
Thirty-first meeting of the Council
Abu Dhabi, 21-22 May 2026

Context: Pursuant to decision C/3/DC/3, the Programme and Strategy Committee (hereafter “PSC” or “Committee”) met on 20 May 2026. Nine Committee members, namely Bangladesh, Barbados, China, El Salvador, Germany, Iran, Italy (Chair of the Committee), Japan, and Zimbabwe (Vice-Chair of the Committee) attended the meeting. The Committee reflected on the implementation of the Work Programme and Budget for 2026-2027, including the Report of the Director-General on Work Programme and Budget 2026-2027: Contingency Implementation Plan, as well as the Note by the Director-General on the Medium-term Strategy 2028-2032 and the ongoing work of the Collaborative Frameworks.

Outcome: A set of views and comments captured by the Chair in his summary below to be presented to the Council at its meeting on 21 May 2026.

Chair’s Summary of the outcome of the Programme and Strategy Committee Meeting

Progress Report of the Director-General on the Implementation of the Work Programme and Budget for 2026-2027 (C/31/2), including Report of the Director-General on Work Programme and Budget 2026-2027: Contingency Implementation Plan (C/31/3) and update of the ongoing work of the Collaborative Frameworks

The Secretariat briefed participants on the implementation of the Work Programme and Budget for 2026-2027, as well as the Contingency Implementation Plan, and shared some programmatic highlights. Participants offered the following views and comments:

- The PSC welcomed the efforts of the Secretariat in preparing the Work Programme and Budget and the Contingency Implementation Plan under difficult circumstances, and acknowledged the written responses provided to questions raised by Members during the informal meeting of 12 May 2026.
- A participant acknowledged that the Contingency Implementation Plan is grounded in the existing Strategy and does not require formal membership approval.
- A participant noted that a cut of more than one-fifth of the core budget is substantial, requiring difficult decisions, and urged the Secretariat to maintain close communication with Members throughout the year to help manage the situation.
- A participant called for a clearer presentation of cross-divisional cooperation and how this is leveraged to maximise efficiency under current resource constraints, as opposed to a siloed approach to cuts.

- Some participants welcomed the transparency of the Contingency Implementation Plan as essential for an informed Council discussion, adding, though, that the prioritisation logic behind certain cuts was not sufficiently provided.
- Some participants raised concern about discontinuing flagship reports on jobs, gender, and scaling back work on education and skills for the energy transition, risks undermining IRENA's unique edge and relevance, and called on the Secretariat to reconsider.
- A participant expressed concern about the deferral of the UAE Consensus tracking reports and enquired about the status of communication with COP Presidencies on this matter.
- A participant noted that the deprioritisation of the work on hard-to-abate sectors risks undermining progress, as the expansion of renewables beyond the electricity sector represents an important frontier.
- A participant supported protecting the flagship SDG7 tracking report and the Renewable Power Generation Costs series as flagship products.
- A participant questioned the rationale for suspending further development of the Global Atlas, noting that artificial intelligence could enhance its functionality, and called for reinstating this workstream.
- A participant questioned the plan to reconvene the Global Commission on the Geopolitics of the Energy Transformation under current resource constraints, cautioning that IRENA should focus on matters that unite the membership instead of potentially divisive geopolitical issues.
- A participant urged IRENA to increase its focus on Latin America and the Caribbean region and Small Island Developing States, citing the unique energy transition challenges and structural barriers these countries face, and their potential as test beds for emerging renewable energy technologies.
- A participant encouraged IRENA to engage with the Bridgetwon Initiative to reform the international financial system in support of climate-aligned development and renewable energy deployment in the most vulnerable countries.
- A participant enquired about the status of the network initiative for Latin America and the Caribbean, announced at the 16th IRENA Assembly.
- A participant encouraged the Secretariat to carry out joint research with Members on key issues, to ensure the development of knowledge products while managing resource constraints.
- A participant noted that the Innovation Week and the Long-term Energy Scenarios Forum would not take place under the Contingency Implementation Plan, and stressed that both events are vital for IRENA's visibility.

- A participant called for clarification on the rationale behind eliminating the Collaborative Frameworks on Geopolitics and the Just Energy Transition, considering they are connected to the current political debate.
- Some participants requested a comprehensive stocktake of the Project Facilitation and Support Division's structure, mandate, outputs and impact of its work. Another participant called for information on how insights from the project support workstream inform the Divisions' work.
- A participant argued that multilateral development banks, etc., are better placed to engage in project facilitation, and called on IRENA to focus on its core mandate as a knowledge-based, advisory and convening organisation.
- A participant questioned the need for the New York Office, considering it operates without its most senior position, and whether its functions should be performed more efficiently through the Abu Dhabi headquarters or virtual engagement.
- Some participants stressed the need to maintain IRENA's influence and visibility under tighter budget conditions, calling on the Secretariat to consider innovative and flexible communication channels to ensure key knowledge products continue to reach their intended audiences.

Note by the Director-General on the Medium-term Strategy 2028-2032 (C/31/4)

- A participant stressed that the Medium-term Strategy should be developed with consensus, ensuring the drafting process remains inclusive, transparent and Member-driven, and the final document should reflect members' shared priorities and common expectations.
- A participant called for the Strategy to be practical and action-oriented, with clear and coherent links established between the Strategy and subsequent biannual Work Programmes, to avoid disconnection between strategic planning and implementation.
- A participant underlined that IRENA's research capacity in renewable energy is its most valuable asset and key competitive advantage, and called for the next Strategy to allocate support to research and technical work tackling current and future Members' needs.
- A participant encouraged IRENA to deepen comparative research on high-penetration renewable power systems and energy storage pathways to provide practical references for Members seeking to improve grid stability, flexibility and energy security.
- A participant recommended that IRENA use its convening role to promote dialogue and coordination on international standards frameworks in priority renewable energy sectors, noting that this would better facilitate global technology flows and industrial cooperation.

- A participant expressed hope that IRENA would continue to advocate for an open, inclusive and non-discriminatory trading environment for renewable energy technologies and green products and strengthen analysis and policy dialogue on the impact of trade barriers.

Action items

The PSC proposed the following:

- The Secretariat should provide clarification on the prioritisation criteria applied in the Contingency Implementation Plan, in particular with regard to flagship programmatic areas such as job, gender, education, UAE tracking report, SDG7 tracking report, Global Atlas, decarbonising hard-to-abate sectors, and Collaborative frameworks.
- The Secretariat was requested to present a comprehensive stocktake of the Project Facilitation and Support Division's structure, mandate, outputs and impact of its work and cross-divisional learning.
- The Secretariat was invited to provide an update on the Latin American and Caribbean network initiative.
- The Secretariat was requested to engage with the Bridgetown Initiative to reform the international financial system.



31st IRENA Council and related meetings

Programme and Strategy Committee (PSC)

Karen Grajeda
Chief, Planning and Programme Support, IRENA

20 May 2026 | Abu Dhabi

The Contingency Implementation Plan is an **implementation framework** of the **adopted Work Programme and Budget 2026–2027**, under a reduced core budget (22% budget reduction, USD 9.8m shortfall)

Prioritisation was anchored in the adopted **Work Programme, MTS 2023–2027 & Theory of Change**, to protect IRENA’s core value to Members

Core prioritisation guiding principles

Mandate and MTS
alignment

Member Value

IRENA Comparative
Advantage

Flagship and Core
Outputs

Feasibility under
constrained resources

IRENA continues to deliver under the 5 Strategic Objectives at a reduced scale

Impact across the 5 Strategic Objectives

	Low Impact	Moderate Impact	High Impact	Very High Impact
Centre of Excellence		●		
Intern. Collaboration & Network Hub			●	
Global Voice of Renewables			●	
Support for Regions & Countries				●
Facilitating projects & Mobilising capital			●	

Delivery Trade-offs

Maintained



- Core outputs
- Statutory outputs e.g. GBMs
- Tier 1 flagship publications

Deferred



- Tier 2 and Tier 3 publications
- Events, e.g. CF mtgs, side events, IFs
- Tech. assistance & capacity-building
- Scaled-back tools
- Dashboards & platforms



Fewer outputs, lower reach, longer timelines to preserve core mandates

The Contingency Implementation Plan does more than align delivery with available resources

It **strengthens the Results-based framework** to support prioritisation, monitoring and transparent dialogue with Members by introducing **TARGETS**



Delivery targets

Sets concrete targets under the Contingency scenario, providing a basis to monitor implementation



Transparent trade-offs

Shows what will be protected, reduced, deferred or not delivered under current resources



Targeted resource mobilization

Identifies gaps, where voluntary contributions, secondments, loaned personnel or in-kind support can be directed

Strengthening IRENA's results-based approach by linking resources, delivery targets and programme impact

Centre of Excellence

- World Energy Transitions Outlook
- Delivering the UAE Consensus progress report
- Renewable power generation costs
- Renewable capacity statistics
- Off-grid renewable energy statistics
- Innovation landscape report
- Renewable energy and jobs: Annual reviews
- SDG7 Tracking progress report

International Collaboration and Network Hub

- Collaborative Frameworks
- Geopolitics of the Energy Transition
- Innovation Week
- Global Offshore Wind Alliance
- Long-Term Energy Scenarios
- SIDHS Lighthouse Initiative
- Global Geothermal Alliance
- AFID / UNEZA

Global Voice for Renewables

- Education and skills development
- Youth engagement

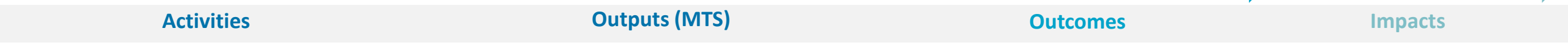
Support for Regions & Countries

- Regional Energy Transition Outlooks
- NDCs and renewables targets
- Capacity-building and technical assistance

Facilitating Projects and Mobilising Capital

- Energy transition investment (ETAF & CIP)
- Investment Forums
- Renewables potential (SolarCity simulator)

JUST, INCLUSIVE AND EQUITABLE ENERGY TRANSITION



Global, Regional & Country level

Knowledge Foundations

- Data and analysis
- Technology and innovation
- Finance and investment
- Policy and socio-economic footprint

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

International Cooperation & Convening

- Governing Body Meetings & Collaborative Frameworks
 - Initiatives and Networks
- Bilateral and multi-stakeholder partnerships

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

Country and regional support

- Regional & national transition strategies
 - Capacity building and technical assistance
 - Tools and methodologies
 - NDC & LTES support

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

Finance and investment facilitation

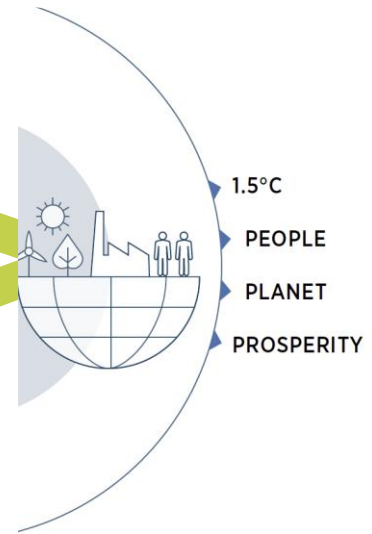
- Resource mapping & identification
- Country & financial partner engagement
 - Project pipeline facilitation

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

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

Systemic Change

- Increased access and reduced inequality
- Improved energy security, affordability and resilience
- Greater efficiency, environmental stewardship and circular economy
- Enhanced socio-economic benefits and human welfare
- Strategic shift in investments towards transitions



ENABLERS: Member involvement Partnerships Stable and predictable resource base Strategic internal & external communication Dynamic and inclusive people and culture



31st IRENA Council and related meetings



Programme and Strategy Committee (PSC)


Gurbuz Gonul

Director, Country Engagement and Partnerships (CEP)

20 May 2026 | Abu Dhabi

CEP under Contingency Implementation Plan

- | | |
|---|---|
|  NDC Support
Technical assistance and capacity building to implement NDCs |  Country Assessments
ETA, Tripling, Access and Productive Use, Remote Communities, Clean Cooking |
|---|---|

**Regional Partnerships**
APRA, APRECA, APRESA, PARLAC

Impact

- Core resources alone are no longer sufficient for extensive country and regional engagement
- Pace & scale of regional implementation impacted

Measures

- Country: Reduce geographic scope of engagement
- Regional: Begin with a smaller group of interested countries and expand gradually as resources stabilise
- Greater Efficiency: Fewer physical events, leaner process, fewer publications, capacity-building virtually or hybrid, co-delivery with partners on the ground



GLOBAL
GEOTHERMAL
ALLIANCE



Alliance
for Industry
Decarbonization



Impact

- Reduced scope for guidance, technical support
- IRENA's coordination function impacted
- Limited ability to engage with global & regional platforms

Measures

- Encourage public and private partners to increase contributions to programme implementation
- Maximise efficiency by joint programming across our partnership initiatives
- MS support is essential for sustained engagement with COP, G20, G7, etc.



31st IRENA Council and related meetings

Programme and Strategy Committee (PSC)

Mike Enskat

Director, IRENA innovation and Technology Centre (IITC)

20 May 2026 | Abu Dhabi

- **Stable funding across all three components through Germany's non-assessed contribution to IITC**
- **Efficiency measures implemented to manage inflationary pressures**
 - Prioritisation of flagship analytical outputs
 - Increased use of digital delivery and cross-divisional collaboration

Analytical work

- WETO 2026 / TAFF / Electrification / RETO Africa / NETO
- Technology Economics
- Power systems
- AI and Digitalisation
- Supply chains

Capacity-building and technical support

- Eastern Africa Power Pool (EAPP)
- Central African Power Pool (CAPP)
- National capacity building initiatives
- NDCs – Cost effectiveness assessments

Stakeholder engagement

- Global Coalition for Energy Planning (GCEP)
- Global Offshore Wind Alliance (GOWA)
- Geopolitics – Global Commission



31st IRENA Council and related meetings

Programme and Strategy Committee (PSC)

Aleksi Lumijarvi

Director, Knowledge, Policy and Finance Centre (KPFC)

20 May 2026 | Abu Dhabi

- **Priority:** Maintain essential data, analytical and policy functions

Work areas

Contingency Implementation Plan 2026 - 2027

Statistics

- Statistics publications maintained but potentially less complete coverage
- Less capacity building

Resource assessment

- Reduced number of assessments
- No further enhancements to Global Atlas

Socioeconomics

- Gender/inclusiveness/jobs analysis paused
- Education work scaled down, some skills work maintained
- Work on Just and Inclusive transitions continues

Policy & finance

- Focus on WETO, Tracking reports (Tripling+SDG7)
- Continue VC-related delivery (energy access, RETOs, environmental impacts, green industrialisation)

Collaboration & knowledge exchange

- Fewer events and publications, more member-driven approach for Coalition for Action

Key impacts

IRENA flagship reports

Reduced frequency: Renewable Energy Jobs report no longer annual, Global Landscape of Energy Transition Finance cut for 2027

Member support

Limited ability to deliver capacity building and training events or meet member requests for support (e.g., resource assessment, policy)

Thought leadership

Fewer outputs means IRENA may be seen as less relevant (e.g. socioeconomics), loss of leadership role on issues like jobs and gender

Stakeholder engagement

Fewer engagement opportunities and less feedback from a reduced range of stakeholders



31st IRENA Council and related meetings

Programme and Strategy Committee (PSC)

Ahmed Badr

Director, Project Facilitation and Support (PFS)

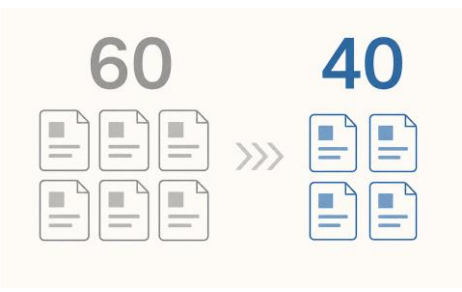
20 May 2026 | Abu Dhabi

PFS under Contingency Implementation Plan 2026-2027

- Under the Plan, a **reduced number of developers and regions will benefit** from IRENA’s project facilitation services
- **Demand for support already severely exceeded capacity** in the 2024-2025 biennium, with 311 applications (ETAF and CIP) compared to 77 projects supported

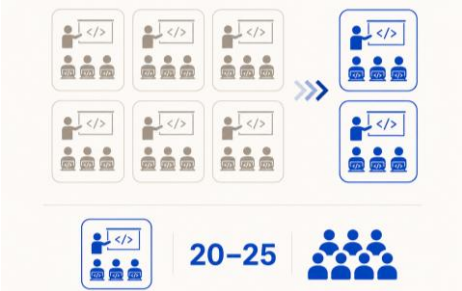
Contingency Implementation Plan 2026 - 2027

Direct Project Support



- Projects supported reduced from 30 projects per year to 20
- Projects introduced to investors reduced from 15 to 10 per year

Capacity Building on Project Development and Finance



- Deliver at least 2 regional/country-level workshops per year – reduced from 6 per year
- Workshops are planned based on requests from members and via regional initiatives

Investment Forums



- Delivery of regional Investment Forums will be reduced from two per year to one
- Subject to available funding resources from VCs under the contingency plan

Reduction Implications

Shrinking project pipeline and TA support

Limited support for SAF projects

Limited ability to meet the demand for capacitation of and TA project development

Fewer engagement opportunities in some regions



31st IRENA Council and related meetings

Programme and Strategy Committee

Gauri Singh

IRENA, Deputy Director-General

20 May 2026 | Abu Dhabi

Timeline of developing the Medium-term Strategy (MTS) 2028-2032

