

Advisory Board to the Climate Technology Centre and Network

12-17 September 2025

Twenty-sixth meeting

AB/2025/26/16.2

Proposal for the Network Engagement Strategy

Cover Note

I. Introduction

A. Background

1. Decision 1/CP.16, paragraph 123 decides that the Climate Technology Centre shall facilitate a network of national, regional, sectoral and international technology networks, organizations and initiatives with a view to engaging the participants of the Network effectively in a number of functions.
2. The Advisory Board, at its third meeting, approved the Network membership criteria. Subsequently, at its sixth meeting, the Board agreed to extend the membership duration beyond its expiry date.
3. Following the work of a taskforce dedicated to look at network engagement issues, at the 17th Advisory Board meeting (April 2021), the Secretariat developed the Network Engagement Strategy, with the objective of increasing engagement levels. This strategy expanded the definition of “engagement” and, since its adoption, the Climate Technology Centre and Network (CTCN) has delivered a number of co-created outputs leveraging the expertise of Network members.
4. At 25th Advisory Board meeting (April 2025), the Board requested the Secretariat to review Network member engagement, identify strengths and gaps, and propose a strategic approach to enhance collaboration, for consideration at the twenty-sixth meeting of the Board.

B. Scope of the note

5. This document presents a proposal for the Network Engagement Strategy (see Annex), designed to reinvigorate participation within the Network, strengthen membership management processes, and enhance the visibility of Network members. It provides a comprehensive overview, including background context, an analysis of the current situation, and the key strategic directions, to inform the deliberations of the Advisory Board.

C. Possible action by the CTCN Advisory Board

6. The Advisory Board will be invited to consider the draft document and provide guidance for

the finalization of the Strategy.

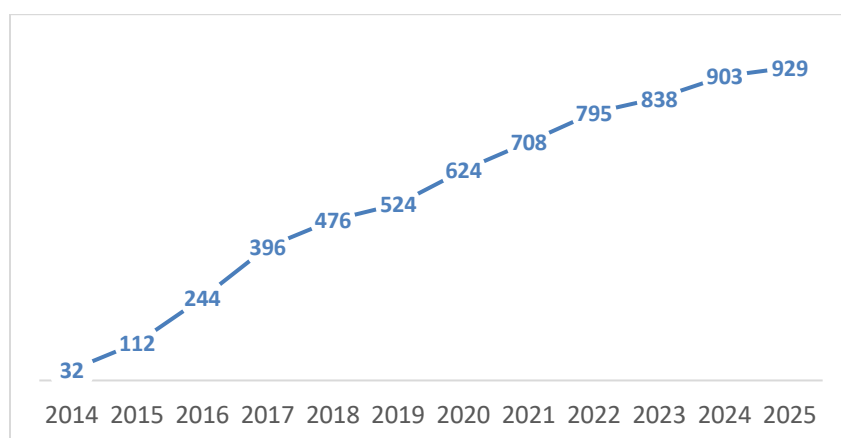
Annex

Proposal for the Network Engagement Strategy

1. Introduction

The Climate Technology Network (CTN), together with the National Designated Entities (NDEs), constitutes essential pillars for enabling the CTCN to deliver the mandate given by COP and implement the guidance from the CTCN Advisory Board. The CTCN follows a demand-driven approach, responding to the needs of developing country Parties through their NDEs. To effectively respond to these demands, the CTCN relies on its most valuable and expansive asset – its Network members. Since the commencement of its full operation¹, the CTC Network has grown steadily, reaching 929 members as of June 2025.

Figure 1. CTCN Network Membership Growth (2014–2025, as of June 2025)



With a significant role in implementing CTCN's activities, the CTN serves as the main implementer of Technical Assistance (TA) projects and as a key resource for Capacity Building (CB) programmes, and Knowledge Sharing (KS), supporting the CTCN in facilitating technology transfer for developing countries. Originally designed for a much smaller group and a Consortium Partner-led model, the Network membership system has expanded, and Network members have taken over most Technical Assistance delivery.

The global Capacity Building programme, introduced in 2022 to improve CTCN's core service efficiency through stronger connections between TA, CB, and KS², has highlighted the need for a more systematic approach to enhance Network members' engagement in CTCN activities. Growing demand from developing countries for emerging technologies also calls for a more differentiated approach to technical expertise within the CTN.

Since its establishment, Network membership management and operations have seen limited

¹ <https://unfccc.int/resource/docs/2012/cop18/eng/08a02.pdf#page=8>

² <https://www.ctc-n.org/sites/default/files/2024-09/Day%204-%20Agenda%20Item%2024.2%20CTCN%20Global%20CB%20Programme.pdf>.

changes. Membership criteria were revised at the 3rd Advisory Board meeting³, and membership expiry was lifted at the 6th Advisory Board meeting⁴. Beyond these adjustments, discussions on membership management have been minimal. In 2022, the AB task force considered ways to enhance member engagement, but this did not lead to a strategy presented for broader consideration by the full Advisory Board.

Based on these challenges and reflecting on the recent changes in the CTCN operating context and lessons learned in operating the network, the CTCN secretariat presents a Proposal for a Network Engagement Strategy.

The overarching objective of this Proposal is to strengthen the CTN as a dynamic, collaborative, and effectively governed platform that maximizes member contributions in support of the CTCN's mandate, to be delivered through the following:

- 1) **Foster more active and meaningful engagement of Network members** across key CTCN functions, including Technical Assistance (TA), Capacity Building (CB), and Knowledge Sharing (KS);
- 2) **Ensure systematic membership management**, aligned with evolving needs and policy frameworks.

The following sections outline the strategic directions and key actions to advance these objectives.

2. Situation analysis

This section outlines the Network engagement⁵ within the CTCN's broader engagement framework by reviewing overall Network members participation trends and the evolving roles of key actors, including the Consortium Partners (CPs).

1.1. Overview of Network Engagement

Between 2014 and 2024, a total of 698⁶ engagements were recorded across three areas: TA, KS, and CB. KS accounted for the largest share with 388 engagements (55.59%), followed by TA with 235 engagements (33.67%) and CB with 75 engagements (10.74%).

All engagements are distributed across the years 2014 to 2024 (see Table 1). The highest level of activity occurred in 2016, with 118 entries, followed by 87 entries in both 2017 and 2021, and 85 entries in 2024.

³ <https://www.ctc-n.org/whats-happening/events/3rd-ctcn-advisory-board-meeting>

⁴ https://www.ctc-n.org/sites/default/files/AB20156%209c%20Network_Criteria%20Final%20for%20review.pdf

⁵ In this document, Network engagement refers to all engagements hosted or led by the CTCN, based on the participation of the Network, and includes, for example, Technical Assistance, workshops, webinars, and publications. The term Network here encompasses Network members, Consortium Partners, and NDEs.

⁶ The figure of 698 is primarily based on records from the CTCN KMS (Knowledge Management System), supplemented with numbers reported in the AOPs for 2021, 2023, and 2024.

Table 1. Annual Distribution of Network Engagements by Type (2014–2024)

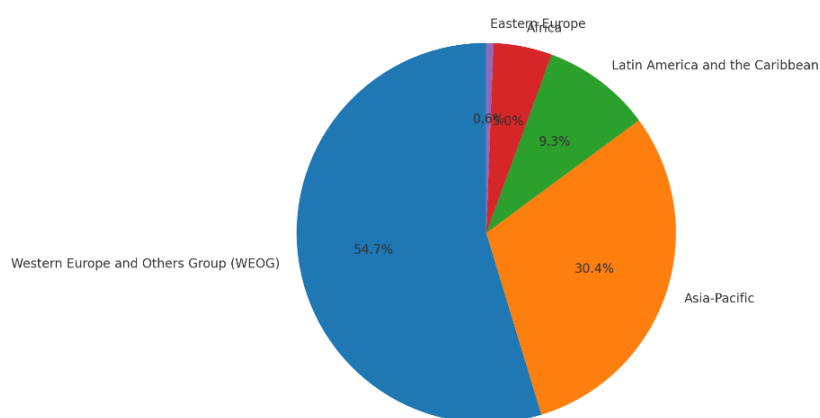
Year	TA	KS	CB	Total
2014		25		25
2015	17	48		65
2016	83	35		118
2017	15	71	1	87
2018	17	16	1	34
2019	9	24	36	69
2020	10	30	1	41
2021	23	48	16	87
2022	12	16	1	29
2023	25	26	7	58
2024	24	49	12	85
Total	235	388	75	698

Note: KS includes activities such as workshops, webinars, and publications. CB includes regional NDE forums and other NDE-targeted programmes.

The Network engagements were also analyzed by the region in which the Network is registered. As shown in the Figure 2, the Western Europe and Others Group (WEOG) accounted for the largest share of engagements (54.7%), followed by the Asia-Pacific region (30.4%). Latin America and the Caribbean represented 9.3%, while Africa and Eastern Europe accounted for 5.0% and 0.6%, respectively. This distribution broadly mirrors the regional composition of the CTCN Network, where WEOG and Asia-Pacific together comprise more than three-quarters of registered members.

The Network engagements were further disaggregated by the Annex I / Non-Annex I classification of the countries in which the Network is registered. Annex I countries accounted for 59.0% of engagements, while Non-Annex I countries accounted for 41.0%.

Figure 2. Network Engagements by Region of Network origin (2014–2024)



Private sector organizations represented the largest share of Network engagements (45.3%), followed by research and academic institutions (25.5%). Non-governmental organizations (9.3%) and not-for-profit organizations (7.5%) also made notable contributions. Engagements involving

partnerships (3.7%), public sector organizations (2.5%), and intergovernmental organizations (2.5%) were relatively limited. Other types, including local governments, regional organizations, financial institutions, and initiatives, each accounted for less than 1% of the total. When compared with the overall composition of the Network, private sector organizations represented a lower share of engagements than their share of total membership (53.6%), whereas research and academic institutions accounted for a higher share of engagements relative to their share in the Network (16.0%)⁷.

1.2. Engagement with Consortium Partners

The concept of “Consortium Partners” (CPs)⁸ was introduced in 2013 during the UNFCCC-led competitive selection process for the hosting of the CTCN.

Table 2. List of 13 Consortium Partners

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- UNEP: lead CTC host institution and co-manager of the Core Centre
 - UNIDO: co-manager of the Core Centre
 - Asian Institute of Technology (AIT) – Thailand
 - Bariloche Foundation – (BF) Argentina
 - Council for Scientific and Industrial Research (CSIR) – South Africa
 - The Energy and Research 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
 - UNEP Risø Centre, including expertise from UNEP-DHI Centre (URC) – Denmark
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Source: Proposal to host the Climate Technology Centre, 16 March 2012, submitted by the Consortium

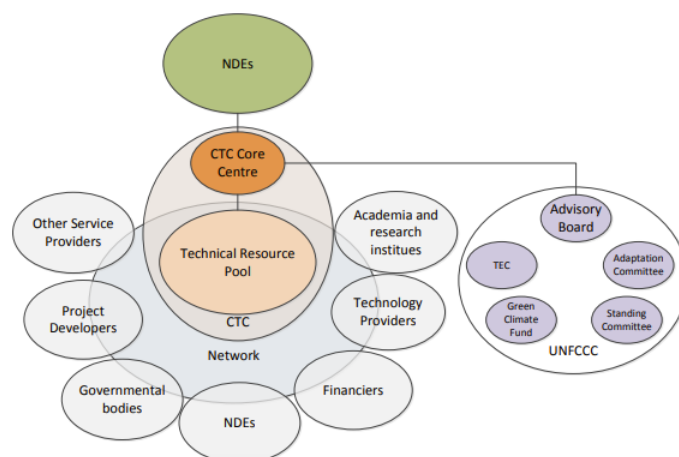
Following the selection process, the structure of the CTCN was formalized through official documents. According to the Programme of Work (PoW) (2014-2018)], the Climate Technology Centre (CTC) consisted of a “Core Centre” managed by UNEP in partnership with UNIDO, and a Technical Resource Pool (TRP). The operational mechanism of the Technical Response Panel (TRP) was set out in Appendix 4 of the first CTCN Programme of Work⁹, Process Specification for Request Management. Under this framework, TA requests submitted through NDEs were initially appraised by the CTC. Where additional expertise was required, TRP institutions undertook quick-response assignments, while larger projects were tendered to Network members.

⁷ This regional and organizational analysis is based on data recorded in the CTCN Knowledge Management System (KMS).

⁸ Proposal to host the Climate Technology Centre, submitted on 16 March 2012 by a consortium led by UNEP with UNIDO and 11 other institutions, emphasizing technical expertise and regional diversity.

⁹ <https://www.ctc-n.org/file-download/download/public/314>

Figure 3. CTCN Operating Arena



Source: CTCN 1st PoW

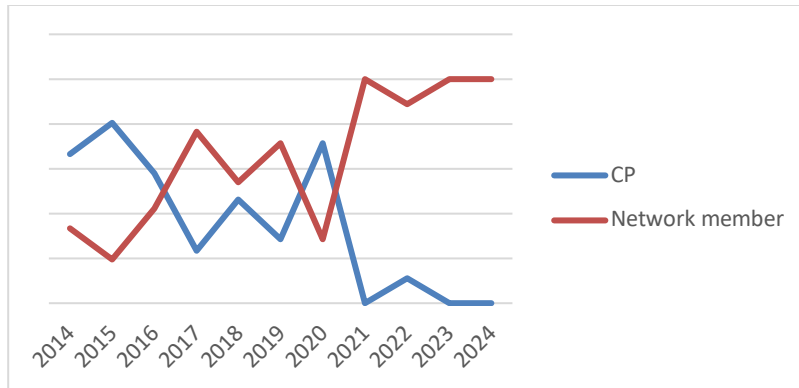
The TRP institutions (hereafter referred to as Consortium Partners, CPs) were expected to contribute to TA, KS and CB. While CPs played a central role during the CTCN's initial operational phase, their engagement declined significantly after 2018. Neither the second nor the third PoW made reference to the CPs or the TRP, and their roles were not addressed in subsequent Advisory Board meetings.

The agreement establishing the legal framework for TRP operations was originally signed in 2013. Under this arrangement, CPs, through the TRP, were expected to provide critical support in delivering TA. The agreement was extended once by UNEP, UNIDO, and other CPs, and expired in February 2022.

As shown in Figure 4, CP engagement reached its highest level in 2015, representing over 60% of recorded activities in this analysis. From 2016 onward, their participation declined, while Network Members' involvement steadily increased. This trend reflects the encouragement by the CTCN Advisory Board around this period to increase the involvement of Network members in implementing TAs, in line with the growing membership and the expanded expertise base of the Network. By 2021, nearly all TA engagements were carried out by Network Members, selected through competitive bidding process according to applicable UNEP procedures.

Although currently there is no dedicated institutional mechanism for CP engagement, former CP institutions remain eligible to participate by registering as Network Members and engaging through standard channels.

Figure 4. Annual Distribution of Engagements by Partner Type among Entries Selected for Analysis (2014–2024)



1.3. Results of Network Survey

In addition to the quantitative analysis of past engagement patterns, the CTCN conducted 2025 Network Survey launched from between 20 April and 10 May 2025.¹⁰ The results of this survey provided complementary insights into member perspectives and emerging expectations. The responses indicate how Network members perceive their roles, identify barriers to engagement, and suggest areas for improvement. The insights from the survey are taken into consideration in formulating this proposed strategy.

3. Key findings and implications

This part is structured based on the insights from the 2025 Network Survey as well as the analysis of Network engagement over the past decade. The combined review identifies several key findings, each highlighting implications for the future direction of the Network engagement:

1.1. Unlocking the full potential of a growing network

While the number of recorded engagement activities has remained relatively stable, this presents scope to expand and diversify opportunities, enabling fuller utilization of the Network's growing potential, including exploring new forms of collaboration with CPs.

1.2. Areas for better alignment between opportunities and member expectations

The 2025 Network Member Survey indicated some differences between the types of engagement currently offered (e.g., TA bidding) and the roles that members aspire to play (e.g., co-designers, strategic partners). This presents an opportunity to further tailor CTCN's engagement approaches to reflect members' evolving interests and capacities better.

1.3. Enhancing the systematic tracking of network engagement

The CTCN Knowledge Management System (KMS) offers opportunities for more systematic tracking and monitoring of Network engagement, which would improve the ability to assess

¹⁰ The full Network survey results are available in document AB_2025_26_16.1.

participation trends and impact. Advancing these tracking mechanisms will help CTCN make fuller use of its growing membership and technical capacity.

4. Strategic directions and key actions

In response to the key findings and identified engagement gaps, the following strategic directions are proposed to strengthen the role and impact of the CTN.

Strategic direction 1: Enhancing current modalities of engagement

The aim of this strategy is to broaden the range of participation modalities to respond to growing member interest into tangible collaboration, ensuring opportunities are accessible across regions, organizational types, and technical areas. This includes connecting members with each other and with CPs through new and flexible formats.

a) Possible Actions

1.1	Expand webinar offerings on a quarterly basis, with a rotating two-year thematic cycle (e.g., 2025 Q3: cRD&D, Q4: Mitigation 1 – Green Hydrogen, 2026 Q1: Adaptation 1 – Early Warning Systems).
1.2	Enable CPs to participate as Network members or through affiliate/observer membership arrangements.

b) Points for Consideration

1.3	Should CTCN set regional or thematic targets for Network engagement?
1.4	Should specific engagement rate targets be established? If so, should these be annual (e.g., % of members engaged per year) or cumulative over a PoW cycle?
1.5	How can additional resources be mobilized to broaden opportunities while ensuring quality within existing budget constraints?

Strategic direction 2: Extending opportunities of engagement

The aim of this strategy is to tailor engagement approaches to better reflect the evolving roles and aspirations of Network members. Many members wish to move beyond the TA implementer roles to act as co-designers, strategic partners, and visible contributors of expertise. This requires broadening the opportunities of engagement, enhancing direct interaction with NDEs and the Secretariat, and creating platforms that showcase member achievements. By aligning opportunities with member expectations, CTCN can enhance both the relevance and the value of Network participation.

a) Possible Actions

2.1	Facilitate participation of members in regional NDE forums, enabling them to share their expertise directly with NDEs.
2.2	Enhance visibility of Network institutions through initiatives such as Network Stories, and stronger promotion of Network Solutions across CTCN platforms.

2.3	Facilitate stronger exchanges between NDEs and Network members through structured dialogues and joint activities.
2.4	Increase opportunities for direct interaction between the Secretariat and Network members (e.g., virtual office hours, consultation sessions).
2.5	Provide member-to-member exchange opportunities (e.g., LinkedIn sub-groups, thematic communities of practice).

b) *Points for Consideration*

2.6	Would a formal award or recognition mechanism be an effective way to raise the visibility of Network Members?
2.7	Should members play a more active role in shaping CTCN's programme priorities?
2.8	Would integrating member contributions into CTCN's annual reporting strengthen visibility and sense of ownership?

Strategic direction 3: Strengthen the tracking and monitoring of network engagement

The aim of this strategy is to establish a more systematic and transparent framework for monitoring Network engagement to support evidence-based decision-making. While the Knowledge Management System (KMS) provides a foundation, further improvements are needed to capture participation trends, expertise, and outcomes in a consistent manner. Enhanced tracking will not only allow CTCN to measure progress but also help identify underutilized capacities, strengthen accountability, and improve communication with members and NDEs. By institutionalizing regular surveys and updating records, the Network can ensure its data remains accurate, relevant, and actionable. It is important to note resource implications associated with these activities.

a) *Possible Actions*

3.1	Enhancements to the KMS including, not limited to, full tracking of network engagement, upgrading the member directory, and biennial updates of contact details
3.2	Introduce categorization of the Network by technical expertise to facilitate more targeted engagement.
3.3	Institutionalization of regular network surveys. (every 2 year)
3.4	Institutionalize regular NDE-member coordination sessions (online/offline).

b) *Points for Consideration*

3.5	How can additional resources be secured to strengthen the KMS?
3.6	Would it be beneficial to reintroduce membership expiry and renewal?
3.7	What indicators should be tracked systematically?
3.8	Should engagement data be made publicly available to encourage accountability?

3.9	Under the current criteria, NDEs are considered <i>de facto</i> Network members. In light of the distinct roles of NDEs and Network members, should this approach be retained?
3.10	Considering the continued growth of the Network, would it be useful to explore setting an AOP target for increasing the number of Network members (currently about 3–5% annual growth), or consider alternative approaches such as using an absolute number?