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# Draft Programme of Work Climate Technology Centre and Network

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This document has been approved by the Advisory Board at its Second Meeting, 9 – 11 September 2013 in Bonn, Germany, recognizing that this document will need to be revised periodically as the CTN becomes fully operational.

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## Context of the Climate Technology Centre and Network

Technology transfer is a cornerstone of the United Nations Framework Convention on Climate Change (UNFCCC) and the Conference of Parties (COP) accordingly established a Technology Mechanism in Cancun in 2010. The Technology Mechanism consists of a Technology Executive Committee (TEC) and the Climate Technology Centre and Network (CTCN). The CTCN is hosted and managed by UNEP and UNIDO with 11 Consortium partners.

2013 has been an eventful year for the CTCN, with formal approval and the establishment of an interim organisation. The time has now come to lay out the objectives and milestones for the next five years.

The CTCN will provide three core services to developing countries: It will respond to requests for technical assistance; it will build local capacity and networks; and it will increase information flows and knowledge sharing about technology choices. A number of activities will be carried out to this effect over the next five years; training and networking workshops for National Designated Entities (NDEs); conferences involving academia, research institutions, NGOs, and the public and private sector; technical assistance assignments<sup>1</sup>, a continuously serviced Knowledge Management System; and requests attended to through a helpdesk service. The CTCN will, as experience is gained, take on a more proactive role in facilitating south-south, south-north, and south-south-north partnerships, and become a more visible actor on broader climate technology issues. In doing so, the CTCN will coordinate its activities with other organizations having similar activities.

The activities and corresponding budget presented in this Programme of Work represent an ambitious yet realistic level of activity for the CTCN over the next five years. Projected activity levels and outputs are based on the rich project implementation experience of the Consortium partners as well as evidence taken from other data sources, such as recently completed Technology Needs Assessments conducted in 35 countries. The exact nature and quantity of the services provided will evolve, however, based on practical experience gained and the growing volume of country requests. The approach of having a rolling five year Programme of Work that is reviewed by the CTCN Advisory Board on an annual basis will allow for refinement and retargeting.

The CTC will not provide large amounts of funds but is establishing procedures that will allow fast and flexible delivery of support, which for many countries will facilitate larger scale action.

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<sup>1</sup> Technical assistance is used in this Programme of Work to mean the wide range of activities listed in 1\CP.16, paragraph 123. It is anticipated that these activities will be provided by national, regional, and international institutions and experts.

Roughly 75 percent of the indicative \$100 million budget will go toward technical assistance and capacity building that directly responds to country requests, with slightly over five percent going to outreach and networking and a similar amount to knowledge management, peer learning, and capacity building. Costs covering core and (eventually) regional centre operations would require roughly 13 percent of the budget.

The budget envisages a gradual increase in activity levels over time for some of the services, whereas others can go at full speed from the outset. Approximately 20 percent of the estimated funds have already been committed by various donors, leaving the CTCN with a current funding need of some \$78 million for the next five years.

## Acronyms

CTC	Climate Technology Centre
CTCN	Climate Technology Centre and Network
CTN	Climate Technology Network
GHG(s)	Greenhouse gas(es)
KM	Knowledge Management
KMS	Knowledge Management System
NDE	National Designated Entity
NGO	Non-governmental Organisation
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA	Technical Assistance
TRP	Technical Resource Pool
TAP	Technology Action Plan
TEC	Technology Executive Committee (of the UNFCCC)
TNA	Technology Needs Assessment
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
UNFCCC	United Nations Framework Convention on Climate Change

## 1. Vision

The Vision of the CTCN is:

*Developing country parties to the UNFCCC have acquired the capacity, tools, and know-how to develop and upscale technology for climate change mitigation and adaptation.*

## 2. Mission

The CTCN will work towards its Vision by:

- Stimulating technology cooperation and enhancing the development and transfer of technologies
- Building and strengthening the capacity of developing countries to identify technology needs
- Facilitating the preparation and implementation of technology projects and strategies to support action on mitigation and adaptation.

The key clients or users of the CTCN are developing country Parties that request assistance and support to enhance low emissions and climate resilient development consistent with their respective capabilities, national circumstances and priorities.

The mission of the CTCN stated by the COP is to

*“... stimulate technology cooperation and to enhance the development and transfer of technologies and to assist developing country Parties at their request, consistent with their respective capabilities and national circumstances and priorities, to build or strengthen their capacity to identify technology needs, to facilitate the preparation and implementation of technology projects and strategies taking into account gender considerations to support action on mitigation and adaptation and enhance low emissions and climate-resilient development.”*

### 3. Value Proposition

Parties have identified “the need for effective mechanisms, enhanced means, appropriate enabling environments and the removal of obstacles to the scaling up of the development and transfer of technology to developing country Parties.”<sup>2</sup>

Addressing this need will require coordinated efforts on many fronts. The CTCN is an outcome of the climate negotiations and the Parties have agreed to its mission and its relevance in a global context. As the operational arm of the Technology Mechanism under the UNFCCC, the CTCN differs from many other technology transfer related initiatives and programs:

- The CTCN is guided by an Advisory Board with representatives from developing and developed countries, various UNFCCC committee members as well as representatives from Environmental NGOs, Business and Academia.
- The CTCN will be demand-driven and based on local and national ownership and country driven needs, with a focus on building and strengthening developing country capacity.
- The CTCN will engage a broad ranging Network to build upon existing experience and knowledge.
- The CTCN will implement a comprehensive Knowledge Management System to ensure the efficiency and cost-effectiveness of the CTC.
- The CTCN will provide highly qualified support to countries along all stages of the technology cycle, from identification of technology needs, through assessment, selection and piloting of technological solutions, to their customisation and widespread deployment.
- The CTCN will play an important role in creating the enabling environment for investments in technology development and transfer.
- The CTCN will provide training and networking for the National Designated Entities in order to ensure that they are in a position to make optimal use of the CTCN services.

Based on this, developing countries can consider the CTCN as the primary source of information and technical assistance on climate technology issues under the UNFCCC, for both mitigation and adaptation efforts.

The CTCN will contribute to broad based, accelerated and scaled-up deployment of priority adaptation and mitigation technologies in developing countries. As an outcome of its work, there will be reduced GHG intensity and climate vulnerability of key economic sectors as well as improved innovation capacities. Private and public investment in adaptation and mitigation will be mobilised on a greater scale and collaboration and peer learning on technology transfer and deployment across and within developing countries will be the norm.

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<sup>2</sup> Decision 1/CP.16, page 18, para B

## 4. Targets

The mission of the CTCN will be driven by a number of targets related to the

- (1) **Key services** that form the core mandate of the CTCN, and the
- (2) **Organisational activities** of the Centre and Network to deliver these services.

	#	CTCN TARGETS	RATIONALE	
KEY SERVICES	1	Technical assistance in response to requests from developing countries	The CTCN must provide its users with highly targeted and relevant assistance on mitigation and adaptation technologies and techniques. Through its Network, the CTCN will leverage on-going processes of developing and deploying technologies in developing countries, and build on existing knowledge and experience.	
	2	Outreach, networking and stakeholder engagement		
	3	Knowledge management, peer learning and capacity building		
ORGANISATIONAL ACTIVITIES	4	Establish and sustain an effective, efficient and responsive CTC		The CTCN must create trust and confidence among its stakeholders. An organisation with a large network must be established that can handle a high volume of support requests and cover a broad scope of support topics in a rapidly evolving operating context. Monitoring, evaluating, and reporting on all aspects of the CTCN is important for building and maintaining this trust and ensuring internal learning and improvement.
	5	Establish transparent procedures for assessing proposals, monitoring implementation, and measuring results		
	6	Build and manage a Network that covers a broad scope of areas		
	7	Develop and utilise a comprehensive Knowledge Management System that will substantially contribute to the efficiency and cost-effectiveness of the CTC		

**Table 1: CTCN Targets**

This Programme of Work describes how the CTCN will deliver on these targets over the next five years. Measurable metrics are provided for the key services (Section 6) and a roadmap is provided for the organisational development of the CTCN (Section 7). The budget required to realise the above targets for the CTCN is included in Section 8.

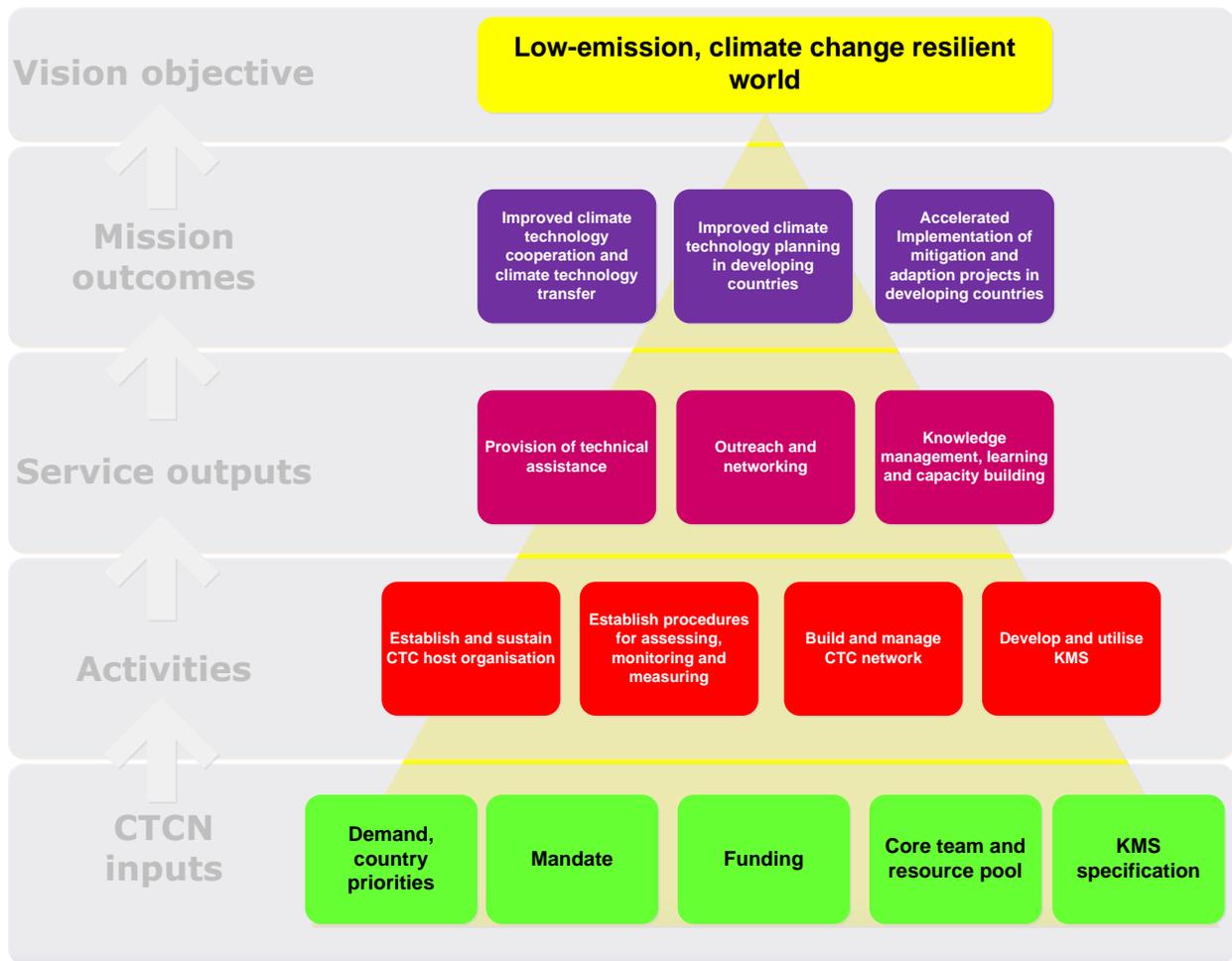
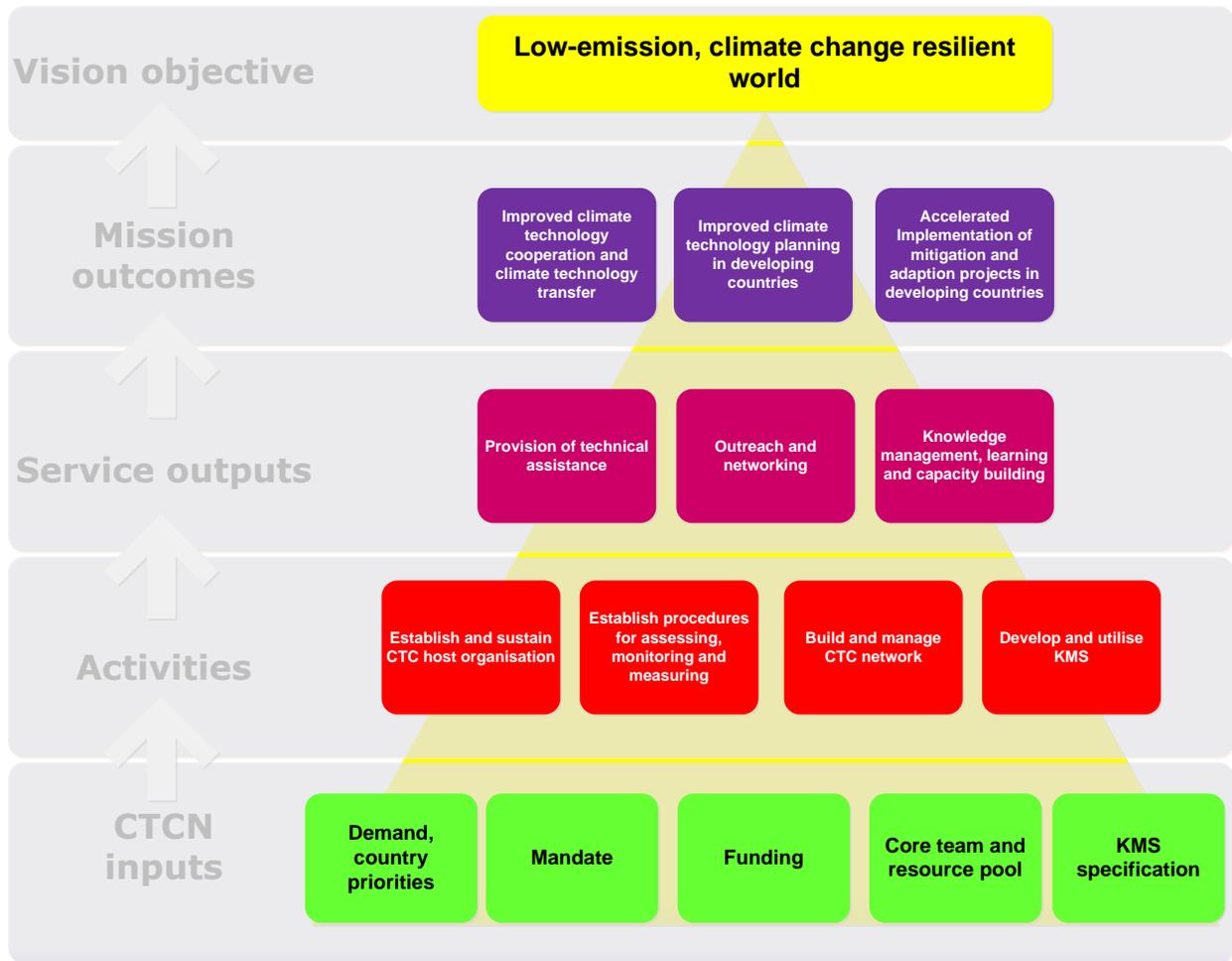


Figure 1 illustrates how the CTCN will transform its inputs to activities and demand-driven services that aspire to the Vision of the CTCN.

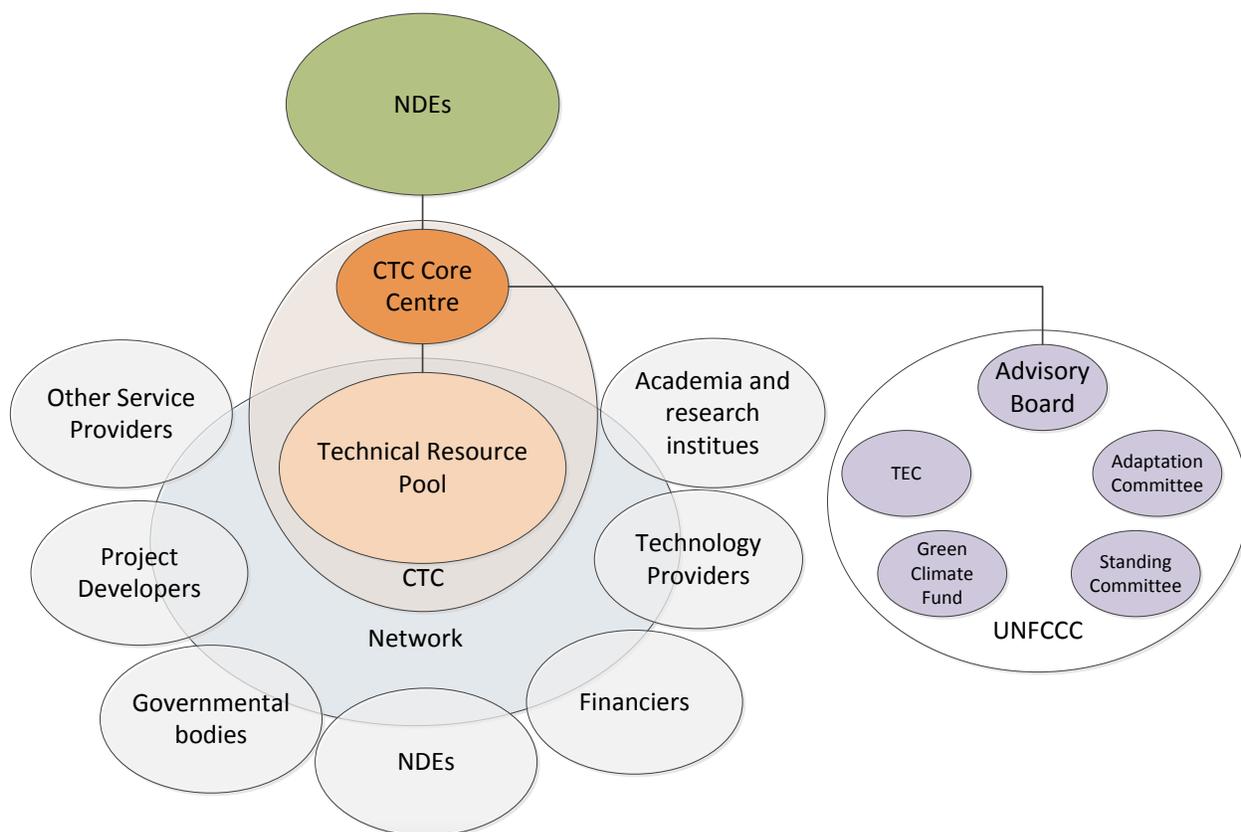


**Figure 1: Demand-driven achievements of the CTCN vision**

## 5. The Operating Arena

The CTCN operates in an environment with multiple stakeholders. It will be critical to its success that relationships are managed carefully to ensure impact of activities prevent duplication of efforts and to realise swift and high-quality service provisions.

Figure 2 provides an overview of the main stakeholders for the CTCN.



**Figure 2: CTCN Operating Arena**

The stakeholder groups in

Figure 2 are described in more detail in the following sub-sections. The Technical Resource Pool (TRP) has a special remit to help refine requests and undertake the quick response actions, particularly during the crucial early stages of the CTCN's operations. The TRP will also contribute to the KMS activities and support the NDE training and regional networking efforts. Activities of other service providers will be assessed on a continuous basis, and collaboration proposed when relevant.

With the CTCN in the establishment phase, the demand side of the work programme is still not entirely clear. It will be significantly strengthened through the upcoming series of dialogue and training events for NDEs. The CTCN will similarly need to engage with and articulate its potential value added for many of the other stakeholders.

### 5.1. National Designated Entities (NDEs)

Developing countries are the primary clients of the CTCN, and NDEs play a pivotal role as intermediaries between the CTCN and national stakeholders. The NDEs are to:

1. Serve as a focal point for CTCN activities in their country
2. Manage the national request submission process and support the articulation and prioritisation of requests and proposals
3. Identify priority technology and capacity-building needs in line with national development and climate strategies and design collaborative programmes with the CTCN
4. Facilitate the creation of a consultative process to enhance public sector / government actors / private sector coordination and collaboration in the definition of country strategies on technologies for adaptation and mitigation, and
5. Provide feedback on the quality of CTCN assistance and procedures.

NDEs are expected to participate in the definition and update of national development and climate strategies and have the capacity of reflecting the identified priorities in their requests to the CTCN by working closely with relevant ministries including finance, planning, environment, energy, science and technology. All NDEs can play a crucial role in identifying and supporting opportunities for enhanced south-south-north collaboration. The CTC will aim to facilitate NDE interaction through networking measures and may play a facilitating role by linking NDEs with possible providers of technology and support establishment of collaboration and joint programmes.

NDEs are encouraged to coordinate their work with national focal points of other UNFCCC mechanisms to enhance effectiveness and scope of the CTCN interventions and leverage international funding for adaptation and mitigation activities. Examples of such focal points are the Adaptation Fund's Designated Authorities and National Implementing Entities, the CDM's Designated National Authorities and the NAMA's National Focal Points.

NDEs will ideally create a stakeholder consultation process able to collect proposals and other suggestions for support, and reflect views of government, the private sector, civil society and academia. To provide these inputs, NDEs will need technical and scientific expertise to identify, develop and appraise projects.

It is expected that some countries may need assistance to make their NDEs a fully functioning partner of the CTCN. Such assistance and training will be provided by the CTC to enable the NDEs in fulfilling their roles<sup>3</sup>. NDEs in Annex I countries may have much to contribute to the activities of the CTCN both in terms of making available relevant information and tools and engaging institutions in their countries.

## 5.2. Advisory Board

Governments have decided that the Climate Technology Centre and Network is accountable to, and operates under the guidance of, the Conference of the Parties through an Advisory Board. Among other tasks, the Advisory Board provides guidance on how the CTCN prioritises requests from developing countries, approves reports and criteria for prioritizing requests and membership of the Network, and in general monitors, assesses and evaluates the performance of the CTCN. The Advisory Board is comprised of 25 members including government representatives, specific UNFCCC related committee representatives, and non-governmental organisations. The CTCN Director serves as secretary to the Advisory Board.

## 5.3. The Climate Technology Centre (CTC)

The CTC comprises a Core Centre which is managed by UNEP in partnership with UNIDO and a Technical Resource Pool with experts from the eleven Consortium partners. The Core Centre, which is located in Copenhagen, will consist of a Director supported by a number of specifically recruited staff as well as consultants, secondees and loaned personnel from institutions comprising the Technical Resource Pool. The Technical Resource Pool will mainly be engaged in the initial appraisal, refinement, and technical support for requests received through NDEs, and contribute to Knowledge Management and enhancement. The TRP institutions may also be tasked by the CTC to provide technical assistance to countries in response to requests, particularly during the period that the Network is being established under guidance provided by the Advisory Board.

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<sup>3</sup> The list of NDEs is maintained at: [http://unfccc.int/ttclear/templates/render cms\\_page?s=TEM\\_nda](http://unfccc.int/ttclear/templates/render cms_page?s=TEM_nda)

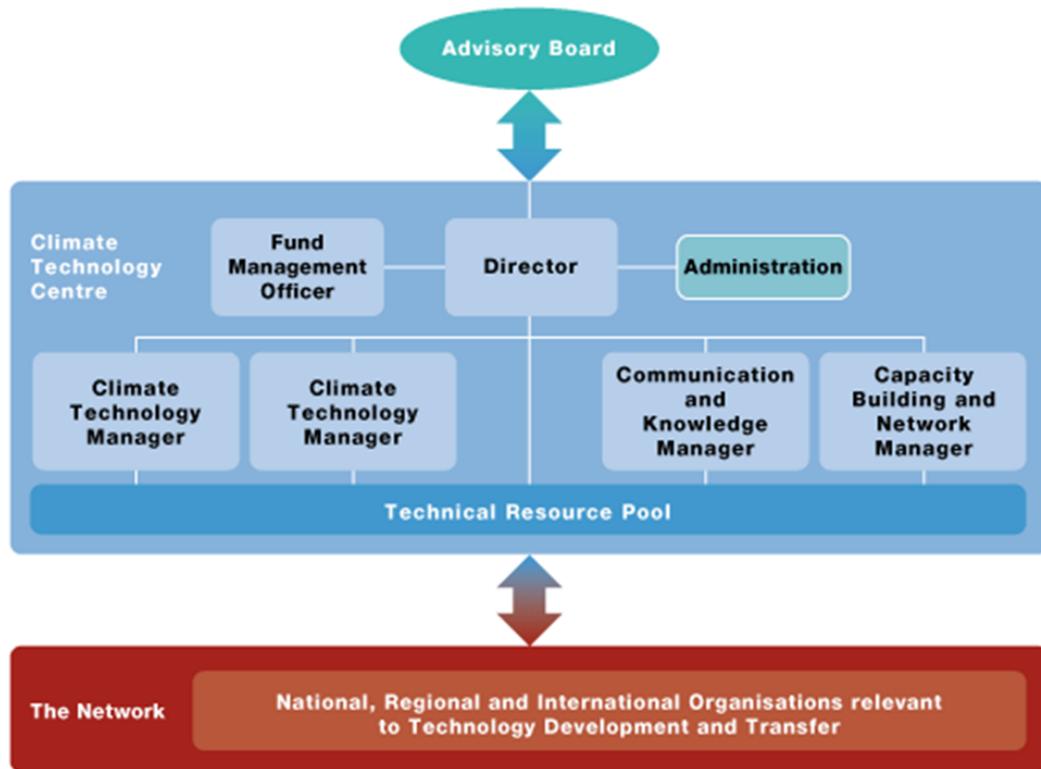


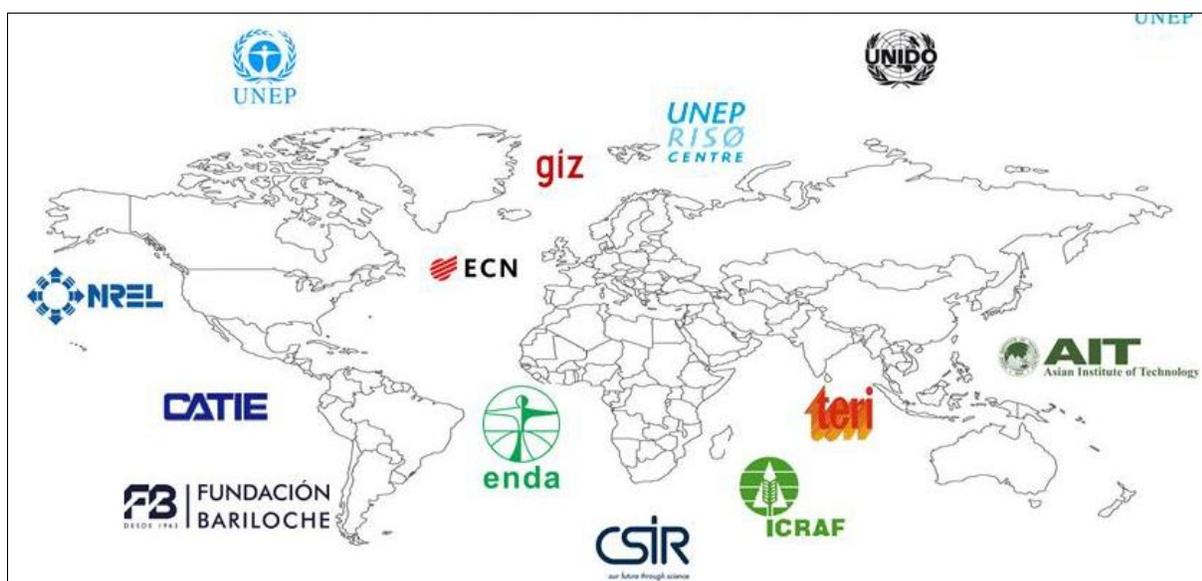
Figure 3: CTC Core centre, Technical Resource Pool and the Network

The following positions will be in the CTC core centre. More details on each position are provided in Appendix 2.

POSITION	COMMENTS
Director	<ul style="list-style-type: none"> <li>• Strategic direction and coordination of the CTC</li> <li>• Overall management and administration of the Climate Technology Centre, including outreach and fundraising</li> <li>• Overall responsibility for quality control and accuracy of reporting on results/impacts</li> <li>• Secretary to the Advisory Board</li> </ul>
Climate Technology Manager	<p>There will be two Climate Technology Manager positions in the CTC core centre, each with the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Management of requests and coordination with the Technical Resource Pool for request refinement, quick response assistance and request responses</li> <li>• Development and application of transparent criteria for evaluating proposals</li> <li>• CTC contact point for NDEs including screening of requests</li> <li>• Development of CTCN activities and services</li> </ul>
Communication and Knowledge Manager	<ul style="list-style-type: none"> <li>• Management and administration of both communications and Knowledge Management activities</li> <li>• Branding and outreach / promotion of the CTCN</li> <li>• Development, implementation and management of the Knowledge Management System, including the identification of tools and resources for inclusion in the KMS</li> </ul>
Capacity Building and Network Manager	<ul style="list-style-type: none"> <li>• Management and administration with respect to developing the Network and Capacity Building Activities</li> <li>• Development, implementation and evaluation of the Network, including liaising with Network members</li> <li>• Development and application of transparent criteria for evaluating capacity building activities</li> <li>• Development of capacity building approaches, including workshops, seminars, distance learning approaches, twinning and other forms of collaborative work and learning</li> </ul>
Fund Management Officer	<ul style="list-style-type: none"> <li>• Responsible for budget and finance matters</li> <li>• Financial programme management; oversight of contracts</li> <li>• General administration</li> </ul>
Administrator	<ul style="list-style-type: none"> <li>• Support for day-to-day operations</li> </ul>

The Technical Resource Pool consists of:

- Asian Institute of Technology (AIT) – Thailand
- Bariloche Foundation (BF) – Argentina
- Council for Scientific and Industrial Research (CSIR) – South Africa
- The Energy and Resources Institute (TERI) – India
- Environment and Development Action in the Third World (ENDA-TM) – Senegal
- Tropical Agricultural Research and Higher Education Center (CATIE) – Costa Rica
- World Agroforestry Centre (ICRAF) – Kenya
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) – Germany
- Energy Research Centre of the Netherlands (ECN) – The Netherlands
- National Renewable Energy Laboratory (NREL) – United States of America
- UNEP Risø Centre, including expertise from UNEP-DHI Centre (URC) – Denmark.



**Figure 4: Global presence through the Technical Resource Pool**

#### 5.4. The Network

Reflecting its mandate, the CTC will use the Network for providing most of the technical assistance on climate technologies. Considering the wide range of adaptation and mitigation expertise required across sectors, regions and sub-regions and technologies, a wide and diverse Network of regional and national institutions is required as a delivery mechanism that can respond effectively and efficiently to requests from NDEs.

Members of the Network are expected to include a broad variety of different types of institutions ranging from regional climate technology centres and networks to intergovernmental, international, regional and sectoral organisations, partnerships and initiatives that could contribute to technology deployment and transfer. Also included could be research, academic, financial, non-governmental, private-sector and public-sector organisations, and partnerships.

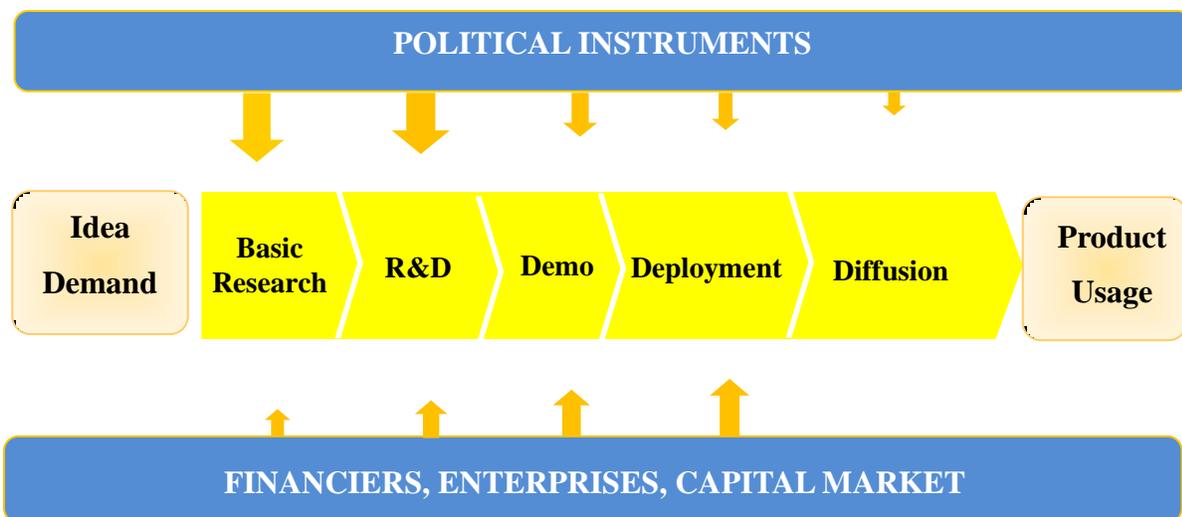
The Advisory Board of the CTCN will provide guidance and approve criteria for the structure of the Network. The approach envisaged is one of gradual expansion and increasingly sophisticated structuring of the Network, reflecting the expected build-up of demand and underlying financing for activities as well as experience and learning within the CTCN. Establishing new sub-networks or strengthening of existing sub-networks for each of the key climate change adaptation and mitigation sectors will be considered, as well as sub-networks focused on private sector partnership, research and development, and financing support.

Criteria for Network membership, to be elaborated further in consultation with the Advisory Board and drawn from UNFCCC practices in other areas, are expected to include elements such as:

1. Regional and sub-regional coverage
2. Adaptation and mitigation expertise
3. Sector expertise
4. Balance among relevant types of stakeholders, including government, industry, research and academia, environmental and social NGOs, and finance
5. Capacity building and knowledge management capabilities
6. Experience with relevant phases of technology development and transfer in developing countries
7. Ability to provide objective and neutral support to developing countries and to be responsive to country needs, and
8. Ability to provide cost-effective and high quality delivery of technical assistance and capacity building services.

## 5.5. Stakeholders in the Climate Technology Cycle

The Climate Technology Cycle (illustrated in Figure 5) involves numerous stakeholders, e.g. academia involved in basic research, institutions conducting applied research and development, commercial developers deploying technologies, brokering institutions helping to diffuse technologies, those that set the general framework conditions, and those that provide the needed investment and capital.



**Figure 5: Climate Technology Cycle**

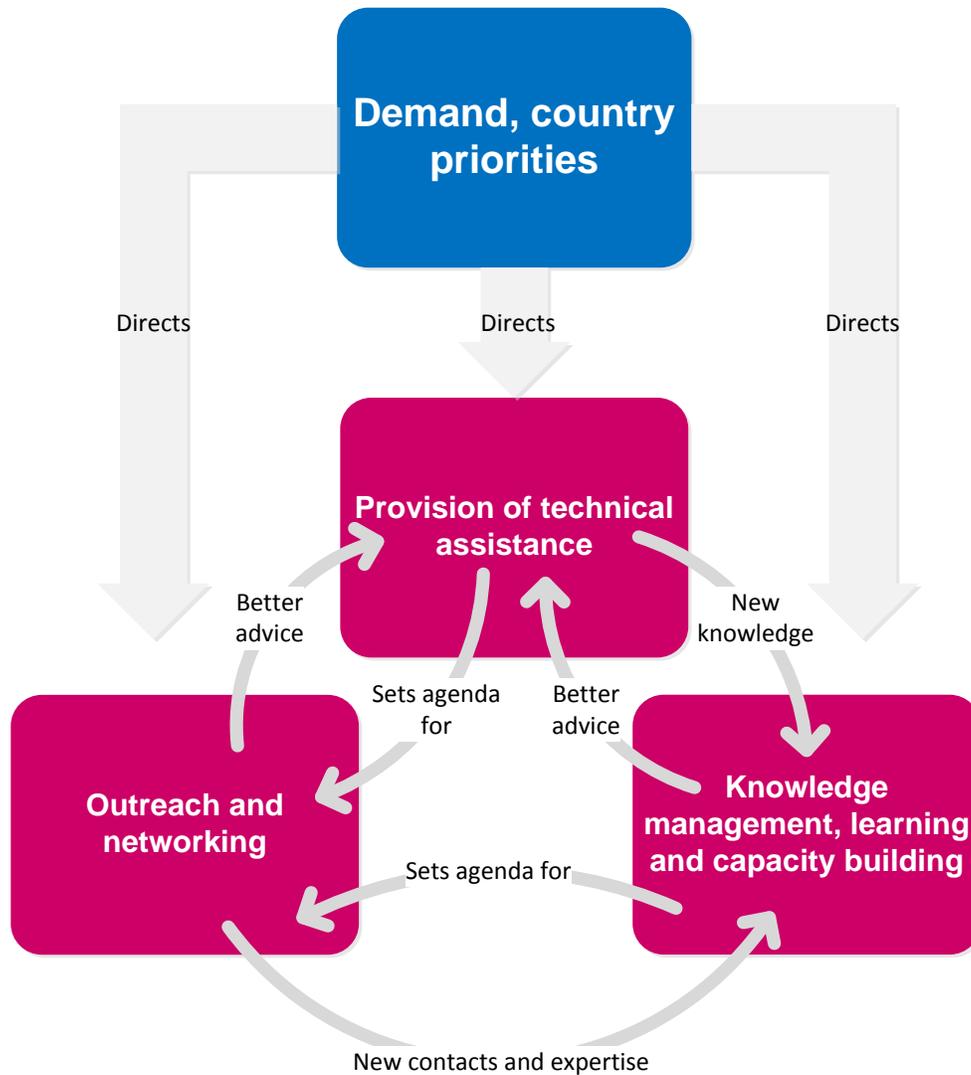
The stakeholder landscape is thus complex and includes a wide range of actors. The CTCN will develop and manage relationships with many of these actors involved in the Climate Technology Cycle, and will with growing experience find and strengthen its niche, cooperate where possible, and always seek to avoid duplication of efforts. The degree to which different stakeholders are engaged in activities of the CTCN will depend in part on the types of requests received and the organic development of the CTCN. As mentioned earlier it will also be important for NDEs to engage broadly with similar groups of national actors.

## 6. CTCN Key Services

The CTCN must provide its users with highly targeted and relevant assistance on mitigation and adaptation technologies and techniques. Through its Network, the CTCN will leverage on-going processes of developing and deploying technologies in developing countries, and leverage existing knowledge and experience. The mission of the CTCN will be achieved through the implementation of three core services, which, in their delivery are integrated and continuously attuned to demands as they emerge and become clearer over time. The interrelationship between the services and how they are steered by demand is illustrated in Figure 6. The principal core service is responding to direct requests submitted by developing countries through their NDEs. The other two core services – described below – will allow the CTCN to respond to its COP mandate in instances where there is no specific country request. An initial focus will be on establishing efficient and transparent processing and prioritization procedures in accordance with

criteria approved by the CTCN Advisory Board. These will be particularly important if the demand for CTCN services exceeds the available resources.

An extensive and professional communications programme will further enhance clarity with stakeholders regarding what the CTCN is able to offer, how it operates, who is involved and what it is achieving. Monitoring, review and verification of delivery and results will be integrated into all activities. These will further feed into the CTCN’s Knowledge Management System, ensuring “learning by doing” and enhanced efficiency.

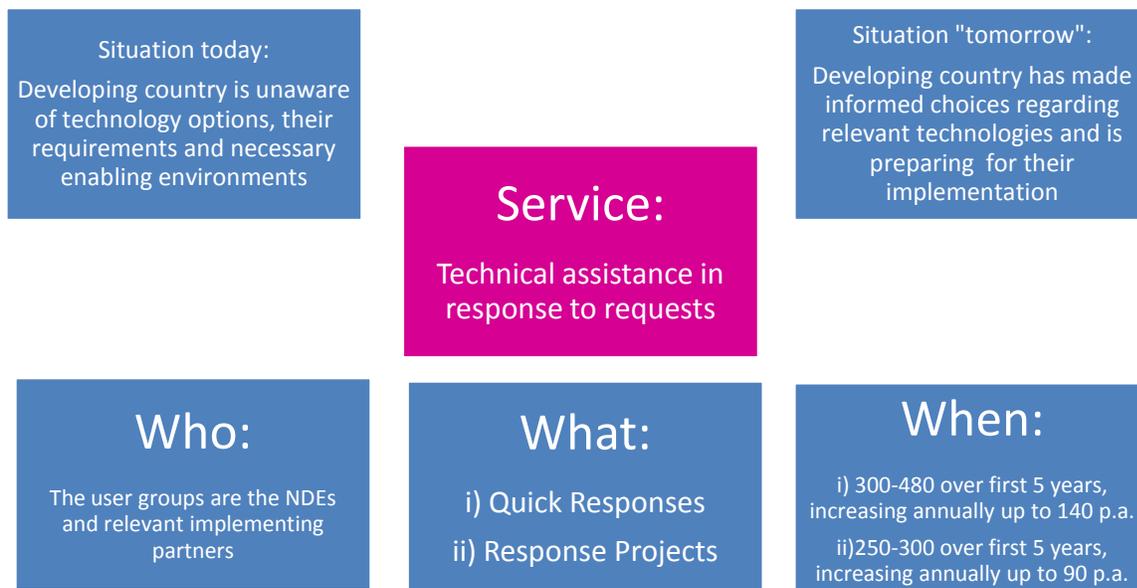


**Figure 6: Demand-driven CTC services and their interrelationships**

## 6.1. Technical assistance in response to requests submitted developing country NDEs

For this core service, the first task of the CTC will be to assess each request received and determine if it is consistent with criteria approved by the Advisory Board. The immediate next step will be to determine whether the request can be addressed by the CTC staff or will require more elaborate support in the form of either a “quick response” activity or a larger “response project”. This request management process is schematically illustrated in Figure 10 and elaborated in Appendix 4.

Experts from the Technical Resource Pool institutions will manage the quick response assistance, while the intention is that the larger response projects will be tendered among qualified Network members. An example of a “quick response” activity is support to a country developing a national feed-in tariff structure for renewable energy projects, whereas an example of a “response project” would be helping a country develop an integrated water resources management plan that incorporates the latest climate data predictions.

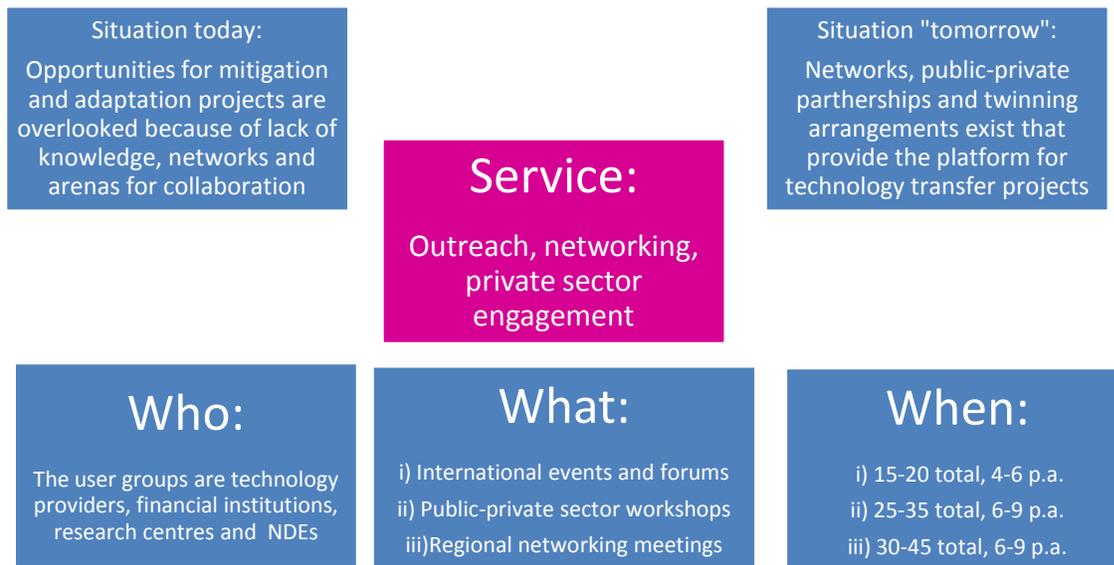


**Figure 7: Technical assistance in response to requests**

## 6.2. Outreach, networking and stakeholder engagement

The CTCN will carry out three activities within this service. First, it will co-organize relevant international technology events and forums, in order to profile the CTCN, gather information, and reach out to a wide audience (possibly recruiting new users and Network participants).

Second, it will support workshops and matchmaking events involving interested public and private entities with the aim of facilitating public-private technology transfer partnerships. These partnerships are expected to form the basis for subsequent implementation of projects and investments in technology. They could, for instance, be in the form of an agreement between a technology provider and a national entity about technical cooperation in a specific area (for example, drip irrigation technology). Third, regional networking meetings will be held, in an effort to support networking, resulting in twinning arrangements between NDEs, or between NDEs and institutions from developing or developed countries, or between research institutes with specific experience on the topic. The twinning arrangements will provide lasting platforms for information exchange, through secondment of personnel or collaborative projects for example.

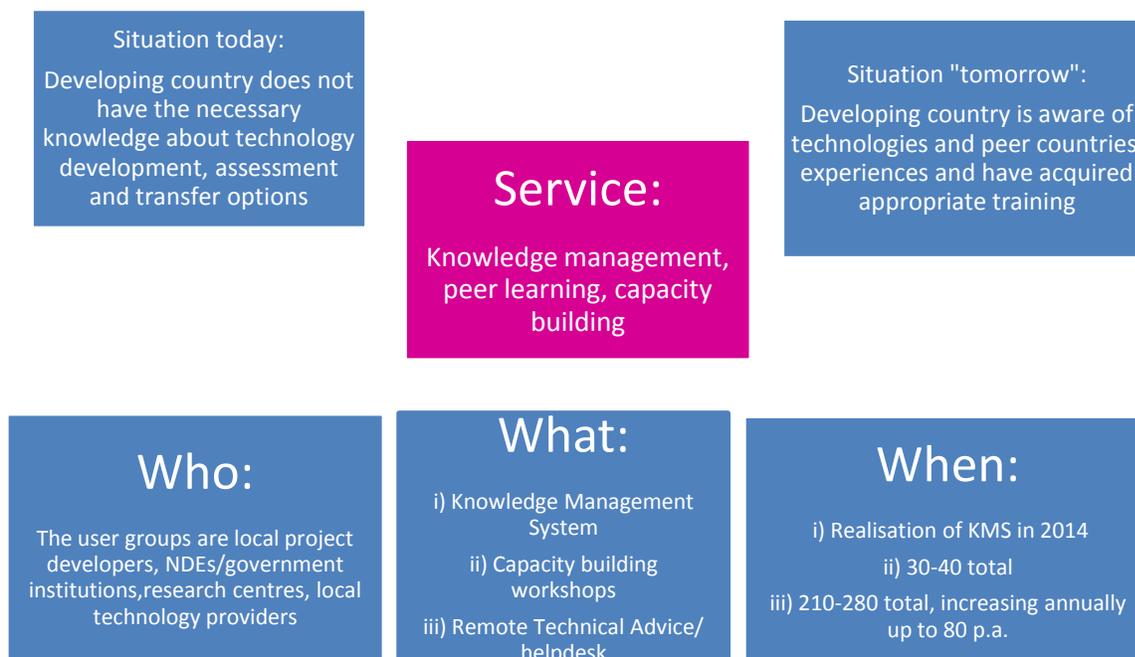


**Figure 8: Outreach, networking, private sector engagement**

### 6.3. Knowledge management, peer learning and capacity building

This service will take the form of building, servicing and using a Knowledge Management System, providing technical assistance through a helpdesk, and capacity building workshops. The Knowledge Management System will include an interactive IT tool, built and serviced by the CTCN, that disseminates and captures information on technologies and best practices and supports the management of requests to the CTCN. The remote technical advisory services will consist of a helpdesk function that handles queries on specific topics. It will be coordinated by the Core Centre supported technically by Consortium members tapping as needed their broad technical expertise. Details of the KMS are presented in Section 7.1. The capacity building

workshops will be on specific topics identified through consultations with the NDEs, and can be regional or global. For instance, if several developing countries express a need for training on how to develop bankable projects, or specifically on a technology (e.g. geothermal energy) or a topic (flood prevention), it may be more cost effective and enhance knowledge exchange to conduct a tailored workshop. Countries would participate where relevant, depending on their interest and needs. Establishing regional NDE forums based on the successful experience of CDM DNA Forums will be examined after more countries have nominated NDEs.



**Figure 9: Knowledge management, peer learning, capacity building**

### 6.4. Target outputs

The target outputs for each of the services per year are summarised in Table 2. These are indicative in nature and will depend on the availability of funds available to the CTCN and the nature of demands expressed by developing countries through their NDEs. Activity levels and outputs have been estimated on the basis of TNA/TAP efforts in 35 countries and the rich project implementation experience of the UNEP-led Consortium. The approach of having a rolling five year Programme of Work that is reviewed by the CTCN Advisory Board will allow for refinement and retargeting as needed.

TARGET OUTPUTS (per year) <sup>4</sup>		Y1	Y2	Y3	Y4	Y5	Total
<b>Service: Technical assistance in response to country requests</b>							
OUTPUTS	Number of quick response interventions	6-10	50-80	70-100	80-130	90-140	<b>300-480</b>
	Number of response projects implemented	0	20-25	50-70	80-100	90-110	<b>250-300</b>
<b>Service: Outreach, networking and private sector engagement</b>							
OUTPUTS	Number of international technology events/forums	0	4-6	4-6	4-6	4-6	<b>15-20</b>
	Number of regional public-private sector workshops	0	6-9	6-9	6-9	6-9	<b>25-35</b>
	Number of regional networking meetings	6-9	6-9	6-9	6-9	6-9	<b>30-45</b>
	Number of knowledge partners	10	50	140	300	500	<b>1000</b>
	Number of Public-Private Partnerships formed as result of workshops	0	3	3	3	3	<b>13</b>
	Number of twinning arrangements as a result of networking events	3	3	4	4	4	<b>18</b>
<b>Service: Knowledge Management, peer learning and capacity building</b>							
OUTPUTS	Number of remote technical advisory responses through helpdesk	0	40-50	50-70	60-80	60-80	<b>210-280</b>
	Number of capacity building workshops and training events	3-4	5-7	8-11	8-11	7-9	<b>30-40</b>
	Tools and information materials, including coverage of lessons and best practices captured	500	1000	2000	2500	3000	<b>9000</b>
	Number of trained CTCN NDEs	30	100	130	130	100	<b>--</b>
	Number of trained CTCN clients	100	250	400	500	500	<b>1750</b>
	Number of unique KMS users	500	2500	5000	7000	10000	<b>25000</b>
	Number of tool and information resource page visits	2000	13000	35000	50000	100000	<b>200000</b>

**Table 2: Target outputs for key services**

<sup>4</sup> The target outputs are used to estimate the budget for the CTCN (Section 8).

## 6.5. Target outcomes

The overarching outcomes described in the CTCN Mission (Section 2) refer to broad areas such as capacity building, technology cooperation, technology transfer and the implementation of projects. In order to measure the success of obtaining these outcomes, the CTCN will monitor indicators and work towards the targets that are shown in Table 3. These indicators will be used as a starting point during the first years of the CTCN. The targets are indicative for the end of the five year period and will depend on the demand for CTCN services.

OUTCOMES	INDICATORS	INDICATIVE CUMULATIVE TARGETS (at end of 5 year period)
Stimulating technology cooperation and enhancing the development and transfer of technologies	Climate technology investments deriving from CTCN assistance	\$0.6 billion climate in technology investments  Note: Will revisit this estimate.
Strengthening national technology plans and planning processes	Number of national and sectoral technology plans resulting from CTCN assistance	50-75 new plans
Facilitating the preparation and implementation of technology projects and strategies to support action on mitigation and adaptation	Number of new country driven technology projects and/or strategies designed, implemented and scaled-up as a result of CTCN assistance	100 new country-driven technology projects

**Table 3** CTCN Target Outcomes

The CTCN will develop a tracking framework that allows it to measure and report accurately on performance and impacts, both to the Advisory Board, donors, and wider audiences. The framework will focus on activities completed, but will also include monitoring of planned actions and analysis of milestone achievements and Key Performance Indicators.

## 7. CTCN Organisational Activities

To be truly effective, the CTCN must create trust and confidence among its stakeholders. The core organization and the Network must be able to handle a high volume of support requests and cover a broad scope of support topics in a rapidly evolving operating context. This section first

describes the organisational design of the CTCN when it is fully operational in 2014. It then presents the roadmap for developing this organisation over the next two and a half years.

## 7.1. CTCN Organisational design

To deliver its services with impact, the CTC will require an agile, capable, responsive organisation equipped with a world-class Knowledge Management System. The organisation chart and the main staff positions in the CTC are presented in Section 5.3.

The organisation is designed to be non-bureaucratic and agile in its service provision, with the ability to accommodate quick, flexible growth as demand increases and the option of creating regional hubs in UNEP's regional offices and proximity to clients. By being small and through having single points of responsibility and contacts within the organisation, clients can deal with the CTC in a direct and transparent manner.

Communications will form an integral part of the CTCN organisational make-up and a communications programme (see section 7.2 for more details) will be implemented to ensure that all staff, resource pool members and the Network are consistent in their communication about the CTCN.

The CTC will operate the following organisational processes, which will be specified in a comprehensive and public organisational handbook and management system, ensuring transparency and consistency in operation:

1. Strategy and overall management
2. Advocacy and stakeholder management
3. Finance and control, including quality control of operating procedures
4. Request management
  - a. Support request receipt, refinement and specification
  - b. Request response issue (quick responses/response projects)
  - c. Request response closure
5. Provision of on-line helpdesk service
6. Network development and management
  - a. Membership management
  - b. Sharing event management
7. Training and capability development
  - a. Training Needs Analysis
  - b. Training Development/Sourcing
  - c. Tool and information resources development
8. Knowledge capture, organisation and dissemination through KMS
9. Communications management and communications
10. KMS system maintenance
11. Monitoring, verification, and reporting of results

- 12. Administration/secretarial
- 13. Management information and statistics

An example of the envisaged Request Management Process is schematically illustrated in

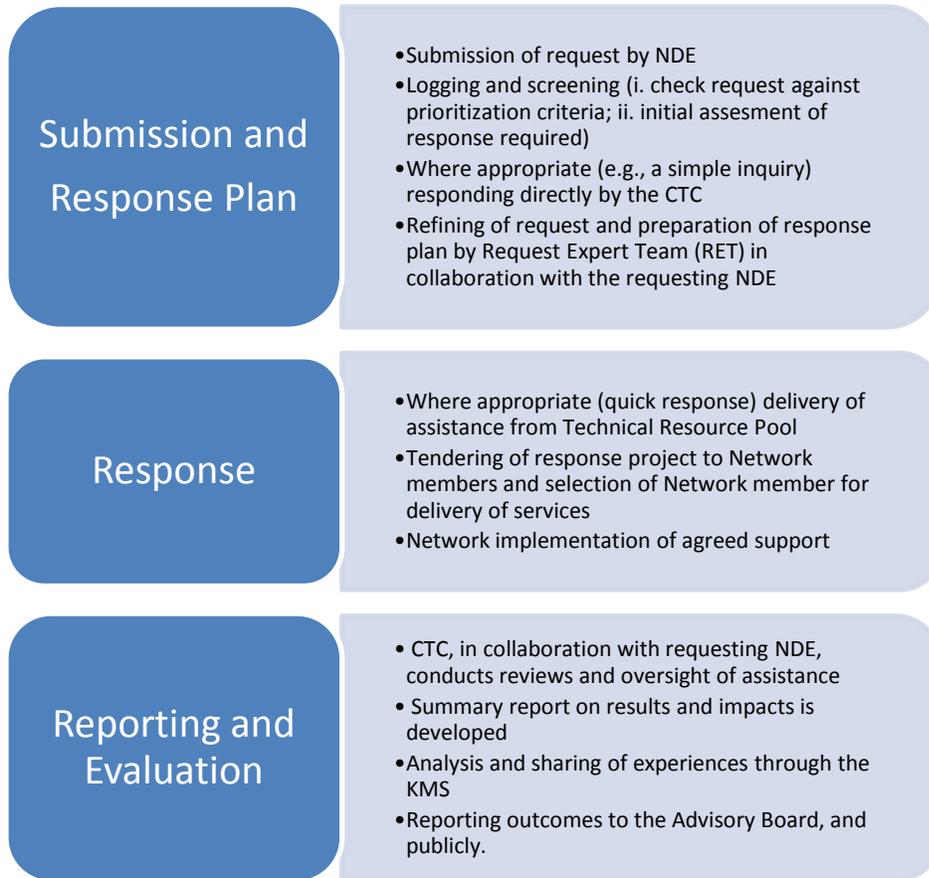
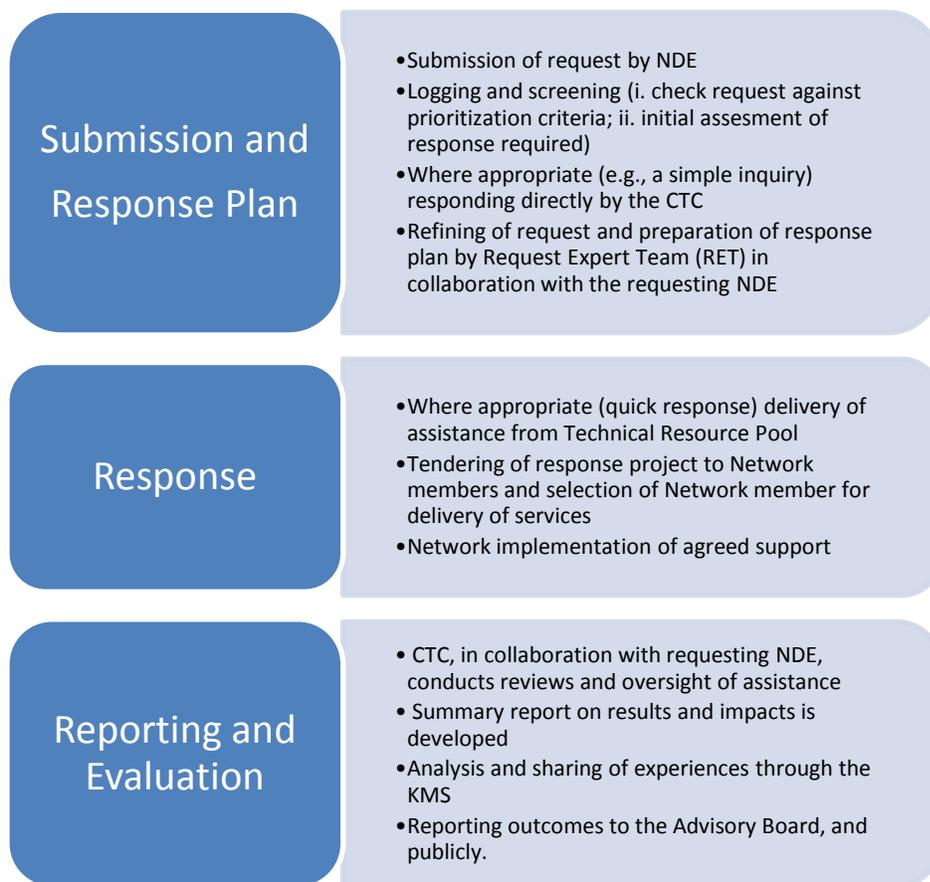


Figure 10 and further elaborated in Appendix 4.



**Figure 10: Main Elements of the Request Management Process**

### 7.1.1. Knowledge Management System

The CTC’s Knowledge Management System is essential to its successful operation and will encompass both traditional information management components as well as knowledge management components:

1. Facilitate and manage the request handling process
2. Provide information to support matchmaking of requests with TRP and Network resources
3. Offer powerful search and information comparison and visualisation capability to both CTC staff and NDEs, allowing look-up of technology availability, costs, and performance; policies; financing; and other topics for use by countries, with links to resources available from sources around the world

4. Capture experiences and results of quick responses and support projects in wiki-type articles and downloadable artefacts and promote these (for example through electronic subscriptions)
5. Provide a platform to search through lessons learned and best practices in climate technologies and their transfer
6. Offer collaboration spaces for international joint work on support projects
7. Offer expertise profiling options for TRP and Network resources
8. Offer on-line training resources to the CTC's stakeholder groups
9. Support management information requirements on current CTCN activities and results
10. Offer social-media connectors to integrate the CTCN's work with existing high-usage social media platforms.

The KMS will where possible and viable build on existing knowledge platform technologies such as Reegle (<http://www.reegle.info>) and the Clean Energy Solutions Center, and will embrace open data standards. Duplication of effort will be prevented by actively integrating existing, high-quality data and information resources. In its design and delivery, the KMS will not only hold data, but also the stories and experiences that contextualise the data (good practices, lessons learned, check lists, how-to lists, case studies, management plans). It is foreseen that a gradual roll-out of functionality is realised, through three consecutive main iterations, with the option of minor adjustments in-between iterations. Together with the CTC team and external stakeholders, the functionality per iteration is prioritised.

## 7.2. CTCN Roadmap

Table 4 shows the CTCN Roadmap for 2013-2015. In 2014, the CTCN can be expected to be operating on a full time basis. The years after 2015 are expected to be similar and therefore no additional details are provided beyond 2015.

**Table 4: CTCN Roadmap**

Activity	CTCN											
	2013				2014				2015			
	1	2	3	4	1	2	3	4	1	2	3	4
<b>I Overview of Organisational Activities</b>												
1 Start up	■	■	■	■								
2 Establishment					■	■						
3 Full scale implementation, intensification and expansion							■	■	■	■	■	■
<b>Ia Establish and sustain an effective, efficient and responsive CTC</b>												
Establish interim CTCN secretariat	completed											
Meetings CTC Consortium partners	completed											
Meetings pre-operational task force	completed											
Approval from UNEP Governing Council	completed											
Develop curriculum for NDEs, including capacity building	■	■	■									
Recruit CTC staff	■	■	■	■								
Develop CTC internal management guidelines	■	■	■	■								
Define procurement procedures		■	■	■								
Signing of legal agreement consortium partners		■	■	■								
Develop draft prioritisation criteria for requests from NDEs	■	■	■	■								
Establish trust fund	■	■	■									
Fund raising	■	■	■	■	■	■	■	■	■	■	■	■
Support NDE establishment and strengthening				■	■	■	■	■	■	■	■	■
Delivering remote responses, quick responses and response projects						■	■	■	■	■	■	■
<b>Ib Build and manage a Network that covers a broad scope of areas</b>												
Consultative meetings ENGOs, RINGOs	completed											
Develop criteria for structure and membership of Network	■	■	■	■								
Populate and manage CTC Network				■	■	■	■	■	■	■	■	■
Regional public-private sector workshops					■	■	■	■	■	■	■	■
Regional and sub-regional networking conferences					■	■	■	■	■	■	■	■

Activity	CTCN											
	2013				2014				2015			
Quarters	1	2	3	4	1	2	3	4	1	2	3	4
<b>Ic Develop and utilise a comprehensive knowledge management system that will substantially contribute to the efficiency and cost-effectiveness of the CTCN</b>												
Develop website and define KMS features and functionalities (initiate KMS design)												
Realise v1.0 of KMS (basic KMS for selected priority sectors)												
Identify and integrate existing platforms, tools and available content for CTC												
Realise v2.0 of KMS (expanded KMS for selected priority sectors)												
Realise v3.0 of KMS (expanded KMS for all priority sectors)												
Development of (KM) tools and information materials, including coverage of lessons and best practices captured												
KMS and website content management												
KMS On-line community management to support Networking activities												
<b>II Communications Programme</b>												
Create communication strategy and messaging framework												
Develop brand image and communication pack for CTC consortium and potential and actual Network members												
Deliver communication strategy												
<b>III Monitoring, Reporting and evaluation</b>												
Design and implement monitoring programme												
Monitor quality of services												
Annual review of monitoring programme												
Reporting to the Advisory Board (at least annually)												
Annual report to the COP together with the TEC												

## **CTCN Roadmap Section I - Overview of Organisational Activities**

- a. The Roadmap describes the organisational activities of the CTCN over three phases during the next two and a half years: Start-up, Establishment, and Full Scale implementation, Intensification and Expansion. During these phases, the administrative and infrastructural aspects of the organisation must be developed and implemented to achieve an effective functioning of the CTCN. In addition, the structuring of the Network and Knowledge Management System must be accomplished. The organisational activities in the road map have been categorised under three key targets as earlier presented in Table 1. Establish and sustain an effective, efficient and responsive CTC host organisation
- b. Build and manage a CTC Network that covers a broad scope of areas
- c. Develop and utilise a comprehensive knowledge management system for the CTC that will substantially contribute to the efficiency and cost-effectiveness of the CTC.

These will be updated for Advisory Board meetings and take the format of a five year rolling Programme of Work.

### **CTCN Roadmap Section Ia - Establish and sustain an effective, efficient and responsive CTC**

A number of administrative activities for establishing the CTC were completed in the early part of 2013. Additional activities related to staffing, guidelines and procedures will be completed by the end of 2013.

In order to sustain the CTCN, it must be a demand-driven operation – that is the services it offers to prospective beneficiary countries must be required and requested through the NDEs. Significant efforts will be required in the start-up phase of the CTCN to determine the adequate set up and where relevant provide capacity building for NDEs to ensure that they are able to process and articulate request(s) for technical assistance. A capacity building and support programme for NDEs is being developed that will allow NDEs to obtain the specific guidance or assistance they need to effectively discharge their COP-designated functions. This will help shape the demand so that requests put to the CTCN conform to the criteria approved by the Advisory Board.

The costs associated with the CTC and the mobilisation of the services of the Network will be funded from various sources, including the financial mechanism of the Convention (the Global Environment Facility), bilateral, multilateral and private-sector channels, philanthropic sources and, and the financial and in-kind contributions from the host organisation and participants in the Network.

The CTC, in collaboration with UNEP and with the support of the Advisory Board, will help to mobilise funds to meet the costs associated with the CTCN. Fund raising will be a continuous effort and the current status is shown in Appendix 1. Although UNEP and its partners have had good success in raising start-up funding from a variety of donors, there is currently a need to raise additional funds for activities in Y2-Y5, particularly for responding to country requests for support. This Programme of Work presumes that securing sufficient and predictable funding for the CTCN's operations is a responsibility shared by all entities that share an interest in its success.

### **CTCN Roadmap Section Ib - Build and manage a Network that covers a broad scope of areas**

A number of activities will be carried out in order to identify and engage potential Network members following guidance provided by the Advisory Board. Through the Network, the CTC will seek to leverage existing systems and existing capabilities in a way that is qualitatively and quantitatively different, and that yields new results. The CTC will initially survey the constellation of prospective Network members not only to ascertain their possible value to the CTCN but also to more critically determine the CTCN's comparative advantage.

### **CTCN Roadmap Section Ic - Develop and utilise a comprehensive knowledge management system that will substantially contribute to the efficiency and cost-effectiveness of the CTCN**

The development of the Knowledge Management System will proceed in a phased manner to facilitate many of the key services of the CTCN, such as internal tracking of technical assistance to developing countries, training and capturing and sharing of experiences. The KMS will be carefully designed to ensure that it will be adaptable and scalable to meet the needs of the CTCN now and in the future.

The selection of a KMS architecture design has already begun and will be an organised, primarily web-based structure for collecting, analysing and disseminating information, products, and services to facilitate technology transfer to and among developing countries. The KMS will serve both internal and external functions of the CTCN. Internal users include the Core Centre, CTC, TRP, Network, and Advisory Board. Developing and developed countries, a larger extended network, and the general public make up the external users.

The KMS will initially focus on a few sectors (e.g., energy, water, industry, agriculture and forestry) as defined by developing countries' priorities, with coverage on additional climate technology sectors provided in subsequent phases.

## CTCN Roadmap Section II - Communication Programme

The objectives of the CTCN's communication activities are to:

- Promote visibility of the CTCN in the climate change and development arena (the “playing field”) among the “users”, “owners”, “competitors” and “partners” of the Centre, in order to position CTCN as the most trusted provider of technical assistance and capacity building for developing countries, also offering high value added networking opportunities in the field of technology transfer
- Engage developing countries through their National Designated Entities to ensure that they benefit in an optimal way from the CTCN services
- Foster networking and partnership activities with private sector, public institutions, academia and research institutions
- Internally, to ensure effective and clear lines of communication among CTCN consortium partners, and
- Encourage the mobilisation of sufficient, sustained, and predictable funding, which are key to the CTCN's success.

Appendix 3 provides more information on the communications and outreach actions that have been taken (Q1 and Q2) and will be taken over the next 18 months to achieve these objectives.

At the moment, marketing and communication are implemented by the CTCN Interim Team supported by UNEP. Once fully staffed, the CTC will take on this responsibility through a staff position, and in collaboration with the Consortium partners and Network members.

The following factors will be critical to achieving the marketing and communication objectives of the CTCN:

CRITICAL FACTOR	ACHIEVED THROUGH
Dedication and anchoring of communication message within the leadership of the CTCN and its partner organisations.	Making communications one of three top KPIs for one resource within the CTC leadership team.
Agreement on common purpose and message within CTC and Network.	Ongoing discussions as part of organisational development.
Sufficient and continuous dedication of resources to the communications area in the CTC core centre.	Continuous effort and funding of communications staff.
Maintaining information and communications material up to date and relevant.	Continuous update of news on the website, and of information material. However, staffing constraints might limit what can be achieved.
A clear message on what the CTCN is and what it will do.	Organisational development and the Programme of Work should help in this regard. The message should be clear and cater to the user groups.

**Table 5: Critical factors to achieve Communication objectives**

### CTCN Roadmap Section III - Monitoring, Reporting and Evaluation

A mechanism will be created by the CTC to assess, manage, and monitor requests for technical assistance received from NDEs with the objective of providing updated performance data on a regular basis. This information will be used to report to the COP through the Advisory Board, and will include monitoring of implementation and verification of deliverables and eventual outcomes.

The tracking system will in addition to reporting be used to gradually build internal knowledge on needs, support, and results in key areas, so there is a learning process established which will also feed the Knowledge Management System. Potential for standardised approaches, south-south collaboration etc. will also be explored.

The UNFCCC will commission an independent evaluation of the CTCN during year four of operation.

The CTCN will prepare periodic reports to the Advisory Board which will feed into the annual report. The Annual reports will provide information on the activities of the CTC and its Network and on the performance of their respective functions. The report will also contain information on requests received and activities carried out by the CTCN, information on efficiency and effectiveness in responding to these requests and information on ongoing work as well as lessons learned and best practices gained from that work. The Annual reports will be made available to the COP in collaboration with the TEC.

## 8. CTCN Budget

This section provides an indicative budget for the first five years of the Centre (see Table 6). The final operating budget will depend on donor contributions to the CTCN as well as the volume and nature of demand for assistance from developing countries. The budget consists of fixed costs to guarantee the operation of the Centre, as well as variable costs which depends on the volume of activities.

Main components and assumptions	Estimates per year					Estimated totals for 5 years
	Year 1	Year 2	Year 3	Year 4	Year 5	
<b>CTCN Services</b>						<b>Total</b>
<b>1. Technical assistance in response to country requests</b>						
Quick response assistance [approximately 50k\$/activity]	\$ 400,000	\$ 2,600,000	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 14,500,000
Estimate of number of quick response interventions [range]	[6 - 10]	[50 - 80]	[70 - 100]	[80 - 130]	[90 - 140]	[300 - 480]
Response projects (Network response to country requests) [approximately 250k\$/activity]	\$ -	\$ 4,500,000	\$ 13,500,000	\$ 20,000,000	\$ 23,000,000	\$ 61,000,000
Estimate of number of response projects [range]	[0]	[20 - 25]	[50 - 70]	[80 - 100]	[90 - 110]	[250 - 300]
<b>Sub-total 1</b>	<b>\$ 400,000</b>	<b>\$ 7,100,000</b>	<b>\$ 17,000,000</b>	<b>\$ 24,000,000</b>	<b>\$ 27,000,000</b>	<b>\$ 75,500,000</b>
<b>2. Outreach, networking and private sector engagement</b>						
Co-organisation of international technology events/forums	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000
Estimate of number of events/forums [range]	[0]	[4 - 6]	[4 - 6]	[4 - 6]	[4 - 6]	[15 - 20]
Regional public-private sector workshops	\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 2,400,000
Estimate of number of workshops [range]	[0]	[6 - 9]	[6 - 9]	[6 - 9]	[6 - 9]	[25 - 35]
CTCN Regional Networking meetings (for NDEs and/or Network members)	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000
Estimate of number of meetings [range]	[6 - 9]	[6 - 9]	[6 - 9]	[6 - 9]	[6 - 9]	[30 - 45]
<b>Sub-total 2</b>	<b>\$ 600,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,600,000</b>	<b>\$ 7,000,000</b>
<b>3. Knowledge Management, peer learning and capacity building</b>						
KMS: Realisation and technical maintenance of IT platform and procedures	\$ 700,000	\$ 500,000	\$ 300,000	\$ 200,000	\$ 100,000	\$ 1,800,000
Capture of lessons learned and best practices to feed into KMS	\$ 300,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 950,000
On-line community management to animate KMS	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 650,000
Capacity building workshops and training (including training design and online trainings)	\$ 250,000	\$ 500,000	\$ 800,000	\$ 800,000	\$ 650,000	\$ 3,000,000
Estimate of number of workshops/training courses [range]	[3 - 4]	[5 - 7]	[8 - 11]	[8 - 11]	[7 - 9]	[30 - 40]
Remote technical advice (helpdesk)	\$ -	\$ 150,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 850,000
Estimate of number of remote technical advisory responses [range]	[0]	[40 - 50]	[50 - 70]	[60 - 80]	[60 - 80]	[210 - 280]
<b>Sub-total 3</b>	<b>\$ 1,300,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,550,000</b>	<b>\$ 1,300,000</b>	<b>\$ 7,250,000</b>
<b>4. CTCN establishment and operations costs (includes AB meetings)</b>						
<b>Sub-total 4</b>	<b>\$ 2,000,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>	<b>\$ 2,150,000</b>	<b>\$ 2,500,000</b>	<b>\$ 10,250,000</b>
<b>TOTAL</b>	<b>\$ 4,300,000</b>	<b>\$ 12,000,000</b>	<b>\$ 22,000,000</b>	<b>\$ 29,300,000</b>	<b>\$ 32,400,000</b>	<b>\$ 100,000,000</b>

**Table 6: CTCN Budget**

The budget represents an ambitious yet realistic level of activity for the CTCN over the next five years. It shows that roughly 75 percent of the budget will go towards Service 1 – technical

assistance in response to country requests, with slightly over five percent going to each of the two other services. Costs covering core and (eventually) regional centre operations require some 13 percent of the budget.

The budget envisages a gradual increase in activity levels over time for some of the services, whereas others (e.g. workshops and conferences) can go at full speed from the outset.

A funding plan, showing sources and gaps, is provided separately, in Appendix 1.

## 9. Critical Success Factors

A SWOT analysis and a risk assessment have been conducted for the CTCN and have informed the work with the plans and roadmaps for this Programme of Work. The analysis will be actively used by the CTCN management in the continued development of the CTCN, particularly over the next 18 months. The CTCN will build on its strengths and pay particular attention to the opportunities in its positioning and communications. Likewise, practical actions will be taken to counter weaknesses and threats to the extent these are feasible. Table 7 shows the factors that are considered critical at this stage in order that the CTCN develops successfully.

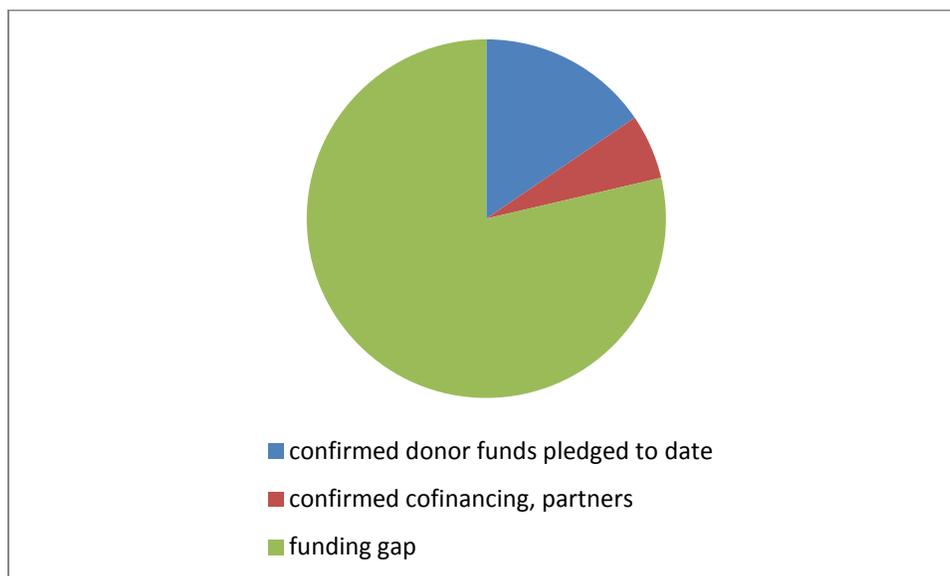
SUCCESS FACTORS	ASSESSMENT	MITIGATING ACTIONS
Sufficient long-term funding for the CTCN	Bilateral donors dominate so far. Crucial to get GEF, multilaterals on board as well.	High-level dialogue needed to ensure buy-in
Sufficient demand for CTCN's services	Participating countries may not be aware of CTCN and/or do not have information on its services. Other funding sources may be preferred.	Outreach to stakeholders, communication campaign using novel channels and targeting a wide audience
Ability of NDEs to carry out functions	NDE may be understaffed, not have the capacity or understanding to carry out their role or not be profiled well enough.	Encourage NDEs are hosted by the most appropriate ministry and be trained and have sufficient capacity, e.g. through participation in training events for NDEs.
Cooperation within the CTCN (including Network)	CTC and Network may end up having disagreements about roles, responsibilities, possibly leading to bottlenecks, lack of cooperation and smooth functioning of Network	Arrive at agreed principles for regional and topical cooperation which all Network members shall sign. Emphasis to be placed on good internal communication and buy-in.

<p>Impact through follow-up actions/projects</p>	<p>Technology transfer will only take place through investments in projects, which are subsequent to the assistance provided through the CTCN. These investments may not take place and the impact of CTCN will then be minimal</p>	<p>Engage the private sector, multilateral banks, and bilateral project organisations in identifying intervention areas of most potential. Possibly “twin” CTCN activity with investment projects.</p>
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**Table 7: CTCN Critical Success Factors**

## Appendix 1 CTCN Funding Plan

Committed funding for the first five year period is shown in the table below (status as per 31/07/2013) and the graph shows the current funding gap (for total funding needs of **\$100,000,000** as per budget)



Source of Funding	\$ <sup>5</sup>
European Commission	6,200,000
Denmark	5,700,000
Canada	2,500,000
US	1,000,000
Switzerland	400,000
Japan	80,000
<b>Direct donor contributions sub-total</b>	<b>15,880,000</b>
UNEP (cash and in-kind)	3,900,000
UNIDO (cash and in-kind)	1,950,000
<b>Direct and Co-financing sub-total</b>	<b>5,850,000</b>
<b>TOTAL</b>	<b>21,730,000</b>

<sup>5</sup> Approximate value as some contributions have been made in other currencies.

## Appendix 2      Positions in CTC Core Centre

### *Director*

The Director will hold the following responsibilities

#### **1. Strategic Direction and Coordination of the CTC:**

- Ensure strategic direction, management and coordination of the Climate Technology Centre (CTC) by leading a consultative and collaborative process with the CTC's Advisory Board, partners, Network members, and other stakeholders.
- Lead and supervise, in consultation with Consortium partners, the preparation of both the annual work plan and budget of the CTC and oversee reporting on the activities of the Centre and Network, covering all principles of accountability and transparency required by the UNFCCC.
- Lead and supervise activities to provide organisational and logistical support to the CTC including managing information, facilitating communication among Consortium partners and Network members of the CTCN, and organising and supporting the CTC's meetings.
- Ensure that the CTC's mission is clearly promoted to both internal and external stakeholders.
- Support the Advisory Board's work in providing guidance, approving criteria, endorsing budgets and finance, ensuring fiduciary standards and integrity, and monitoring the CTC's responsiveness to requests.
- As requested, support the work of the Technology Executive Committee (TEC) in order to ensure complementarity and smooth functioning between the CTCN and the TEC.

#### **2. Management and Administration of the Climate Technology Centre**

- Establish and manage a small core of professional and administrative staff within a cost-efficient organisational structure in a way that fosters teamwork and facilitates capacity development.
- Facilitate the timely recruitment of professional and administrative staff as appropriate, taking due account of gender equity.
- Manage the CTC Trust Fund and any other resources made available to the CTCN.
- Prepare the annual report on the CTCN for submission to the COP through the subsidiary bodies.
- Ensure high quality delivery of the approved work programme within the budget and in accordance with United Nations rules, regulations, values and principles.
- Ensure that developing country requests received are met with high quality, professionally delivered responses.
- Ensure that activities contribute to agreed outputs and are regularly reviewed in relation to the mission.
- Oversee all procedures for engagement with Network members from initial identification to evaluation of contract performance.

### **3. Communications and Outreach:**

- Represent the CTC in international, regional or national meetings, seminars and other relevant events and provide substantive expertise in accordance with the CTC's position in the area of technology development and transfer for mitigation and adaptation.
- Ensure that the Centre is positioned appropriately in the area of technology development and transfer for mitigation and adaptation so as to optimise benefits for requesting parties.
- Work with the Advisory Board to communicate effectively with and through the UNFCCC secretariat and other UNFCCC bodies as designated.
- Develop effective working relationships with relevant organisations including governments, international organisations, foundations, private sector, academia and research institutes, media and NGOs.
- Lead and supervise communications and outreach activities of the CTC.

### ***Climate Technology Manager***

It is envisaged that there will be two Climate Technology Manager positions in the CTC core centre, each of whom will hold the following responsibilities:

#### **1. Project management and administration:**

- Provide technical and strategic assistance for the CTCN activities, including planning, monitoring, and external relations, and assuming quality control of the support services and activities.
- Identify opportunities for offering targeted support for low emission technology transfer actions.
- Provide hands-on support to target countries in the areas of CTC technology request design, management and planning, implementation, information management, monitoring, and impact assessment, through direct contact and communications with NDEs.
- Conduct a preliminary appraisal of the requests received from NDEs, taking into account the CTCN scope and the prioritisation criteria as approved by the Advisory Board.
- Refine requests in close consultation with NDEs, request clarification and any needed additional information from NDEs.
- Work with NDEs and other host country institutions to develop a response plan and relevant Terms of Reference (ToRs).
- Coordinate the necessary procurement process and related contractual arrangements in order to set up the quick response assistance and the response project.
- Monitor the timely delivery of high quality responses from solicitation of appropriate services from consortium partners and Network members including capture and dissemination of lessons learned and results achieved, linking with the CTCN Knowledge Management System, and reporting requirements.

- Identify suitable consortium partners and network members in the region to support countries in the region on technology transfer for low emission and climate resilient development.
- Ensure that individual projects are managed through the project cycle including M&E, secure additional technical oversight where necessary.
- Contribute to the reporting requirements on CTCN activities, including substantive achievements and financial performance.
- Coordinate activities related to budget and funding through programme/project preparation and submissions, progress reports, and financial statements and prepare related documents/reports.

## **2. Support to the Climate Technology Centre Secretariat’s activities and services:**

- Produce focused pieces of technical analysis on low emission technology transfer of wider mutual interest for the target countries.
- Identify the climate mitigation technologies, services and approaches that would be relevant for the targeted countries.
- Participate in the organisation and implementation of networking and trainings events by providing background information, suggesting priorities for discussion and identifying resource speakers in relation to low emission technology transfer.
- Facilitate research, development and demonstration of new climate-friendly technologies for mitigation and adaptation, which are required to meet the key objectives of sustainable development.
- Identify and establish synergies and collaboration with national technology centres and institutions; regional climate technology centres and networks; intergovernmental, international, regional and sectoral organisations, partnerships and initiatives that may contribute to technology deployment and transfer; and research, academic, financial, non-governmental, private-sector and public-sector organisations, partnerships and initiatives.
- Coordinate the work of consultants, partners and sub-contractors, review intermediary outputs, documents and reports, ensure the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities.
- Perform other tasks as may be requested by the Director of the CTCN.

### ***Communication and Knowledge Manager***

The Communication and Knowledge Manager will have the following responsibilities:

#### **1. Management and Administration**

##### With respect to Communications:

- Support the development, implementation and evaluation of the internal and external CTC Communication strategy, in consultation with colleagues.
- Liaise with media and stakeholders to ensure outreach and promotion of the CTCN.
- Forge relations with both private sector companies and private sector representative organisations, and develop regular, high-quality, substantive communications with current

and prospective donors, with a view to increasing their involvement in technology development and transfer.

- Manage the development of the branding of the organisation; undertake outreach activities; conduct training workshops, seminars; make presentations on assigned topics/activities.
- Coordinate the development of CTC Publications
- Assist in design and content of any ‘CTC Information Packs’ and other CTC information products supplied to both requesting parties, service providers, collaborative partners and co-financing institutions.
- In conjunction with colleagues, devise communications activities and campaigns specifying objectives, target audiences, message content and appropriate channels together with provision for audience feedback and evaluation.

With respect to Knowledge Management activities:

- Lead the overall development, implementation, and management of the CTC Knowledge Management System to facilitate the capture, storage, utilisation, creation, and sharing of information and knowledge.
- Interact and collaborate with other organisations on electronic-based, information management and knowledge sharing initiatives and projects.
- Explore Information Technology and Knowledge Management options (innovative web and social media networking platforms, knowledge management system, e-learning platforms, and virtual conferencing and events platforms) for the effective dissemination and uptake of CTC technical tools and resources.
- Coordinate the research and identification of potential tools, resources and experiences for inclusion in the CTC Knowledge Management System. Cooperate closely with the administration’s procurement service and oversee the timely delivery of high quality responses from solicitation of appropriate services from consortium partners and Network members through management of service providers to contract completion, including capture and dissemination of lessons learned and results achieved;
- According to the pattern of incoming requests, develop a prioritised approach covering peer-to-peer learning and knowledge management.

## **2. Support to the Climate Technology Centre Secretariat’s activities and services**

- Participate in the organisation and implementation of networking and trainings events, providing background information, suggesting priorities for discussion.
- Identify and establish synergies and collaboration with national technology centres and institutions; regional climate technology centres and networks; intergovernmental, international, regional and sectoral organisations, partnerships and initiatives that may contribute to technology deployment and transfer; and research, academic, financial, non-governmental, private-sector and public-sector organisations, partnerships and initiatives
- Coordinate the work of consultants, partners and sub-contractors, review intermediary outputs, documents and reports, ensure the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities.
- Perform other tasks as may be requested by the Director of the CTCN.

## ***Capacity Building and Network Manager***

It is envisaged that the Capacity Building and Network Manager will have the following responsibilities:

### **1. Management and Administration**

With respect to developing the Network, the Network and Capacity Building manager shall:

- Participate in the development, implementation and evaluation of a ‘Network Development Strategy’ based on the prioritisation criteria approved by the Advisory Board, and define the various possible roles of Network members within the CTCN (e.g., as technical service providers, collaborative partners, or co-financing organisations).
- Identify suitably-qualified national, regional, sectoral and international technology centres, networks, organisations and initiatives for CTC Network membership.
- Receive and assess applications for CTC Network membership from suitably-qualified interested organisations;
- Ensure the active participation of suitably-qualified organisations and initiatives to enhance cooperation, facilitate partnerships, stimulate twinning, and develop analytical tools, policies and best practices for country-driven planning for transfer and deployment of adaptation and mitigation technologies.
- Forge relations with both private sector companies and private sector representative organisations, with a view to increasing their involvement in technology development and transfer
- Liaise with Network members, including maintaining a database of Network member profiles to support the active promotion of the Network as a whole and, where appropriate, technology, sector and/or regional subsets of the Network membership; and
- Monitor the nature of requests received by the CTC through NDEs to inform the shaping and content of the Network in the medium to longer term, including where appropriate through the formation of regional, thematic and/or sector based focal groups facilitating knowledge capture and dissemination.

With respect to Capacity Building activities, the Network and Capacity Building manager shall:

- Under the direction of the Director and in collaboration with colleagues, identify the global capacity building needs of developing countries and assess the opportunities for the CTC to provide global support to programmes and capacity building initiatives.
- Develop a prioritised approach to capacity building covering peer-to-peer learning, management of training, and exchange programmes.
- Develop and implement relevant techniques such as workshops, seminars, twinning and other forms of collaborative working to promote capacity building and other competencies
- Develop and contribute to the production of online and printed capacity building resources and tools (such as downloadable PDFs, webinars and podcasts), with a view to linking them to the CTC Knowledge Management System.

### **2. Support to the Climate Technology Centre Secretariat’s activities and services**

- Participate in the organisation and implementation of networking and training events, providing background information, suggesting priorities for discussion.
- Identify and establish synergies and collaboration with national technology centres and institutions; regional climate technology centres and networks; intergovernmental, international, regional and sectoral organisations, partnerships and initiatives that may contribute to technology deployment and transfer; and research, academic, financial, non-governmental, private-sector and public-sector organisations, partnerships and initiatives
- Coordinate the work of consultants, partners and sub-contractors, review intermediary outputs, documents and reports, ensure the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities.
- Perform other tasks as may be requested by the Director of the CTCN.

### *Fund Management Officer*

The Fund Management Officer will have the following responsibilities:

#### **1. Budget and Finance**

Advises and supports the Director in the management of resources by;

- Assisting the Director with fundraising and co-financing guidelines to assist the CTC in seeking support from various sources;
- Acting as focal point for the Office of Internal Oversight Services/UNEP Administrative Audit Unit;
- Providing the required financial management information packages as effective management tools in order to ensure effective implementation of the programme of work within the approved resources and mandate;
- Advising the Director on matters relating to the CTCN budget
- Advising the Director on the application of relevant UN Financial Rules and Regulations, procedures and guidelines to all transactions made and agreements entered into by the Division.

#### **2. Programme Management:**

Supports and facilitates programme management by;

- Establishing and maintaining effective working relations with UNFCCC Secretariat in connection with all financial operations of the CTCN including accounting, auditing and reporting.
- Establishing and maintaining effective working relations with associated UN organisations (e.g., UNIDO, consortium partners and Network members engaged in the programme).
- Establishing and maintaining effective working relations with suppliers and service providers.
- Overseeing contractual arrangements with consortium partners and Network members.
- Managing any pre-financing of activities required.
- Coordinating monthly billing to clients, payments to suppliers and quarterly reporting.
- Clearing all Memoranda of Understanding, Letters of Agreement and overseeing and monitoring of all procurement services to the CTC.
- Respond to internal/external audit observations.

- Provide expert advice on correct procedures, interpretation of Financial Rules and Regulations.

### **3. General Administration:**

Provides general administrative services by;

- Acting as bank signatory for the CTCN project.
- Ensuring that accurate and complete accounting, reporting and internal control systems are functioning and that all relevant records are maintained.
- Implementing and monitoring support services, including procurement of supplies and services and acting as ex officio in the local committee on contracts;
- Supervising administrative support staff and providing advice as necessary on issues related to financial administration, human resources administration, and management information issues and practices to colleagues;
- Performing other related duties as required.

The CTC core centre will house an administration position to support its day-to-day operations.

## Appendix 3 Communications programme

Table 8 shows the communications and outreach actions that have been taken (Q1 and Q2) and will be taken over the next 18 months to achieve the Communications objectives. Green indicates that an action has been completed, orange that it is in progress, and red that it has not been started yet.

**Table 8: Communications and outreach actions of the CTCN**

Activities		2013				2014				Status
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Visual Identity	Green								Completed
2	Foundation Information materials	Green	Green							Prepared a folder. Completed, including translations into French and Spanish of brochure
3	Website	Green								Interim website completed and being updated
4	Image Databank	Green	Green							Initial image databank established. Databank will be updates with photos to be taken at events, etc.
5	Branding and visibility guidelines for CTCN (including partners)	Green	Green							Terminology, also in other languages, key messages, media release guidelines, speaking points, media statements , boilerplate text for press releases have all been completed
6	Side Event Bonn		Green							Completed
7	Preparation of communications material for Regional Consultations		Green	Green						Completed. However, communications team has pointed out that adapting the material to different audiences would be useful
8	Network of Communication focal points (in partner organisations)	Green	Green			Red				Completed, within context of first network meeting. However, it would be beneficial to have a separate communications retreat, in e.g. Q1 2014
9	Contact Database				Red	Red				Currently using UNEP database. CTCN to develop its own
10	Identification of ambassadors/opinion leaders and speakers					Red	Red	Red	Red	
11	PSA (public service announcement)	Orange	Orange	Orange	Orange					In progress; two video clips developed for first AB meeting. Currently developing one for NDEs, and considering using pro-bono advertising space
12	Press Kit			Red	Red					To be developed for COP19 and to be continuously updated for further use
13	COP 19				Red					Media kit will be ready, will have side event using video, possibly breakfast to brief journalist (depends on resources)
14	Social Media		Orange	In progress. Will be ongoing. Probably in coordination with UNEP and UNFCCC accounts. But a social media strategy is not ready yet. Not clear what role social media should or could play.						

15	Create and update CTCN Events and Opportunities Calendar									
16	Fact sheets about CTCN for NDEs:									Under development (what does the CTCN do, what does it not do, how to access services, etc.)
17	Create indicators to monitor progress of communications									E.g. number of articles, events, attendees, citations

## Appendix 4: Process specification for request management

