

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

**Report of the Director-General  
Human Resources Management and Trends**

## I. Background

1. This report provides an update of Human Resources (HR) trends and outlines relevant issues pertaining to Human Resource Management in IRENA.
2. The document describes the initiatives and activities in Human Resources which have been implemented or are in progress with a view to assuring the seamless delivery of HR programmes and services to IRENA staff.
3. It is worth noting that the scope of some HR activities mentioned in this report remains contingent upon the availability of funds in the IRENA budget authorized for the current biennium.

## II. Human Resources Initiatives

4. At the thirtieth session of the IRENA Council and the sixteenth session of the Assembly Member States made requests concerning the criteria and guiding principles for resource allocation at IRENA, aligned with its strategic objectives and core mandate in a context of financial uncertainty and resource constraints. In response to the Member requests, the Secretariat provided the Note on Principles and Criteria for Resource Allocation, Internal Communication and Staff Engagement at IRENA. The Note confirmed that considering the prevailing liquidity constraints arising from the non-payment of assessed contributions, and to safeguard the delivery of the Work Programme endorsed by the Assembly, the Secretariat applies a disciplined and prioritized approach to the allocation and use of financial and human resources. This approach is applied at Secretariat-wide level and integrates strategic planning, programme delivery and workforce management considerations, to ensure continuity of IRENA's mandate and institutional stability under constrained resource conditions.

Also, the Note highlighted that, with a view to maintaining the Agency's financial integrity and ensuring execution of the biennial budget under severely constrained financial resources, the Secretariat has adopted a set of principles and criteria to guide the resource allocation process. These include the following principles: alignment with the Work Programme, financial prudence, continuity of critical functions, accountability, institutional oversight, and transparency and equity.

To operationalise the principles and criteria under current liquidity constraints, the Secretariat has applied temporary control measures, consistent with the Director-General's guidance, including the suspension of non-critical expenditure, strict controls on recruitment and contract extensions, and the prioritisation of activities required to ensure statutory, programmatic and operational continuity. These measures are kept under review and adjusted as the financial situation evolves. The set principles and criteria are applied to ensure that staffing and resource allocation decisions remain aligned with the MTS 2023-2027 and the approved Work Programme, including through prioritization, sequencing or adjustment of outputs where delivery capacity is constrained.

Based on an internal consultative process, the Secretariat put in place the following human resources criteria which define a common, Secretariat-wide approach to staffing decisions, while recognizing specificities of each IRENA team: strategic alignment, availability of funds, budgetary constraints, critical functions, attrition and tenure, activity rescoping/ redesign, functional

reorganization and enhanced outreach and targeting of alternative contact modalities. Staffing decisions are therefore not taken in isolation, but as part of an integrated management approach that balances workforce capacity, financial constraints and delivery commitments under the MTS and Work Programme. The Secretariat will continue to keep the Governing Bodies informed, as appropriate, of any material developments affecting resource allocation and delivery capacity, through established reporting mechanisms.

5. IRENA recognizes that effective internal communication and staff engagement are essential to maintaining morale, resilience, and institutional cohesion, particularly during periods of fiscal constraint and organizational change. Across the Agency, management has adopted a structured and transparent communication approach, combining Agency-wide town halls, written communications, management – Staff Association interactions, divisional and team meetings, and direct engagement between line managers and staff. These channels of communication are used to explain the prevailing financial context, the rationale for contingency measures, and their anticipated impacts, while acknowledging that planning and delivery conditions continue to evolve, as well as to address immediate challenges related to staffing decisions.

Division Directors and line managers hold regular meetings and maintain open communication channels with their teams. In doing so, managers play a key role in fostering dialogue, addressing concerns on an ongoing basis, and giving due consideration to efficient and effective service delivery while balancing delivery expectations with available capacity and staff wellbeing.

Engagement with the Staff Association forms part of the internal consultation and communication framework. It helps sustain an enabling environment that supports open and constructive dialogue, allowing staff to raise concerns with management and address emerging issues in a transparent and consistent manner. Human Resources specialists provide ongoing support and counselling to IRENA staff regarding their employment status and overall wellbeing. In addition, staff have access to confidential wellbeing and support services through the Employee Assistance Programme operating under the current IRENA health insurance plan.

The implementation of organizational measures is continuously monitored and adjusted, as necessary, based on evolving priorities, funding status and lessons learned. Through these combined measures, IRENA seeks to maintain staff confidence, strengthen institutional resilience, and sustain a supportive and purpose-driven working environment while operating under sustained resource constraints.

6. The Agency continues to monitor the staff exit survey administered to all separating staff since 2018. Throughout the reporting period (2018-2026), the leading reasons for separation among staff in the Agency have been: ‘alternative job opportunity’, ‘family reasons’ (i.e. ‘lack of employment opportunities for spouse’ and ‘prolonged separation with family’ – this is especially pertinent to staff based in Abu Dhabi), and ‘lack of career opportunities’. Also, the satisfaction section of the survey highlights ‘career development options’, ‘training and learning options’ and ‘quality of inter-divisional communication’ as the aspects of work with the least satisfaction rating

while ‘relationships with colleagues’, ‘overall level of entitlements and benefits’ and ‘relationships with supervisor’ remain among the leading aspects of work on staff satisfaction. The staff perceptions provide the basis for Agency ongoing efforts to improve staff retention, engagement, and succession management.

7. The Secretariat has been implementing succession planning measures since 2023. The succession plans have enabled the Agency to proactively fill key managerial and professional roles in the preceding three years. Currently, the recruitment processes for the roles of Director, IRENA Innovation and Technology Center, Head, Energy Planning and Modelling, in IITC and Chief, Planning and Programme Support in Bonn, and Chief of Staff, Legal Advisor, Head, Partnerships and Director, Knowledge, Policy and Finance Centre in Abu Dhabi have been successfully completed while the recruitment for the roles of the Internal Auditor and the Chief, Operations, Management and Liaison in IITC Bonn have progressed to the final stage of the process.

The plan envisages that senior positions are advertised prior to the departure of their incumbents to ensure smooth transition and functioning of critical Agency functions. While these measures have helped to manage tenure-related separations, the experience of the previous biennium has highlighted the importance of aligning succession planning with available resources. Limited budgetary flexibility during 2024–2025 constrained the Secretariat’s ability to fully implement planned transitions, resulting in extended vacancies for some positions and additional strain on internal capacity. Looking ahead, and in view of the budgetary deficit in the current biennium, most core vacant posts in IRENA have been placed under a recruitment freeze until the financial situation improves. The Secretariat will continue to monitor and refine its succession and talent acquisition planning approach in line with both operational needs and resource availability. The funding constraints have created risks for knowledge transfer and service continuity. The Secretariat is exploring interim solutions to mitigate these challenges, including internal staff development and redeployment, enhanced outreach and targeting of alternative contact modalities as well as other measures outlined in the Note on Principles and Criteria for Resource Allocation, Internal Communication and Staff Engagement at IRENA.

### III. IRENA Human Resources Trends<sup>1</sup>

#### Summary of HR Trends

- a) HR Trends covers Professional and Above and General Service staff on fixed-term appointments funded under regular (core) and project (non-core) budget.
- b) As of 31 March 2026, 183 out of the 205 core and project staff positions are encumbered or under recruitment (I-A).
- c) Annual Growth Rate (I-A-2):  
A steady upward trend is noted in the number of staff positions from 2012 to 2022. Since 2023 this trend has been reversed. Compared to 2012, the Agency expanded by 120% with a total number of 205 posts. The Agency has grown at the average annual rate of 6.2% during the period 2013-2026.
- d) Staff Turnover Rate (I-D):  
The average turnover rate previously reported by the Agency over the past 13 years was approximately 14% annually.  
Since 2017 the overall turnover stabilized around 15%-16% and dropped to 2% as of 31 March 2026 (this, however, represents a quarterly rate and thus is not indicative of the year-on-year trend when comparing with corresponding annual data).  
Ten staff members have separated from service upon reaching the maximum tenure period as of 31 March 2026.  
As of 31 March 2026, 3 staff members separated from the Agency in the year 2026 (I-B-2).
- e) Staff Vacancy Rate (I-E):  
The vacancy rates comprise the nexus of staff turnover and new job vacancies; the ascending trend in vacancy rates begins in 2018 and peaks in 2022 (24%) followed by a decline in 2024 (18%) and Q1 2026 (14%).
- f) Average Length of Service (I-F):  
The average length of service for the current (176) staff is 4.8 years. This average shows a slight decrease of the indicator since the last report (5.3 years), which points to the stabilization of this trend. The average length of service of separated (292) staff is 3.3 years, which remains unchanged from this indicator in the last report (3.3 years).

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<sup>1</sup> This document covers IRENA staff in the Professional and Above and General Service categories on fixed-term and temporary appointment funded by regular (core) and project (non-core) budget. It does not cover personnel with other types of contracts.

I-A. Current Staffing

I-A-1. Filled/Under recruitment Core and Project Posts by level as of 31 March 2026

Level	Filled or Under Recruitment	Total
ASG	1	1
D-2	1	1
D-1	6	6
P-5	20	23
P-3/4	60	75
P-2/1	58	58
Sub-total Professional and above	146	164
General Services	37	41
<b>Total</b>	<b>183</b>	<b>205</b>

I-A-2. Evolution of the Number of Staff Positions from 2012 to 31 March 2026



I-A-3. Evolution of the Organizational Annual Growth<sup>2</sup> from 2012 to 31 March 2026

Year	P and GS	Professional and higher	General Service
2013	10%	6%	23%
2014	27%	33%	11%
2015	3%	1%	10%
2016	17%	14%	27%
2017	1%	4%	-7%
2018	2%	5%	-8%
2019	9%	10%	6%
2020	15%	17%	8%
2021	1%	0%	7%
2022	12%	15%	2%
2023	-4%	-5%	-2%
2024	-4%	-3%	-7%
2025	-4%	-5%	0%
2026	0%	-1%	0%
<b>Average Growth Rate</b>	<b>6%</b>	<b>7%</b>	<b>5%</b>

## I-B. Overall Staff Gender Balance

## I-B-1. Staff Gender Overview as of 31 March 2026

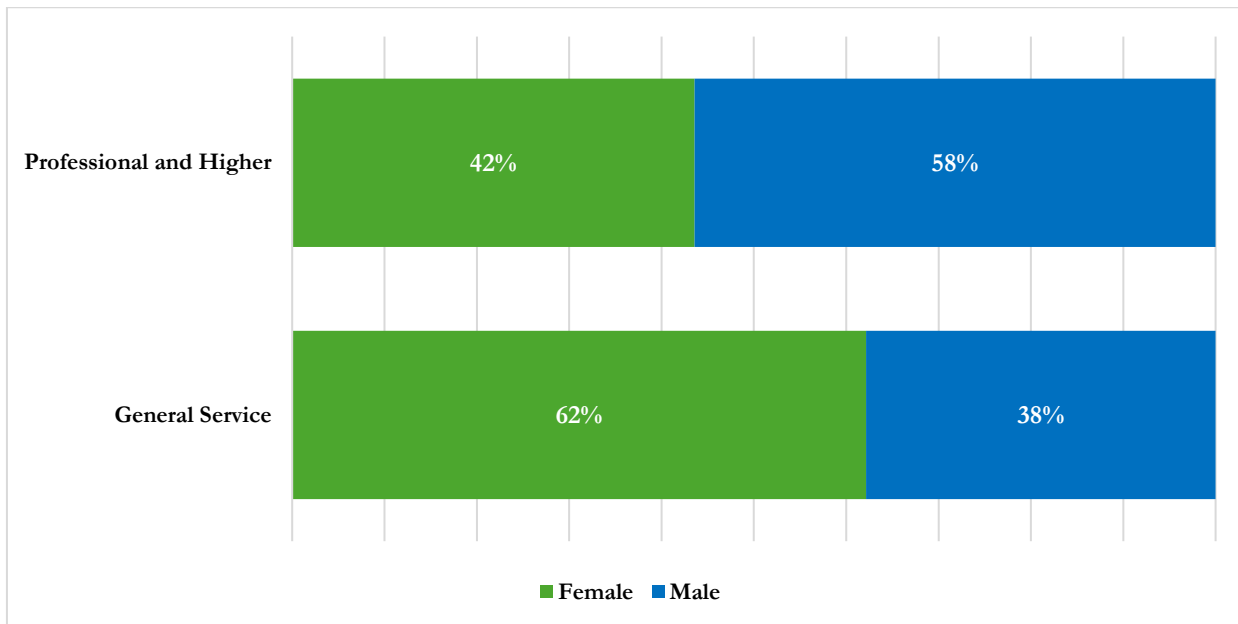


<sup>2</sup> Annual growth rate: the number of additional/reduced positions of the year compared to the previous year, divided by the number of positions of the previous year.

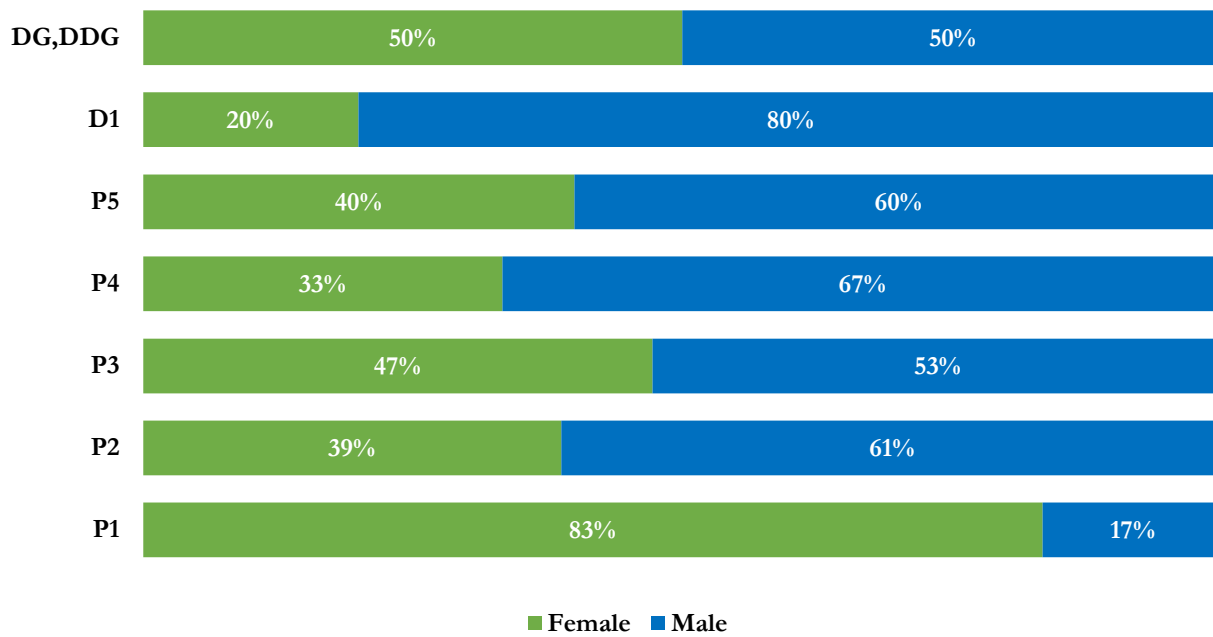
I-B-2. Headcount by Gender and Employee Category as of 31 March 2026

Employee Category	Male	Female	Total
Professional and Higher	81	58	139
General Service	14	23	37
Total	95	81	176

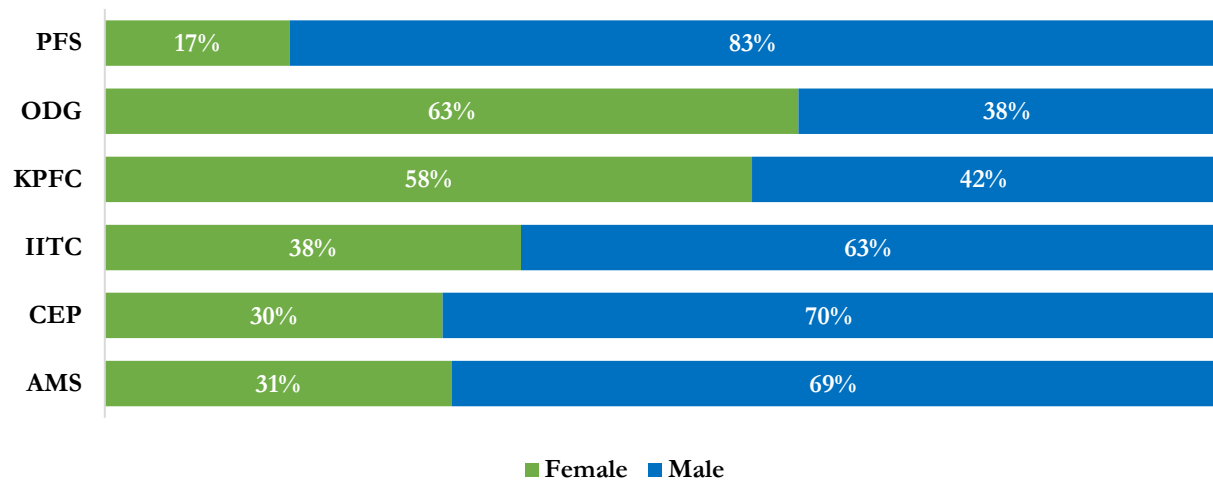
I-B-3. Gender Distribution by Employee Category as of 31 March 2026



I-B-4. Gender Distribution Across Grade Levels



I-B-5. Gender Distribution Across Divisions



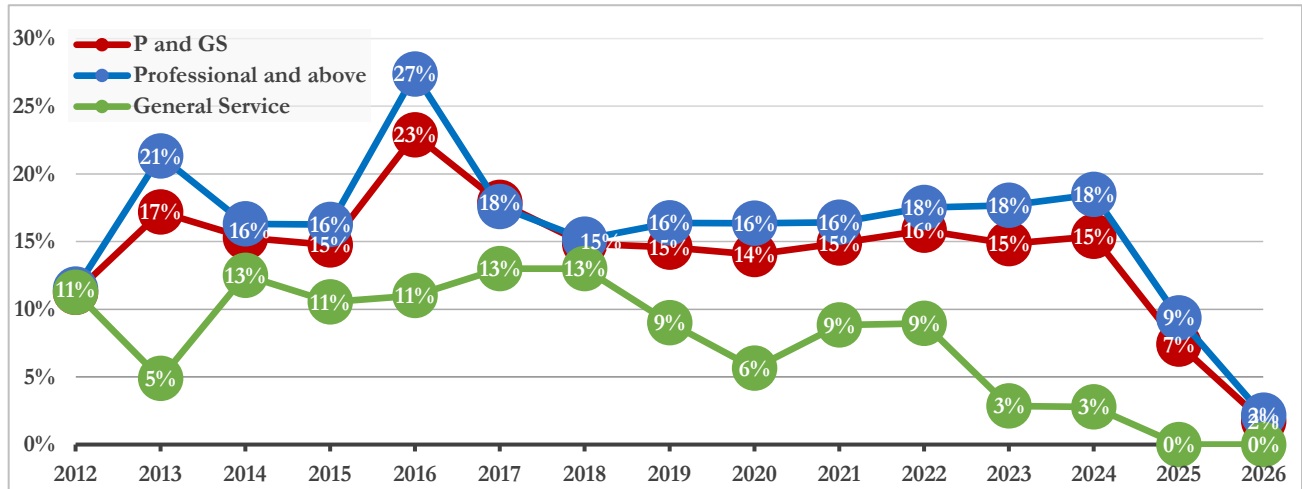
## I-C. Staff Nationality in Professional and Higher Categories by Division

Nationality	ODG	KPFC	IITC	CEP	PFS	AMS	Total
Argentina			1				1
Austria		1					1
Bangladesh		1					1
Belgium				1	1		2
Benin			1				1
Bosnia						1	1
Brazil			4				4
Bulgaria		1		1			2
Canada		2					2
China		2	1	1			4
Colombia			1	1			2
Costa Rica					1		1
Croatia			1				1
Djibouti	1						1
Egypt					1		1
El Salvador			1				1
Eswatini			1				1
France			2		1		3
Gabon						1	1
Gambia				1			1
Germany	1	3	3	1	1		9
Ghana		1					1
Greece	1						1
Guatemala	1						1
Iceland				1			1
India	1		3	2	1	2	9
Indonesia	1						1
Iraq						1	1
Ireland			1				1
Italy	4						4
Jamaica					1		1
Japan			1	1			2
Jordan	1	1	2				4
Kenya				2			2
Kyrgyzstan	1						1
Lebanon		1					1
Lithuania		1				1	2

Nationality	ODG	KPFC	IITC	CEP	PFS	AMS	Total
Malaysia			1				1
Mali				1			1
Mauritius				1			1
Mexico				1			1
Nepal		1	2				3
Netherlands	1		2				3
New Zealand						1	1
Niger	1						1
Nigeria		1			1		2
Pakistan		2	2	1	1		6
Palestine				1			1
Panama			1				1
Philippines		1				1	2
Poland	1						1
Portugal			1				1
Republic of Korea				1			1
Romania	1		1				2
Russia					1	1	2
Rwanda			2				2
Senegal			1				1
Serbia						1	1
Slovenia			1				1
South Africa	1	1				1	3
Spain	1		1				2
Sudan		1			1	1	3
Sweden		1					1
Tajikistan						1	1
Togo				1			1
Trinidad and Tobago	1			1			2
Tunisia			1			1	2
Turkey				1			1
Uganda					1		1
United Kingdom	3	2	1	1			7
United States of America	2						2
Uzbekistan						1	1
Zimbabwe				1		1	2
<b>Total</b>	<b>24</b>	<b>24</b>	<b>40</b>	<b>23</b>	<b>12</b>	<b>16</b>	<b>139</b>

I-D. Staff Turnover<sup>3</sup> from 2012 to 31 March 2026

I-D-1. Evolution of Staff Turnover from 2012 to 31 March 2026



I-D-2. Number of Separated Staff from 2012 to 31 March 2026

Year	P and GS	Professional and higher	General Service
2012	9	7	2
2013	14	13	1
2014	14	11	3
2015	16	13	3
2016	27	23	4
2017	23	16	7
2018	21	16	5
2019	22	19	3
2020	23	21	2
2021	25	22	3
2022	27	24	3
2023	27	26	1
2024	28	27	1
2025	13	13	-
2026	3	3	-
<b>Total</b>	<b>292</b>	<b>254</b>	<b>38</b>

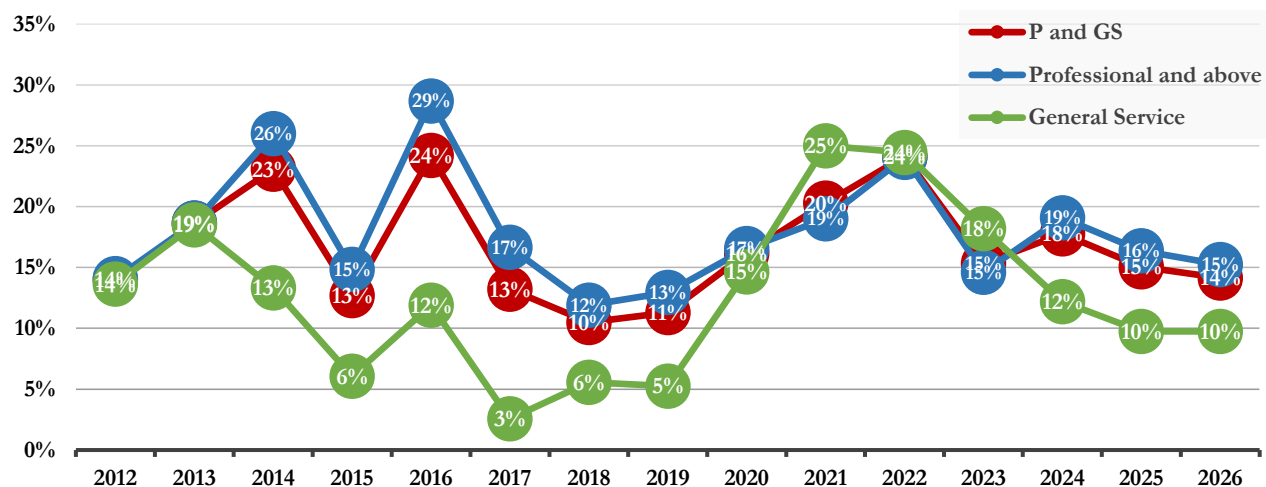
<sup>3</sup> Turnover rate: the number of staff separations in one year divided by the average number of active staff during the same period, multiplied by 100.

## I-D-3. Number of Separated Staff in 2025 and 2026 (31 March 2026) by Division

Division	Separated Staff in 2025	Separated Staff in 2026	Total
AMS	0	1	1
CEP	3	1	4
IITC	5	1	6
KPFC	2	0	2
ODG	3	0	3
PFS	0	0	0
<b>Total</b>	<b>13</b>	<b>3</b>	<b>16</b>

I-E. Staff Vacancy<sup>4</sup> from 2012 to 31 March 2026

## I-E-1. Evolution of Staff Vacancy from 2012 to 31 March 2026



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

## I-E-2. Staff Vacancy Rate from 2012 to 31 March 2026

Year	P and GS	Professional and above	General Service
2012	14%	14%	14%
2013	19%	19%	19%
2014	23%	26%	13%
2015	13%	15%	6%
2016	24%	29%	12%
2017	13%	17%	3%
2018	10%	12%	6%
2019	11%	13%	5%
2020	16%	17%	15%
2021	20%	19%	25%
2022	24%	24%	24%
2023	15%	15%	18%
2024	18%	19%	12%
2025	15%	16%	10%
2026	14%	15%	10%
Average Vacancy Rate	17%	18%	13%

## I-E-3. Staff Recruitment Overview from 1 December 2025 to 31 March 2026

No	Division	Duty Station	Position Title	Grade	Effective Date	Type of Hire
1	ODG	Abu Dhabi	Programme Officer, Planning and Programme Support	P3	1-Dec-25	External
2	IITC	Bonn	Director, IRENA Innovation and Technology Centre	D1	1-Dec-25	External
3	CEP	Abu Dhabi	Head, Partnerships	P5	1-Dec-25	Internal
4	ODG	Abu Dhabi	Advisor to the Director-General	P4	1-Dec-25	Internal
5	CEP	Abu Dhabi	Programme Officer, Asia	P4	6-Jan-26	External
6	KPFC	Abu Dhabi	Associate Programme Officer, Policy and Finance	P2	23-Feb-26	External*

**Note:** An asterisk (\*) in the above table indicates that these hires involve the movement from non-staff (Associate Professional, Service Contract holder) to staff category.

## I-F. Average Length of Service

## I-F-1. Average Length of Service for Separated Staff

Year	Employee Category	Average Length of Service (Years)
2012 - 2026 (as of 31 Mar 2026)	Professional and above (254 out of 292)	3.4
	General Services (38 out of 292)	2.9
	P and GS (total 289)	3.3

## I-F-2. Average Length of Service of Existing Staff

Year	Employee Category	Average Length of Service (Years)
2026 (as of 31 Mar 2026)	Professional and above (139 out of 176)	4.8
	General Services (37 out of 176)	8.2
	P and GS (total 176)	5.5

## I-F-3. Professional Positions Impacted by Tenure through 2035

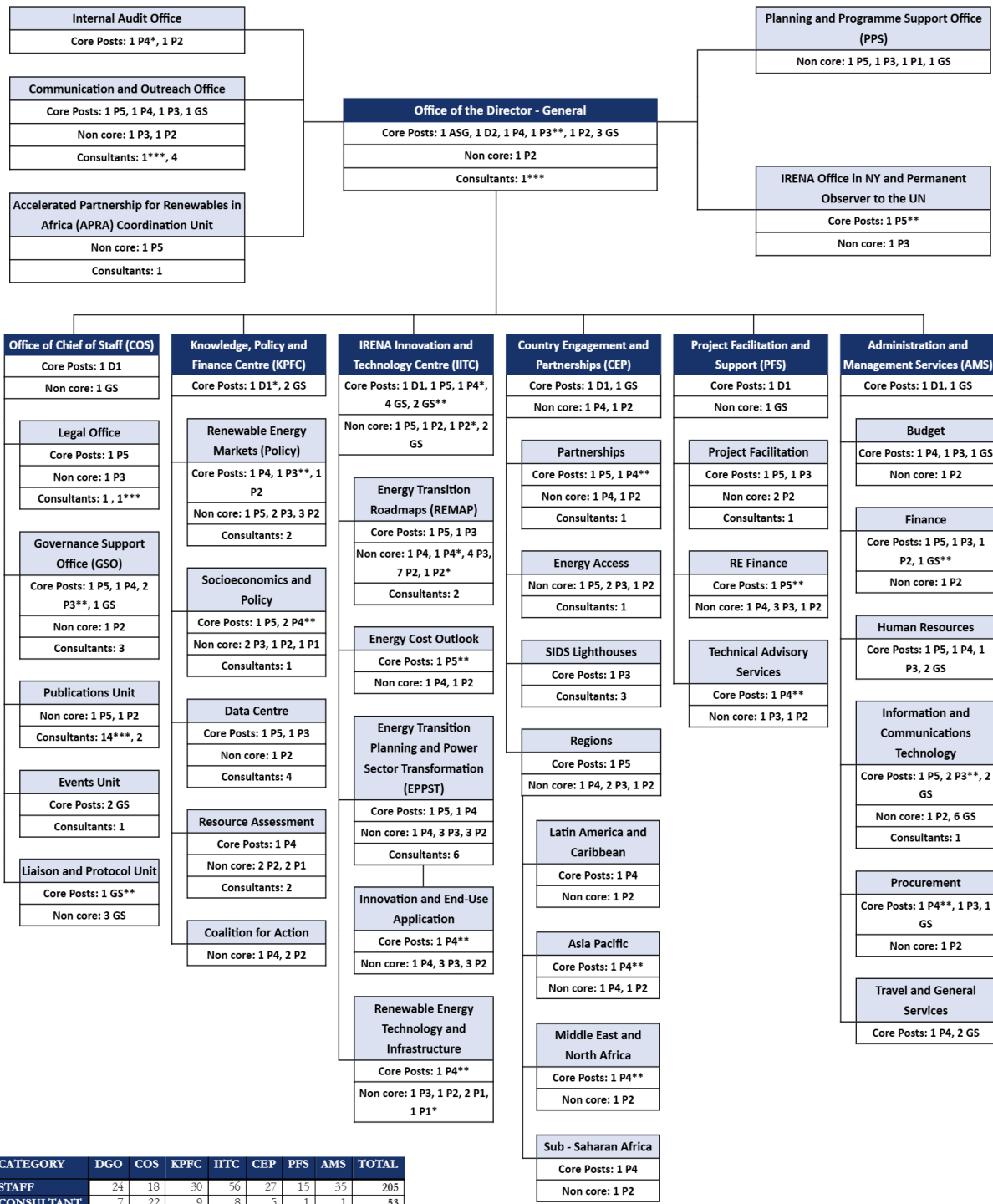
	2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		Incumbents Impacted by Tenure
	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years			
D1			1				1	1							1		1			5	
P5		3		2		1	2	2		2		4		1		1		1		19	
P4	1		1	2		3		2	1	1		1		3		1		2		18	
P3	2		1	4	1	1	1	4		4		10		4		3		1		36	
P2				2	1	1	1	4		4		11		16		1		4		46	
P1												2		2		1		1		6	
Total	3	3	3	10	2	6	5	13	1	11		28		26		8		10		1	130

As of 31 March 2026, the Agency has two groups of Professional staff with different tenure limits – 14 staff with the 13-year tenure limit who joined before 15 January 2017 and 116 staff with 9-year tenure limit who joined after 15 January 2017. The table (Annex I-F-3) illustrates the number of Professional staff from each group reaching tenure limits in the subsequent years through 2035.

I-G. Evolution of HR Risk Areas from 1 January 2023 to 31 March 2026

HR Risk Area	Solution / Recommendation	Risk Level (High-Medium-Low)
HR staffing	Recruitment activities are currently frozen	High
HR Policies & update of HR Policy Manual	Continue developing/implementing HR policies including on consultancy management, recruitment and selection, performance management; update existing HR Policy Manual based on recent HR policy issuances	Medium

IV. IRENA Overall Organization Chart



Note (as of 31 March 2026)  
 \* Staff Under Recruitment Posts  
 \*\* Staff Vacant Posts  
 \*\*\* Consultant under Retainer contracts  
 The reorganization of IITC units is in its final stage of implementation

V. IRENA Consultants Chart

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

Director - General's Office		KPFC		IITC		CEP		PFS		AMS	
Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**
Consultant, Digital Communications	7 1	Consultant, Data Analyst	9 1	Consultant, Energy Planning and Power Sector Transformation Team	8 1	Consultant, Pacific Focal Point	6 1			Consultant, Network and Security	12 1
Consultant, Videographer***	8 1	Consultant, National Consultant	9 1	Consultant, Long Term Planning	11 1	Consultant, AFID-UNEZA	12 1				
Consultant, Communications ODG	11 2	Consultant, Productive Use of Energy	9 1	Consultant, Socio-Economic Modelling and Analysis	11 1	Consultant, Caribbean Focal Point	12 1				
Consultant, Ethics***	12 1	Consultant, Energy Statistics	11 1	Consultant, Capacity Building (French)	12 1	Consultant, DRE Solutions for Powering Agriculture and Food Value-Chains in Cuba	12 1				
Consultant, Office of the Director-General	12 1	Consultant, Web GIS Developer	11 1	Consultant, Flexibility Analyses and NDC Support	12 1						
<b>Office of Chief of Staff</b>											
Title	Mo* #**	Consultant, Graphic Designer - Youth Peer Education	12 1	Consultant, SPLAT Model Interface	12 1						
Consultant, Business Development & Optimization for NewGen Hackathons	8 1			Consultant, Technology and Infrastructure Analysis	12 1						
Consultant, Inhouse Graphic Designer	8 1										
Consultant, Graphic Designer	10 1										
Consultants, Generic Editors and Proof Readers***	10 14										
Consultant, Governance Support Office(GSO)	12 1										
Consultant, Legal Office	12 1										
Consultant, Legal Services***	12 1										
Consultant, Youth Engagement (GSO)	12 1										

Note:  
 \*Mo : Duration of the current contract in months  
 \*\* # :Number of consultant/s  
 \*\*\*Retainer : Consultants who work from 30 to 90 days for the duration of their contracts.

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

Director - General's Office		KPFC		IITC		CEP		PFS		AMS	
Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**	Title	Mo* #**
Consultant, Communications	3 1	Consultant, Writing Trainer/Coach	4 1	Consultant, WETO/RETO	6 1	Consultant, RRA PNG-Local Coordinator	6 1	Consultant, Project Facilitation and Support	3 1		
<b>Office of Chief of Staff</b>											
Title	Mo* #**										
Consultant, Events	6 1										

Note:  
 \*Mo: Duration of the current contract in months  
 \*\* # :Number of consultant/s  
 \*\*\*Retainer: Consultants who work from 30 to 90 days for the duration of their contracts

## VI. All Consultancy Contracts with duration of 1 year or longer

Division	Position Title	Overall consultancy Service in Years
COS	Consultant, Generic Editors and Proof Readers***	8.64
COS	Consultant, Inhouse Graphic Designer	8.52
IITC	Consultant, SPLAT Model Interface	8.39
COS	Consultant, Generic Editors and Proof Readers***	8.38
COS	Consultant, Generic Editors and Proof Readers***	8.28
COS	Consultant, Generic Editors and Proof Readers***	8.28
COS	Consultant, Generic Editors and Proof Readers***	7.49
IITC	Consultant, Long Term Planning	7.42
COS	Consultant, Generic Editors and Proof Readers***	7.07
COS	Consultant, Legal Office	6.77
KPFC	Consultant, Web GIS Developer	6.67
COS	Consultant, Generic Editors and Proof Readers***	6.65
COS	Consultant, Generic Editors and Proof Readers***	6.65
AMS	Consultant, Network and Security	6.39
COS	Consultant, Governance Support Office(GSO)	6.21
KPFC	Consultant, Geospatial Analysis	5.74
COS	Consultant, Generic Editors and Proof Readers***	5.56
COS	Consultant, Graphic Designer	5.16
ODG	Consultant, Videographer***	4.65
COS	Consultant, Generic Editors and Proof Readers***	4.60
IITC	Consultant, Capacity Building (French)	4.55
CEP	Consultant, Pacific Focal Point	4.48
KPFC	Consultant, Energy Statistics	4.12
COS	Consultant, Generic Editors and Proof Readers***	3.95
KPFC	Consultant, Energy Statistics	3.77

Division	Position Title	Overall consultancy Service in Years
COS	Consultant, Generic Editors and Proof Readers***	3.70
ODG	Consultant, Communications ODG	3.52
ODG	Consultant, Communications ODG	3.52
COS	Consultant, Generic Editors and Proof Readers***	3.52
PFS	Consultant, Project Facilitation and Support	3.49
COS	Consultant, Youth Engagement (GSO)	2.91
IITC	Consultant, WETO/RETO	2.89
COS	Consultants, Generic Editors and Proof Readers***	2.72
COS	Consultant, Events	2.61
ODG	consultant, Digital Communications	2.60
COS	Consultant, Legal Services***	2.42
CEP	Consultant, DRE Solutions for Powering Agriculture and Food Value-Chains in Cuba	1.99
ODG	Consultant, Office of the Director-General	1.99
IITC	Consultant, Technology and Infrastructure Analysis	1.84
ODG	Consultant, Communications	1.78
KPFC	Consultant, National Consultant	1.77
KPFC	Consultant, Graphic Designer -Youth Peer Education	1.52
CEP	Consultant, RRA PNG- Local Coordinator	1.47
CEP	Consultant, Caribbean Focal Point	1.00
CEP	Consultant, AFID-UNEZA	1.00
IITC	Consultant, Flexibility Analyses and NDC Support	1.00
ODG	Consultant, Ethics***	1.00

**Note:** \*\*\* in the above table indicates that these are consultants on retainer contracts who work from 30 to 90 days for the duration of their contracts.