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

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## **Note by the Director-General on the Medium-Term Strategy 2028-2032**

### **I. Background**

1. The strategic direction and objectives of IRENA are defined over a five-year period through the Medium-term Strategy (MTS), developed in a consultative process with Members and relevant partners. The current MTS 2023-2027 outlines the Agency's mission and establishes a five-pillar structure through which the successive Work Programmes have been implemented. This structure enables the Agency to maintain consistency in its strategic direction while retaining the flexibility required to respond to evolving priorities and opportunities in the global energy landscape.
2. The MTS also called for a mid-term external evaluation to assess progress since 2023 against the framework established in the current Strategy and to review IRENA's positioning in the global energy landscape. It was anticipated that the findings of this evaluation would inform the development of the subsequent Medium-term Strategy. Accordingly, an external review was undertaken in 2025. The review concluded that the current Strategy's mission and objectives remain highly relevant and could effectively guide the Agency's work for the remainder of the period until the end of 2027. Stakeholders also consistently highlighted the value of the Agency's neutrality, technical depth, and inclusive and extensive membership. The evaluation confirmed that IRENA's influence is also catalytic in the energy transition. Participating Members and stakeholders emphasised that the Agency's clear mandate and broad Membership position uniquely position it to provide leadership and strategic guidance in the global energy transition toward renewable energy systems.
3. As the global energy transition accelerates and the international policy landscape continues to evolve, IRENA's role is becoming increasingly central to supporting countries and regions in translating ambition into implementation. With near-universal membership and strong partnerships across governments, the private sector, civil society and international organisations, the Agency is well positioned to support coordinated global action. Developing the next Medium-term Strategy, therefore, provides an opportunity to reassess priorities, reflect emerging global developments and ensure that the Agency's strategic direction for the 2028-2032 period maximizes its impact in advancing the energy transition.

### II. Looking forward

4. The current MTS was developed through an inclusive and comprehensive two-year process. Throughout, the Secretariat supported and facilitated the process, including regular discussions at Council meetings and provided assistance to a dedicated working team comprising interested Members, who helped guide and shape the Strategy's development. The sixteenth session of the IRENA Assembly reflected support for a similarly consultative approach for the development of the MTS 2023-2027, as referenced in document A/16/4 and illustrated in Figure 1.
5. On 26 February 2026, issued on behalf of H.E. Dr Amna Al Dahak Al Shamsi, Minister of Climate Change and Environment of the United Arab Emirates and Chair of the Council, an invitation to the Membership regarding participation in a member-driven working group on the Medium-Term Strategy 2028-2032. In response, twenty-five Members<sup>1</sup> expressed interest in participating in the Working Team. This expression of interest demonstrates Members' engagement and readiness to contribute to the preparation of the MTS.
6. As we proceed, the Council may wish to provide further guidance on how the process for the development of the MTS 208-2032 should be undertaken. Members may also wish to consider how the process could be considered at future Council meetings to ensure sustained engagement and inclusive consultations.
7. In closing, the Secretariat remains committed to supporting the process of developing the Medium-Term Strategy 2028-2032, in line with its institutional role and in accordance with the Members' guidance and looks forward to the Council's deliberations on next steps.

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<sup>1</sup> Bahamas, Belgium, Bosnia and Herzegovina, Canada, China, Denmark, Dominican Republic, Egypt, European Union, Germany, Iceland, Ireland, Italy, Jamaica, Republic of Korea, Republic of Moldova, Norway, Russian Federation, Solomon Islands, Spain, Sri Lanka, Thailand, United Arab Emirates, the United Kingdom and Zimbabwe.

Figure 1: Process of developing the Medium-term Strategy 2028-2032

