			653

III. Strategic Management and Enabling Effective Delivery

IRENA Membership has reached 169 Members (168 States and the European Union) with 15 States in the process of accession. The Agency continues to be a global powerhouse for international cooperation on the energy transition and all-encompassing the diversity of interests in renewable energy. In the coming biennium, IRENA will continue to leverage its Membership to shape the global energy agenda, monitor progress and guide the Agency on all policy, programmatic and governance matters.

As the 2022-2023 biennium comes to an end, it is evident that this period was one of post-pandemic adjustments for both the Agency and its Members. Significant work had to be done to recalibrate the modes of work, interactions and relationships, which provided useful lessons and insights to ensure strategic and impactful programme implementation in the next biennium.

²¹ Supported in part by the Government of Denmark.

²² Supported in part by the Government of Denmark.

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The Office of the Director-General (ODG) provides executive direction and management, including on strategic, programmatic and administrative matters. This includes accountability for the delivery of the Medium-term Strategy and its related programmes of work, as mandated by the Assembly. In addition to the immediate Office of the Director-General, ODG comprises several units including the Communications, Events and Publications; Governance Support Office; Internal Audit; Legal Unit; New York Office and Planning and Programme Support. Combined, these functions offer critical Agency-wide leadership and support across substantive and management areas, promoting alignment, consistency and prudence.

The ODG will continue to focus on further strengthening IRENA's impact, effectiveness and efficiency. Externally, it will build collaboration and partnerships with governments, the private sector, financial institutions, civil society and other stakeholders. Internally, it will provide direction and support to programmatic divisions to deliver on their responsibilities, and spearhead the work on selected issues of strategic significance for the Agency. This includes the diversification of the resource base and the implementation of the results-based framework.

High levels of inclusiveness and ownership are a lynchpin of IRENA's effectiveness. The Fund for Developing Country Representatives (FDCR) has been key in enabling the participation of representatives of LDCs and SIDS at IRENA Governing Body Meetings. This Fund relies on voluntary contributions, and its replenishment, along with efficient management, guarantees that the advantages of the Agency's global Membership are fully reaped. With the Governing Body Meetings being resumed in-person, there will be a need to continuously replenish FDCR to ensure IRENA remains an inclusive platform for international cooperation.

The Agency will also maintain a sustained dialogue with its host countries on the implementation of the respective agreements concerning the Headquarters in Abu Dhabi and the Innovation and Technology Centre in Bonn. It will also continue to raise Members' awareness on the importance of granting to the Agency the privileges and immunities it requires for the exercise of its functions.

The achievement of IRENA's strategic objectives and programmatic activities relies on the sound administrative functions and processes, which are performed by the Administration and Management Services (AMS). These include the management of human resources, finance, budget, information and communications technology (ICT), procurement, travel, facilities, and health and safety. These functions, while often in the background, enable the efficient and effective delivery of the Medium-Term Strategy and the Work Programme. Moreover, as an ongoing process, the Agency addresses management recommendations provided through internal review and oversight, as well as those identified by the Agency's internal and external audit functions.

Enabling IRENA delivery hinges on the ability to attract and retain (within the limits of tenure) knowledgeable, high performing staff. IRENA undertook a comprehensive Human Resources review conducted by KPMG in 2023. It is anticipated that the findings will inform decisions on the way forward concerning a roadmap for HR to address workforce challenges. The report recommends six major HR initiatives over the next 24 months, which will be presented to the Council at its fall session for its consideration and further implementation. As in the previous cycles, HR will continue to provide recruitment and separation services, policy updates, health insurance management, individual consultant contract management, performance system management, oversee post classification reviews, administer staff entitlements and benefits, death and disability insurance and implementation of staff regulations and staff rules.

Another key aspect of ensuring IRENA delivery is the sound budgetary and financial management of the Agency. The Agency's Budget Section provides strategic advice internally to IRENA's leadership and programme teams on planning, administration, and management of the Agency's financial resources, in compliance with its reporting requirements to its Governing Bodies and donors. The Finance unit manages all payments and collections, payroll, and assessed contributions from Members, along with financial statements of the organization and the staff provident fund compliant with International Public Sector Accounting Standards. An independent auditor audits these statements yearly.

IRENA's ICT will continue to serve as an enabler for the Agency in the implementation of its Work Programme by providing state-of-the-art IT services and solutions Agency-wide. Upgrades and enhancements will continue to be made to the IRENA website, Oracle Enterprise Resource Planning (ERP) software and platforms on renewable energy, as well as to the systems related to supporting connectivity and communications. Online tools for reporting, collaboration and knowledge sharing will be further improved towards higher institutional effectiveness and efficiency. In addition, cybersecurity capabilities will continue to be enhanced to protect data and assets, given the growing risks.

Procurement is a key enabler of IRENA's work through sound management of contractual arrangements under international, competitive solicitations for programmatic, governance and administrative needs. The Agency will continue to obtain the best value for money consistent with being a good steward of resources. The General Services section manages facilities, travel, health, and safety. This includes a 52-week preventative monitoring and maintenance plan for IRENA facilities and assets. In addition, travel arrangements for staff and delegations, along with the support for event delivery will continue to be provided.

An overarching area of enabling delivery is the preparation and update of policies and procedures. Policies continue to be updated to facilitate management improvement, and transparent and timely implementation of policies. Areas of policy attention for the new biennium include administration of justice and ethics and HR policy updates. Importantly, updated policies and clear procedures create space for new initiatives to empower staff and managers to actively contribute to improvements in the work of the Agency.

The Provident fund (PF) plan will continue to be reviewed regularly by the Provident Fund Management Board (PFMB) and adjustments made, as necessary. During 2023 the PFMB implemented a new investment plan for staff members giving more flexibility and providing more conservative investment options for those that desire minimal volatility in their PF investments. In addition, the new investment plan is provided at lower cost to provide a more efficient investment vehicle for staff member's retirement assets. The possibility of joining the United Nations Joint Staff Pension Fund (UNJSPF) will continue to be explored, depending on feedback from staff.

IV. 2024-2025 Biennium Budget Proposal

IRENA's biennial budget comprises both the core assessed budget and core non-assessed contributions. The proposed core budget for 2024-2025 amounts to a total of USD 70.5 million. This represents an anticipated increase of USD 5.7 million compared to the 2022-2023 biennium. The non-assessed contributions²³ come from the UAE, which hosts the IRENA Headquarters, and Germany, which hosts IRENA's Innovation and Technology Centre (IITC). The United Arab Emirates²⁴ contribution totals USD 9.12 million (USD 5 million for IRENA operations support, USD 0.92 million for information technology infrastructure, and USD 3.2 million for Governing Body meetings). Germany's core non-assessed contribution includes USD 10.89 million for the IITC.

The proposed rise in the core budget consists of a combination of substantive and unavoidable administrative elements. The Agency applies the United Nations' common salaries and entitlements system, which are periodically reviewed and updated by the International Civil Service Commission (ICSC). The ICSC has raised the standard staff costs in Abu Dhabi, which, in addition to increased medical insurance costs and other staff cost parameters, necessitates an additional USD 2.4 million for the biennium. There is also a proposal to align the conditions of service for personnel working on "service contracts" to ensure equality and fairness within the workplace.

Additionally, a new P4 post is proposed to bolster the Project Facilitation and Support division, given its pivotal role in implementing IRENA's mandate. It is emphasized that the division will still primarily rely on voluntary contributions. With the growing significance of IRENA's role in Conference of Parties (COP) settings, the proposed budget includes dedicated resources for this purpose. Additional funds are also proposed for enhancing the Ethics Office, human resources functions, Information Technology services, and external outreach.

Members have stressed that their aspirations for the Agency cannot be met through core resources alone. Concerted efforts in this direction have led to the attainment of multi-year voluntary contributions from several donors, including Denmark, the European Commission, Germany, and the Walloon Region of Belgium. Thus, the proposed Work Programme encompasses activities funded by these secured voluntary contributions, ensuring cohesive program delivery and transparency in resource allocation. Additional pledges of support have been received from other Members and philanthropic organizations, with several agreements already underway.

The IRENA Statute anticipates that the Agency's budget will draw from three funding streams: mandatory contributions from its Members (based on the United Nations' scale of assessments), voluntary contributions, and other potential sources. Historically, resources have been predominantly sourced from core and voluntary member contributions, with little exploration into "other possible sources." The implementation of the Renewables Acceleration Fund will diversify funding sources, incorporating international organizations, philanthropies, and the private sector.

²³ In addition to Core Non-Assessed contributions, UAE and Germany provide annual in-kind contributions of approximately USD 5 million (covering the HQ rent, security and various service staff) and USD 1.8 million (for rent, security service and video surveillance, furniture and operating costs), respectively.

²⁴ The United Arab Emirates also provides housing allowance averaging USD 2.2 million biennially.

Table 11: Core assessed and core non-assessed resource requirements 2024-2025 (in USD thousands)

	2022-2023 Biennium Approved Budget	2024-2025 Biennium Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Assessed Contributions (Core Budget)				
Assessed Contributions (Core Budget)	44,778	50,492	25,246	25,246
Total Assessed Contributions (Core Budget)	44,778	50,492	25,246	25,246
Core Non-Assessed UAE Contributions:				
UAE Support	5,000	5,000	2,500	2,500
Governing Body Meetings	3,200	3,200	1,600	1,600
IT Infrastructure support	920	920	460	460
<i>Subtotal UAE Contributions</i>	9,120	9,120	4,560	4,560
Core Non-Assessed Germany Contributions:				
Innovation and Technology Center	10,890	10,890	5,445	5,445
<i>Subtotal Germany Contributions</i>	10,890	10,890	5,445	5,445
Total Core Non-Assessed	20,010	20,010	10,005	10,005
Grand Total	64,788	70,502	35,251	35,251

Table 12: Core assessed and core non-assessed resource requirements 2024-2025 by segment

Programmatic Overview	Core Assessed and Non-Assessed 2024- 2025* (in USD thousands)	%
A. Centre of Excellence for Energy Transformation	8,306	11.8%
Country Engagement and Partnerships	312	0.4%
IRENA Innovation and Technology Centre	3,050	4.3%
Knowledge, Policy and Finance Centre	4,606	6.6%
Office of the Director-General	223	0.3%
Project Facilitation and Support	115	0.2%
B. International Collaboration and Network Hub	10,255	14.6%
Country Engagement and Partnerships	3,076	4.4%
IRENA Innovation and Technology Centre	2,133	3.0%
Knowledge, Policy and Finance Centre	1,513	2.2%
Office of the Director-General	3,418	4.8%
Project Facilitation and Support	115	0.2%
C. Global Voice of Renewables	8,860	12.6%
Country Engagement and Partnerships	287	0.4%
IRENA Innovation and Technology Centre	2,679	3.8%
Knowledge, Policy and Finance Centre	2,271	3.2%
Office of the Director-General	3,508	5.0%
Project Facilitation and Support	115	0.2%
D. Support for Regions and Countries	9,676	13.7%
Country Engagement and Partnerships	4,741	6.7%
IRENA Innovation and Technology Centre	2,847	4.0%
Knowledge, Policy and Finance Centre	1,875	2.7%
Office of the Director-General	98	0.1%
Project Facilitation and Support	115	0.2%
E. Facilitating Projects and Mobilising Capital	4,796	6.8%
Country Engagement and Partnerships	299	0.4%
IRENA Innovation and Technology Centre	181	0.3%
Knowledge, Policy and Finance Centre	595	0.8%
Office of the Director-General	98	0.1%
Project Facilitation and Support	3,623	5.2%
F. Strategic Direction	9,057	12.8%
Administration and Management Services	231	0.3%
Office of the Director-General	8,826	12.5%
G. Enabling IRENA Delivery	19,552	27.7%
Administration and Management Services	15,287	21.7%
Office of the Director-General	4,265	6.0%
Grand Total	70,502	100%

* Includes Core Assessed and Core Non-Assessed from Germany and United Arab Emirates.

Table 13: Post requirements 2024-2025

Level	2022-2023	2024-2025	Increase/ (decrease)
ASG	1	1	0
D-2	1	1	0
D-1	6	6	0
P-5	17	17	0
P-3/4	37	38	1
P-2/1	3	3	0
Subtotal Professional and above	65	66	1
General Services	28	28	0
Grand Total	93	94	1

Table 14: Core assessed and core non-assessed resource requirements by object of expenditure 2024-2025 (in USD thousands)

Object of expenditure	2022-2023 Biennium Total Core Assessed and Non- Assessed	2024-2025 Biennium Total Core Assessed and Non- Assessed
Total Staff Costs	34,177	36,122
Total Non-Staff Costs	30,611	34,380
Project & Seconded Personnel, Consultants and Interns	18,664	20,629
Programme and Expert Meetings	1,349	1,603
Travel of Staff	1,147	1,342
Contractual Services	5,741	7,490
General Operating Expenses	3,449	3,069
Furniture and Equipment	261	247
Grand Total	64,788	70,502

Table 15: Resource Requirements: Country Engagement and Partnerships (CEP)

Resource Requirements	(in USD thousands)
Total Requirements	8,714

Category	Resources (in USD thousands)	Core Posts
Staff Costs	4,822	11
Non-staff Costs	3,892	-
Total	8,714	11

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	4,822
Total Non-Staff Costs	3,892
Project & Seconded Personnel, Consultants and Interns	2,277
Programme and Expert Meetings	878
Travel of Staff	61
Contractual Services	676
Total	8,714

Table 16: Resource Requirements: IRENA Innovation and Technology Centre (ITC)

Resource Requirements	(in USD thousands)
Total Requirements	10,890

Category	Resources (in USD thousands)	Core Posts
Staff Costs	4,668	16
Non-staff Costs	6,222	-
Total	10,890	16

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	4,668
Total Non-Staff Costs	6,222
Project & Seconded Personnel, Consultants and Interns	4,226
Programme and Expert Meetings	227
Travel of Staff	258
Contractual Services	1,078
General Operating Expenses	333
Furniture and Equipment	100
Total	10,890

Table 17: Resource Requirements: Knowledge, Policy and Finance Centre (KPFC)

Resource Requirements	(in USD thousands)
Total Requirements	10,859

Category	Resources (in USD thousands)	Core Posts
Staff Costs	5,285	13
Non-staff Costs	5,574	-
Total	10,859	13

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	5,285
Total Non-Staff Costs	5,574
Project & Seconded Personnel, Consultants and Interns	4,355
Programme and Expert Meetings	128
Travel of Staff	107
Contractual Services	956
General Operating Expenses	28
Total	10,859

Table 18: Resource Requirements: Project Facilitation and Support (PFS)

Resource Requirements	(in USD thousands)
Total Requirements	4,083

Category	Resources (in USD thousands)	Core Posts
Staff Costs	2,970	6
Non-staff Costs	1,113	-
Total	4,083	6

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	2,970
Total Non-Staff Costs	1,113
Project & Seconded Personnel, Consultants and Interns	809
Travel of Staff	96
Contractual Services	208
Total	4,083

Table 19: Resource Requirements: Office of the Director-General (ODG)

Resource Requirements	(in USD thousands)
Total Requirements	20,438

Category	Resources (in USD thousands)	Core Posts
Staff Costs	9,553	23
Non-staff Costs	10,885	-
Total	20,438	23

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	9,553
Total Non-Staff Costs	10,885
Project & Seconded Personnel, Consultants and Interns	5,409
Programme and Expert Meetings	370
Travel of Staff	760
Contractual Services	3,539
General Operating Expenses	807
Total	20,438

Table 20: Resource Requirements: Administration and Management Services (AMS)

Resource Requirements	(in USD thousands)
Total Requirements	15,518

Category	Resources (in USD thousands)	Core Posts
Staff Costs	8,824	25
Non-staff Costs	6,694	-
Total	15,518	25

Object of Expenditure	2024-2025 Biennium Estimate (in USD thousands)
Total Staff Costs	8,824
Total Non-Staff Costs	6,694
Project & Seconded Personnel, Consultants and Interns	3,553
Travel of Staff	60
Contractual Services	1,033
General Operating Expenses	1,901
Furniture and Equipment	147
Total	15,518

Annex I

Results-based Framework

The MTS introduced a Theory of Change (Figure 4) as part of the development of the current Medium-term Strategy 2023-2027 in response to Member requests but also to the growing need to enhance and expand the Agency's monitoring and evaluation system. This also entails a gradual shift to a Results-based Framework (RBF). As a first step, the Secretariat has replaced the matrix of implementation listing the outputs and deliverables annexed to Progress and Annual Reports of the Director-General on the Work Programme and Budget Implementation and replaced it with an RBF. The RBF will have a set of baselines against which progress will be measured based on the desired outcomes set out in the ToC. In the coming period, deliverables will be mapped against indicators and set baselined, and start the process of merging existing and building new systems and processes to be able to track these indicators.

This will also assist in a greater alignment of voluntary resources with the strategic priorities, especially as the duration of several contributions exceed the biennial programmatic cycle. Overall, the integration of ToC and RBF in the preparation of the work programme and budget will provide a structured approach to planning, implementation, and monitoring of all IRENA activities and their impact.

Figure 7: Results-based Framework

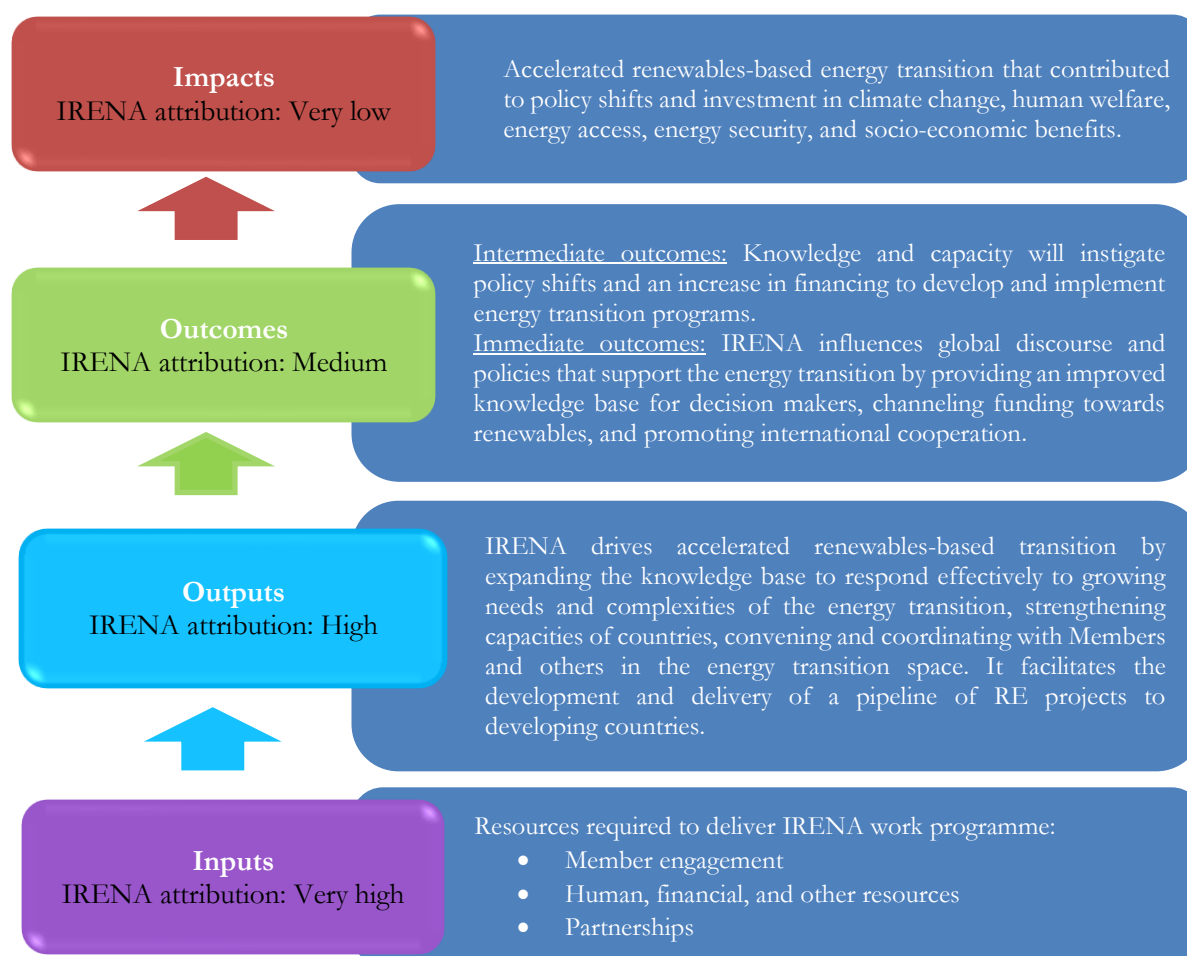


Table 21: IRENA Results Framework

Cross cutting impact indicators			
Renewable Energy Deployed: Increased deployment of renewables.			
Increase in Renewable Energy Investment: Increase in public and private finance and investments in energy transitions.			
Job creation: The rate of job creation directly related to renewable energy deployment and the renewable energy transition.			
Human Welfare: The increase in key dimensions of human development and well-being in countries.			
GHG emission reduced: GHG reduction or avoided due to energy transitions.			
INTERMEDIATE OUTCOME 1. Increased energy access and reduced inequality	Description	Disaggregated by	
1.1.	Increased access to renewable energy supported by IRENA.	This indicator will help IRENA measure how its activities support the achievement of universal access.	Geography, products.
1.2.	Reduced inequality supported by IRENA.	This indicator will help assess IRENA's contribution to ensuring equitable access to energy, including reduction in energy poverty the support for sustainable livelihoods and participation in a climate-resilient economy.	Geography, products.
INTERMEDIATE OUTCOME 2. Improved energy security, affordability, and resilience	Description	Disaggregated by	
2.1.	IRENA activities have supported improvements in energy security.	The indicator will measure IRENA's contribution to energy security. This would entail providing knowledge and advice that improves energy security.	Geography, products.
2.2.	IRENA's activities have supported more affordable access to electricity.	The indicator will measure IRENA's contribution to energy affordability. This would entail providing countries with the knowledge and advice to improve energy affordability.	Geography, products.
2.3.	Enhanced resilience in the energy sector supported by IRENA.	The indicator will measure IRENA's contribution to energy resilience. This would entail providing countries with the knowledge and advice to improve energy resilience.	Geography, products.

INTERMEDIATE OUTCOME 3. Greater efficiency, environmental stewardship, and circular economy			
	Description	Disaggregated by	
3.1.	Greater efficiency achieved in countries that IRENA support through measures to lower energy intensity and adopt circular economy approaches.	Measure IRENA's contribution to improved efficiency in energy and material consumption. This would entail providing countries with the knowledge and advice.	Geography, products.
3.2.	Support provided to enhance environmental stewardship in the energy sector.	Measure IRENA's contribution to responsible and sustainable management of natural resources and ecosystems. This would entail providing countries with the knowledge and advice.	Geography, products.
INTERMEDIATE OUTCOME 4. Enhanced socio-economic benefits and human welfare			
	Description	Disaggregated by	
4.1.	IRENA support provided to enhance socio-economic benefits.	This indicator assesses the contribution of IRENA to systemic and cross-sectoral nature of renewable energy deployment.	Geography, products, sector.
4.2.	IRENA support provided to enhance human welfare.	Measures the contribution of IRENA's products to enhancing human welfare in relation to enhanced health, education, food security etc.	Geography, sector, product.
INTERMEDIATE OUTCOME 5. Enhanced strategic shift in energy-transition investments.			
	Description	Disaggregated by	
5.1.	IRENA activities supported the strategic shift in investments for renewable energy transitions.	Measures IRENA's support to increasing financing for renewable energy deployment.	Geography, type of funding, sector.
IMMEDIATE OUTCOME 1			
	Description	Disaggregated by	
Knowledge, capacity, and skills gaps filled for stakeholders in the energy sector.			
IRENA as a center of excellence provided thought leadership and knowledge that fills knowledge gaps, and builds the capacity and skills of key stakeholders in the energy sector to empower them to successfully navigate the core issues in the energy transition required to achieve a faster rate of change.			
1.1.	Percentage of users that perceived that IRENA's work reduced their knowledge gaps.	Perceived reduction in knowledge gaps generated by IRENA's work.	Geography, products.
1.2.	Percentage of stakeholders that consider IRENA as having influence on the global energy discourse.	Perceived increase in influence resulting from IRENA's work.	Geography, products.
IMMEDIATE OUTCOME 2			
	Description	Disaggregated by	
Enhanced international and inclusive collaboration amongst stakeholders in the energy sector.			
IRENA has galvanised and coordinated, through its own activities and outputs and where appropriate, international collaboration and created an inclusive platform for all stakeholders. This work fostered partnerships and cooperation on targeted actions, alignment of activities, and knowledge sharing designed to have a tangible impact on the ground.			

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2.1.	Percentage of respondents that indicated that international collaboration has been enhanced by IRENA's work.	This indicator captures whether IRENA's work has enhanced international collaboration after interacting with IRENA knowledge products, events, and collaboration.	Geography, stakeholders, geography.
2.2.	Number of follow-up activities resulting from IRENA's engagement.	Count of "follow-up activities" developed and implemented by Members resulting from IRENA's work	Geography, products.
IMMEDIATE OUTCOME 3			Description
Practical application of knowledge is increased.			
IRENA is a global voice for renewables and has shared data, analysis and other knowledge products that promoted the practical application of knowledge for systemic change.			
3.1.	Percentage of users that acknowledge having put into use IRENA's knowledge, products, and tools.	This indicator captures whether IRENA's knowledge products have been used by its stakeholders.	Geography, products, Members, stakeholders.
IMMEDIATE OUTCOME 4			Description
Strategies, policies, and actions towards transitions are influenced.			
IRENA has influenced the strategies, policies and actions of governments, international fora, researchers, industry, and individuals that accelerate the energy transition, advance sustainable development, reduce global emissions, promote adaptation to climate change, enhance energy security and the affordability of the energy transition with robust evidence, knowledge, and capacity building.			
4.1.	Degree to which IRENA's work directly contributes to the development of concrete action on the ground.	This indicator captures the extent to which IRENA's work has been used by its Members to develop plans, strategies, policies, and actions towards energy transition.	Geography, products.
IMMEDIATE OUTCOME 5			Description
Project-based financing partnerships are galvanised.			
IRENA galvanised project-based financing partnerships and has accelerated the mobilisation of investment towards the energy transition in developing countries.			
5.1.	Finance leveraged by IRENA's work.	Total amount of finance leveraged by IRENA through its work on increasing access to funding.	Geography, funding source, project type.

Activity: Knowledge generation		Description	Disaggregated by
<u>Output 1.1:</u> Knowledge products (analytical reports, guides, statistics, data, energy scenarios, etc.) generated on priorities across all sectors.			
1.1.1.	Number of knowledge products produced annually.	Count of publications as they are uploaded in IRENA's website.	Topic, type of publication.
1.1.2.	Number of times knowledge products are downloaded/viewed.	Count of downloads or views of each publication, access through social media or, mentioned in news outlets.	Accessed through social media, downloaded, viewed; topic and/or sector.
1.1.3.	Social media followers by platform.	Count of media followers from one period to another. The indicator should measure the increase not just the number of followers.	Geography, platform.

Activity: Convening Activities and Partnerships (Knowledge Sharing).		
Description	Disaggregated by	
<u>Output 2.1:</u> IRENA convened global and regional fora and consultations with stakeholders (national entities, policy makers, partner institutions, MDBs, IFIs, the private sector, project developers, NGOs, academia etc.) aimed at advancing key areas (technical and non-technical) that support energy transitions.		
2.1.1. Number of events organized / convened by IRENA.	Count of unique events or consultations where IRENA had an involvement in the planning process, the agenda and/or contributed financially or intellectually. These events can be organized or co-organized by IRENA.	Geography, topics/ thematic areas, type of event (conferences, workshops, engagements), stakeholder type.
2.1.2. Number of participants in events.	Count of people that participated in events convened by IRENA.	Age (if appropriate), gender, geography, profession.
<u>Output 2.2:</u> IRENA participated in international fora to discuss and present cutting-edge analysis on energy-transition.		
2.2.1. Number of international fora in which IRENA made a presentation or had a similar contribution.	Count of events in which IRENA made a presentation or had a substantive contribution – meaning gave a keynote presentation, participated in or moderated a panel.	Country, language organization, topic / thematic area.
<u>Output 2.3:</u> IRENA's partnerships with and between organisations are improving cooperation and leveraging of synergies.		
2.3.1. Number of partnerships actively operating.	Count of formal partnerships between IRENA and partners, that have conducted at least one activity.	Type of partnership, type of activity.
2.3.2. Usefulness of partnerships perceived by external stakeholders.	Measure the perceived usefulness of IRENA's partnerships for stakeholders.	Type of partnership.
Activity: Capacity Building and Technical Assistance Services		
Description	Disaggregated by	
<u>Output 3.1:</u> Countries assisted in the development and implementation of energy transition strategies.		
3.1.1. Number of Members receiving technical assistance.	Count of Members that have received support from IRENA for their transition-related strategies.	Country, type of technical assistance.
3.1.2. Number of capacity building events held.	Count of events where IRENA has supported entities on developing and strengthening their skills.	Thematic areas, type of training.
3.1.3. Number of people trained.	Count of people that participated in unique capacity building events given by IRENA.	Age (if appropriate), affiliation, gender, geography.

Output 3.2: Data and analysis provided to stakeholders mostly coming as direct requests and information loop of knowledge dissemination.			
3.2.1.	Number of requests for information/inquiries.	Count of unique requests for assistance/inquiries.	Type of entity supported (ministries, governmental agencies, regional bodies, etc.).
Output 3.3: Count of tools used by stakeholders on a regular basis.			
3.3.1.	Number of IRENA tools applied.	Count of the real application of IRENA tools.	Geography, type of tool.
Activity: Project Facilitation		Description	Disaggregated by
Output 4.1: Developers used IRENA's platforms (e.g., CIP, ETAF) to submit projects looking for funding opportunities.			
4.1.1.	Number of projects registered for funding opportunities.	Count of unique projects registered through CIP and ETAF looking for funding opportunities.	Geography, platform, size.
Output 4.2: Projects facilitated, and Project Information Documents (PIDs) prepared through IRENA's advisory services.			
4.2.1.	Number of projects receiving IRENA's advisory services.	Count of unique PIDs developed through IRENA's advisory services.	Developer, size, thematic area.
4.2.2.	Total capacity of projects recommended to ETAF and CIP partners.	Total capacity (in MW) of projects presented by IRENA to funding partners of IRENA's platforms.	Thematic area, geographic location, funding source, size.
Output 4.3: Project proposals and PIDs prepared through IRENA's advisory services that have been funded/financed.			
4.3.1.	Ratio between project proposals recommended and selected projects receiving financing.	Number indicating the relation between project proposals & PIDs presented to partners and those receiving funding by partners of IRENA's platforms.	Funding amount and source, geography, project type.
Output 4.4: Regional workshops and investment forums conducted by IRENA that gathered policymakers, energy stakeholders, project developers, and financial institutions.			
4.4.1.	Number of projects presented during financial matchmaking events.	Total number of projects showcased at IRENA's Investment Forums.	Capacity (in MW), developer, geography, project type.

INSTITUTIONAL INDICATORS		
Human resources	Workforce gender parity	This indicator reports on the gender ratio at IRENA. This is further disaggregated by (a) institution wide, and (b) at senior management level.
	Geographic staff distribution	This indicator reports on the geographic distribution of IRENA's staff by country.
Ethics training completion	Completion rate of the mandatory Ethics training	This indicator reports on compliance with ethics training requirements.

Staff welfare	Staff wellbeing perception	This indicator reports on IRENA staff's feedback on wellbeing at their workplace.
Financial resources	Amount of financing in voluntary contributions	This indicator reports on the total amount of funding mobilized to implement its MTS and programmatic activities.
	Amount of core contributions	Ratio of the payments realized by Members according to the annual Scale of Assessment.
Governing Body Meetings	Number of Members participating in Governing Body Meetings	This indicator measures the engagement of Members during Governing Body Meetings. It also monitors the inclusiveness of Governing Body Meetings notably through the Fund for Developing Country Representatives.

IRENA Organisational structure

IRENA is comprised of six divisions, which perform distinct but inter-related tasks. The programmatic activities are designed to maximise synergies between divisions, and mutually reinforce knowledge, engagement and support activities. IRENA programmatic divisions include (in alphabetical order): Country Engagement and Partnerships; Innovation and Technology Centre; Knowledge, Policy and Finance Centre; and Project Facilitation and Support. These divisions are led by the Office of the Director-General (ODG), which contains several strategic units such as Communications, Events and Publications, Governance Support Office, Internal Audit, Legal Unit; New York Office; and Planning and Programme Support.

The Country Engagement and Partnerships (CEP) is a primary entry point for IRENA's engagement with countries. The division works with a wide variety of public and private stakeholders to spearhead initiatives and partnerships. CEP also facilitates the deployment of IRENA knowledge and tools, in cooperation with other divisions, and inputs into the knowledge work.

The IRENA Innovation and Technology Centre (IITC) provides cutting-edge information on renewable energy technologies and innovations, including roadmaps and outlooks aligned with the 1.5-degree pathways. Based at IRENA's office in Bonn, Germany, the Centre stays abreast of the latest developments, tracks progress and translates them into practical advice and tools. IITC applies its knowledge to capacity building and technical assistance with support of CEP.

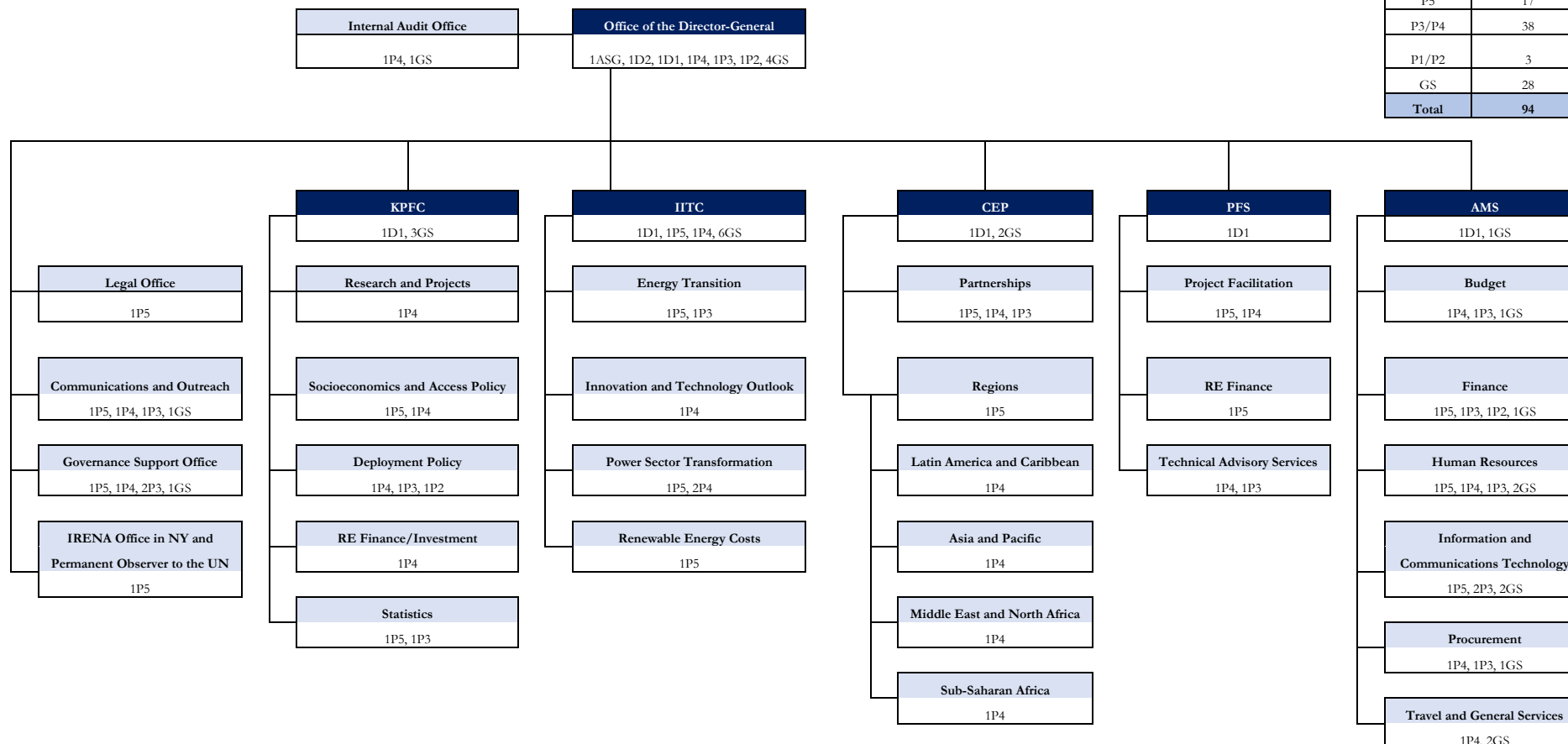
The Knowledge, Policy and Finance Centre (KPFC) collects data, develops knowledge and conducts analysis to advance holistic policy making, optimise socio-economic outcomes of the transitions, and support enabling conditions for investment and growth in renewables. This entails socio-economics, policy and finance analysis, renewable data and statistics, among others. KPFC applies its knowledge to capacity building and technical assistance with support of CEP.

The Project Facilitation and Support (PFS) leads the Agency's work related to project facilitation, access to finance and investment, including through the Climate Investment Platform and ETAF Platform. The division also maintains partnerships with multilateral banks, financing institutions, private investors and stakeholders along the project development value chain. PFS works in tandem with CEP and draws on and inputs into knowledge products of IITC and KPFC.

All divisions are supported by the Administration and Management Services (AMS), comprising human resources, budget, finance, procurement, travel, and general services.

Organisational Structure and Post Distribution, 2024-2025

Summary of Core Posts	
ASG	1
D2	1
D1	6
P5	17
P3/P4	38
P1/P2	3
GS	28
Total	94



Annex III

Proposed Indicative IRENA Scale of Contributions for 2024

Members	UN Factor ²⁵ 2022 to 2024	Indicative IRENA Adjusted Scale of Assessments 2024 (%)	Indicative Assessed Contribution to IRENA 2024 (USD)	Approved Assessed Contribution to IRENA 2023 (USD)	Variance 2024-2023 (USD)
Afghanistan	0.006	0.006%	1,477	1,300	177
Albania	0.008	0.008%	1,969	1,734	235
Algeria	0.109	0.113%	27,815	24,926	2,889
Angola*	0.010	0.010%	2,461	2,167	294
Antigua and Barbuda	0.002	0.002%	492	433	59
Argentina	0.719	0.746%	183,627	163,427	20,200
Armenia	0.007	0.007%	1,723	1,517	206
Australia	2.111	2.191%	539,311	479,660	59,651
Austria	0.679	0.705%	173,535	153,233	20,302
Azerbaijan	0.030	0.031%	7,631	6,719	912
Bahamas	0.019	0.020%	4,923	4,335	588
Bahrain	0.054	0.056%	13,784	12,355	1,429
Bangladesh*	0.010	0.010%	2,461	2,167	294
Barbados	0.008	0.008%	1,969	1,734	235
Belarus	0.041	0.043%	10,584	9,320	1,264
Belgium	0.828	0.860%	211,688	188,136	23,552
Belize	0.001	0.001%	246	217	29
Benin	0.005	0.005%	1,231	1,084	147
Bhutan	0.001	0.001%	246	217	29
Bosnia and Herzegovina	0.012	0.012%	2,954	2,818	136
Botswana	0.015	0.016%	3,938	3,468	470
Brunei Darussalam	0.021	0.022%	5,415	4,768	647
Bulgaria	0.056	0.058%	14,277	12,788	1,489
Burkina Faso	0.004	0.004%	985	867	118
Cabo Verde	0.001	0.001%	246	217	29
Cameroon	0.013	0.013%	3,200	3,034	166
Canada	2.628	2.728%	671,493	597,137	74,356
Central African Republic	0.001	0.001%	246	226	20
Chad	0.003	0.003%	738	650	88
China	15.254	15.831%	3,896,777	3,465,562	431,215
Colombia	0.246	0.255%	62,768	55,921	6,847
Comoros	0.001	0.001%	246	217	29
Costa Rica	0.069	0.072%	17,723	15,606	2,117
Côte d'Ivoire	0.022	0.023%	5,662	4,985	677
Croatia	0.091	0.094%	23,138	20,591	2,547
Cuba	0.095	0.099%	24,369	21,675	2,694
Cyprus	0.036	0.037%	9,108	8,236	872
Czech Republic	0.340	0.353%	86,891	77,162	9,729
Denmark	0.553	0.574%	141,289	125,713	15,576

²⁵UN scale of assessment is established for a 3-year period with covering the period 2022-2024 as per A/RES/76/238 dated 4 January 2022

Members	UN Factor ²⁵ 2022 to 2024	Indicative IRENA Adjusted Scale of Assessments 2024 (%)	Indicative Assessed Contribution to IRENA 2024 (USD)	Approved Assessed Contribution to IRENA 2023 (USD)	Variance 2024-2023 (USD)
Djibouti	0.001	0.001%	246	217	29
Dominica	0.001	0.001%	246	226	20
Dominican Republic	0.067	0.070%	17,230	15,172	2,058
Ecuador	0.077	0.080%	19,692	17,556	2,136
Egypt	0.139	0.144%	35,445	31,645	3,800
El Salvador	0.013	0.013%	3,200	3,034	166
Eritrea	0.001	0.001%	246	217	29
Estonia	0.044	0.046%	11,323	9,970	1,353
Eswatini	0.002	0.002%	492	433	59
Ethiopia*	0.010	0.010%	2,461	2,167	294
Fiji	0.004	0.004%	985	867	118
Finland	0.417	0.433%	106,582	94,935	11,647
France	4.318	4.482%	1,103,238	980,995	122,243
Gabon	0.013	0.013%	3,200	3,034	166
Gambia	0.001	0.001%	246	217	29
Georgia	0.008	0.008%	1,969	1,734	235
Germany	6.111	6.342%	1,561,074	1,388,479	172,595
Ghana	0.024	0.025%	6,154	5,419	735
Greece	0.325	0.337%	82,952	73,911	9,041
Grenada	0.001	0.001%	246	217	29
Guatemala	0.041	0.043%	10,584	-	10,584
Guinea	0.003	0.003%	738	650	88
Guyana	0.004	0.004%	985	867	118
Honduras	0.009	0.009%	2,215	2,031	184
Hungary	0.228	0.237%	58,337	51,802	6,535
Iceland	0.036	0.037%	9,108	8,236	872
India	1.044	1.084%	266,825	237,121	29,704
Indonesia	0.549	0.570%	140,305	124,846	15,459
Iran (Islamic Republic of)	0.371	0.385%	94,767	84,314	10,453
Iraq	0.128	0.133%	32,738	29,044	3,694
Ireland	0.439	0.456%	112,244	99,703	12,541
Israel	0.561	0.582%	143,259	127,447	15,812
Italy	3.189	3.310%	814,752	724,584	90,168
Jamaica	0.008	0.008%	1,969	1,734	235
Japan	8.033	8.337%	2,052,140	1,825,008	227,132
Jordan	0.022	0.023%	5,662	4,985	677
Kazakhstan	0.133	0.138%	33,969	30,128	3,841
Kenya	0.030	0.031%	7,631	6,719	912
Kiribati	0.001	0.001%	246	217	29
Kuwait	0.234	0.243%	59,814	53,320	6,494
Kyrgyzstan	0.002	0.002%	492	451	41
Latvia	0.050	0.052%	12,800	11,271	1,529

* Least Developed Countries (LDC) that have reached a maximum assessment rate established at 0.01 percent.

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Members	UN Factor ²⁵ 2022 to 2024	Indicative IRENA Adjusted Scale of Assessments 2024 (%)	Indicative Assessed Contribution to IRENA 2024 (USD)	Approved Assessed Contribution to IRENA 2023 (USD)	Variance 2024-2023 (USD)
Lebanon	0.036	0.037%	9,108	8,236	872
Lesotho	0.001	0.001%	246	217	29
Liechtenstein	0.010	0.010%	2,461	2,167	294
Lithuania	0.077	0.080%	19,692	17,556	2,136
Luxembourg	0.068	0.071%	17,477	15,389	2,088
Malaysia	0.348	0.361%	88,860	79,113	9,747
Maldives	0.004	0.004%	985	867	118
Mali	0.005	0.005%	1,231	1,084	147
Malta	0.019	0.020%	4,923	4,335	588
Marshall Islands	0.001	0.001%	246	217	29
Mauritania	0.002	0.002%	492	433	59
Mauritius	0.019	0.020%	4,923	4,335	588
Mexico	1.221	1.268%	312,116	277,436	34,680
Micronesia (Federated States of)	0.001	0.001%	246	217	29
Monaco	0.011	0.011%	2,708	2,601	107
Mongolia	0.004	0.004%	985	867	118
Montenegro	0.004	0.004%	985	867	118
Morocco	0.055	0.057%	14,030	12,571	1,459
Mozambique	0.004	0.004%	985	867	118
Namibia	0.009	0.009%	2,215	1,951	264
Nauru	0.001	0.001%	246	217	29
Nepal	0.010	0.010%	2,461	2,167	294
Netherlands (Kingdom of the)	1.377	1.430%	351,992	312,982	39,010
New Zealand	0.309	0.321%	79,014	70,226	8,788
Nicaragua	0.005	0.005%	1,231	1,084	147
Niger	0.003	0.003%	738	650	88
Nigeria	0.182	0.189%	46,522	41,399	5,123
North Macedonia	0.007	0.007%	1,723	1,517	206
Norway	0.679	0.705%	173,535	154,324	19,211
Oman	0.111	0.115%	28,307	25,143	3,164
Pakistan	0.114	0.118%	29,046	25,793	3,253
Palau	0.001	0.001%	246	217	29
Panama	0.090	0.093%	22,892	20,374	2,518
Papua New Guinea	0.010	0.010%	2,461	2,256	205
Paraguay	0.026	0.027%	6,646	5,852	794
Peru	0.163	0.169%	41,599	37,064	4,535
Philippines	0.212	0.220%	54,153	48,118	6,035
Poland	0.837	0.869%	213,903	190,087	23,816
Portugal	0.353	0.366%	90,090	80,413	9,677
Qatar	0.269	0.279%	68,676	61,123	7,553
Republic of Korea	2.574	2.672%	657,709	584,782	72,927

Members	UN Factor ²⁵ 2022 to 2024	Indicative IRENA Adjusted Scale of Assessments 2024 (%)	Indicative Assessed Contribution to IRENA 2024 (USD)	Approved Assessed Contribution to IRENA 2023 (USD)	Variance 2024-2023 (USD)
Republic of Moldova	0.005	0.005%	1,231	1,084	147
Romania	0.312	0.324%	79,752	70,876	8,876
Russian Federation	1.866	1.937%	476,790	423,956	52,834
Rwanda	0.003	0.003%	738	650	88
Saint Kitts and Nevis	0.002	0.002%	492	433	59
Saint Lucia	0.002	0.002%	492	433	59
Saint Vincent and the Grenadines	0.001	0.001%	246	217	29
Samoa	0.001	0.001%	246	217	29
San Marino	0.002	0.002%	492	451	41
Sao Tome and Principe	0.001	0.001%	246	217	29
Saudi Arabia	1.184	1.229%	302,517	269,199	33,318
Senegal	0.007	0.007%	1,723	1,517	206
Serbia	0.032	0.033%	8,123	7,369	754
Seychelles	0.002	0.002%	492	433	59
Sierra Leone	0.001	0.001%	246	217	29
Singapore	0.504	0.523%	128,736	114,442	14,294
Slovakia	0.155	0.161%	39,630	35,113	4,517
Slovenia	0.079	0.082%	20,184	17,990	2,194
Solomon Islands	0.001	0.001%	246	217	29
Somalia	0.001	0.001%	246	217	29
South Africa	0.244	0.253%	62,276	55,487	6,789
Spain	2.134	2.215%	545,219	484,862	60,357
Sri Lanka	0.045	0.047%	11,569	10,187	1,382
Sudan*	0.010	0.010%	2,461	2,167	294
Sweden	0.871	0.904%	222,518	197,890	24,628
Switzerland	1.134	1.177%	289,717	257,712	32,005
Tajikistan	0.003	0.003%	738	650	88
Thailand	0.368	0.382%	94,029	83,664	10,365
Togo	0.002	0.002%	492	433	59
Tonga	0.001	0.001%	246	217	29
Trinidad and Tobago	0.037	0.038%	9,354	8,453	901
Tunisia	0.019	0.020%	4,923	4,335	588
Türkiye	0.845	0.877%	215,872	192,039	23,833
Turkmenistan	0.034	0.035%	8,615	7,803	812
Tuvalu	0.001	0.001%	246	217	29
Uganda	0.010	0.010%	2,461	2,167	294
Ukraine	0.056	0.058%	14,277	12,788	1,489
United Arab Emirates	0.635	0.659%	162,212	144,353	17,859
United Kingdom of Great Britain and Northern Ireland	4.375	4.541%	1,117,760	994,000	123,760

* Least Developed Countries (LDC) that have reached a maximum assessment rate established at 0.01 percent.

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Members	UN Factor ²⁵ 2022 to 2024	Indicative IRENA Adjusted Scale of Assessments 2024 (%)	Indicative Assessed Contribution to IRENA 2024 (USD)	Approved Assessed Contribution to IRENA 2023 (USD)	Variance 2024-2023 (USD)
United States of America ²⁶	22.000	22.000%	5,415,267	4,768,426	646,841
Uruguay	0.092	0.095%	23,384	20,808	2,576
Uzbekistan	0.027	0.028%	6,892	6,069	823
Vanuatu	0.001	0.001%	246	217	29
Yemen*	0.008	0.008%	1,969	1,734	235
Zambia	0.008	0.008%	1,969	1,734	235
Zimbabwe	0.007	0.007%	1,723	1,517	206
Sub-Total Core Budget Assessment			24,614,850	21,833,536	2,781,314
European Union ²⁷		2.500%	631,150	555,761	75,389
Grand-Total Core Budget Assessment			25,246,000	22,389,297	2,856,703

²⁶ A maximum assessment rate is established at 22%.

²⁷ Since 2012, the European Union has committed to paying an annual contribution fixed at 2.5% of the overall core assessed budget.