

# Third independent review of the Climate Technology Centre and Network (CTCN)

UNFCCC

AB meeting presentation - 20/04/2026



The better the question. The better the answer. The better the world works.



Shape the future  
with confidence

# Introduction

---

## Agenda

1. Introduction
2. Objective and scope of work
3. Methodology and Evaluation grid
4. Evaluation (interim) conclusions
5. Next steps and Q&A

## With you today



**Christophe LUMSDEN**  
Engagement Partner,  
EY Global Climate and Decarbonization Leader



**Christophe ABRAHAM**  
Project Director



**Claudio NUBER**  
Deputy Project Director

# Objective, scope of work and outputs

---

## Objectives

- ▶ Review the effective implementation of the CTCN five years after the 2<sup>nd</sup> independent review;
- ▶ Develop recommendations for enhancing the CTCN's performance.

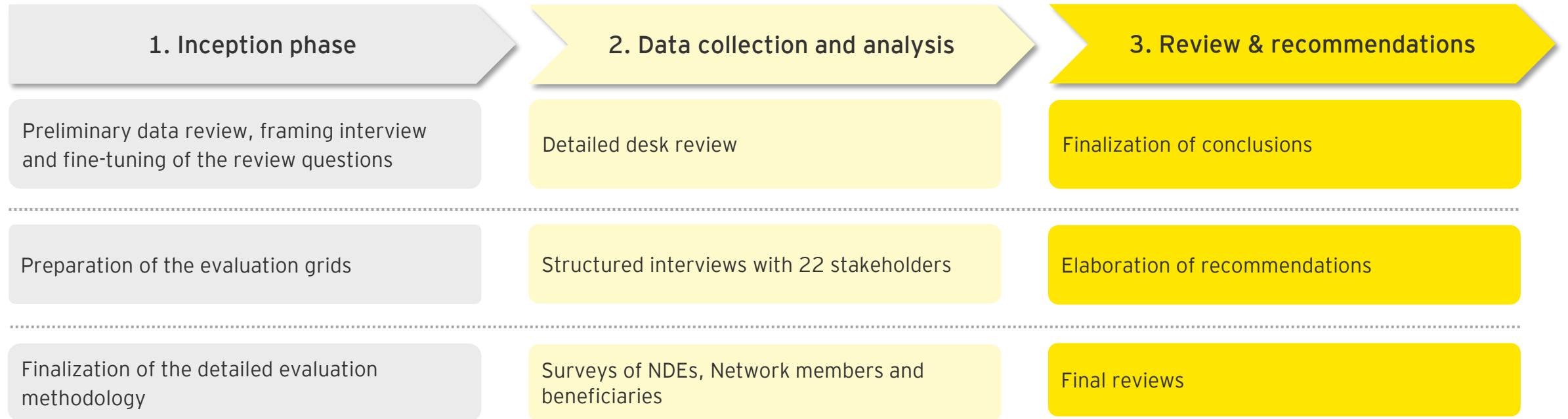
## Scope of Work

- ▶ **Technical perimeter:** CTCN (incl. links with the Financial Mechanism and contributions to the Technology Framework that supports the realization of the Paris Agreement)
- ▶ **Temporal perimeter:** 1<sup>st</sup> January 2021 to 31<sup>st</sup> December 2025
- ▶ **Geographical perimeter:** Global analysis, with regional or country-focused analysis when relevant

## Outputs

- ▶ Review report summarizing the findings of the CTCN review;
- ▶ Recommendations for enhancing CTCN's performance.

# Overview of methodology



Independence was a guiding principle in designing the evaluation approach including the development of the evaluation grid, data collection methods, and stakeholder selection drawing on past experience, stakeholder insights and exchanges with UNFCCC and CTCN, while ensuring the review remained fully independent.

# Evaluation questions

---

## Evaluation questions:

### Relevance

- Have the **actions** undertaken by the CTCN been **responsible to its functions and mandates**?

### Effectiveness

- Have the **planned activities** been implemented in an **effective and efficient manner**?

### Efficiency

### Impact & Sustainability

- Have the CTCN activities provided **long term positive results** towards the objective of enhanced action on technology development and transfer?
- Are the **results sustainable**?
- How could things **be done better** in the future?

The evaluation questions were developed following the framing interviews and an initial desk review and build on the findings and lessons learned from the first and second independent reviews.

# Evaluation conclusions - Relevance (interim report)

---

- ▶ **The third Programme of Work (PoW)** represents a **substantive shift** from the broader, activity-oriented approach of the second PoW toward a more programmatic, system transformation model, in direct response to the mandate of Parties and as part of the Joint Work Programme of the UNFCCC Technology Mechanism for 2023-2027.
- ▶ Lessons from the 1st and 2nd independent reviews were **progressively but unevenly** addressed though the work of the CTCN, constrained by **limited financial and staffing resources**.
- ▶ The changes between the 2nd and 3rd PoW were **directly guided by COP/CMA guidance**, reflecting mandates to strengthen the Technology Mechanism, enhance TEC collaboration and linkages with climate funds under the UNFCCC and the Paris Agreement, improve M&E, reinforce gender responsiveness, and support NDE engagement.
- ▶ CTCN interventions were widely viewed as **highly relevant to country needs**, though **delays between submission and execution** can cause interventions to no longer be relevant by the time they are implemented.
- ▶ The **added value** of CTCN services was generally viewed positively, with **strong complementarities** with the GCF, GEF and other climate support programmes, but with **limited effective collaboration**.

**Conclusion on relevance:** Overall, the CTCN's strategy and resources remain **relevant to Party priorities and country needs**, as the Third PoW provides clearer strategic direction compared to the 2nd PoW, in direct alignment with COP/CMA guidance, and maintains the request-based model. Although relevance is sometimes reduced by **delays, partial integration of needs, and resource constraints**, evidence shows that interventions generally match country contexts, respond to priorities, and build on lessons from previous reviews.

# Evaluation conclusions - Effectiveness (interim report)

---

- ▶ The CTCN demonstrated generally **effective performance in terms of technical assistance** during the review period and was able to fulfil the functions assigned to it under the Technology Mechanism.
- ▶ **Capacity building activities** have also been **successfully implemented**, notably through NDE forums. They have been consistently organized annually and attended by a large number of NDEs (3 regional NDE forums organized in 2025, with around 150 participants)
- ▶ **Knowledge sharing activities** showed improvements thanks to sustained user events or aligned knowledge products participation from network members and key partnerships - incl. Partnership and Liaison Office in South Korea that supports collaboration with the Financial Mechanism.
- ▶ **Increased network engagement** activities have led to more participation and an increase in the number of network members, although linkages and partnership building remain limited.
- ▶ Efforts to promote collaboration among National Designated Entities (**NDEs**) in developing countries and strengthening their capacity emerged as a **partial but notable success**.
- ▶ Progress in reinforcing the CTCN's role as a climate technology matchmaker, as stated by Recommendation 7 of the 2nd Independent Review, has been observed but remains limited.
- ▶ Monitoring and evaluation (**M&E**) practices improved during the review period, although they remain **only partially operationalized**.

# Evaluation conclusions - Effectiveness (interim report)

---

- ▶ According to interviewees, positive results were associated with **strong engagement from NDEs, increased participation of Network members in TA delivery, and greater strategic coherence** introduced by the third PoW.
- ▶ The review finds that the CTCN has **adapted its activities** to evolving guidance from Parties and shifts in the international climate landscape, but with **delays**.

**Conclusion on effectiveness:** Overall, the CTCN has **effectively performed its mission** across technical assistance, knowledge management, capacity building, scaling-up efforts, and stakeholder engagement. **TAs are generally of a high quality** and aligned with national priorities, although their **timeliness is often constrained** by procurement delays and limited resources. Capacity-building and NDE collaboration have strengthened, and knowledge-sharing activities are well-received, but **the matchmaking function and linkage to the Financial Mechanism remain limited**. Reporting and M&E systems have improved, yet **ex-post evaluations are still not systematically implemented**. The CTCN has shown flexibility in adapting to Party guidance, though staffing and funding constraints continue to hinder full effectiveness.

# Evaluation conclusions - Efficiency (interim report)

---

- ▶ The efficiency of the CTCN during the review period reflects a **mixed but gradually improving performance** shaped by governance arrangements, resource availability, staffing structures, and operational processes.
- ▶ **Limited budget** remains a central challenge for the CTCN, but an **efficient use of financial resources** has been noted. Specifically, interviews and documentation indicate that the CTCN **operated efficiently relative to its financial constraints**.
- ▶ The **lack of human resources**, internal expertise and local presence has been a significant challenge to the efficiency of CTCN operations.
- ▶ The intended efficiency gain through better mobilization and engagement of the **CTCN Network**, as described in Recommendation 4 of the 2nd Independent Review, was **partially achieved** during the review period.
- ▶ NDEs are essential to the CTCN coordination model, and overall efficiency depends heavily on their own capacity and visibility.
- ▶ Internal processes, communication flows, and monitoring and evaluation frameworks showed **gradual improvements** over the review period, although **systemic challenges persist**.

**Conclusion on efficiency:** the CTCN has been **only partially efficient** in performing its mission and functions: it delivers **solid outputs** with a lean structure and makes **good use of limited resources**, but efficiency is consistently hindered by **insufficient and unpredictable funding, understaffing, and slow UNEP administrative and procurement processes**. Network and NDE contributions add value but remain unevenly mobilized. Despite these constraints, the CTCN offers strong value for money and is making efforts to streamline operations, though further efficiency gains will depend on more predictable financing, strengthened staffing, and simplified procedures.

# Evaluation conclusions - Impact and sustainability (interim report)

- ▶ CTCN's impacts and sustainability during the review period **reflect meaningful contributions towards innovation activities**, while also revealing persistent constraints that limit long-term transformative outcomes.
- ▶ CTCN **implementation-related activities** contributed significantly to **strengthening planning processes** for mitigation and adaptation. CTCN's **enabling-environment and capacity-building activities** contributed to **strengthening countries' ability to develop, transfer, and deploy climate technologies**. **Stakeholder-engagement activities** produced **meaningful but uneven outcomes** during the review period. **Support-related activities** have overall contributed to **positive outcomes**.
- ▶ Several factors influenced the achievement and non-achievement of outcomes, including **resource constraints, staffing instability, limited institutional capacity at country level, and limited post-implementation support**.
- ▶ The third Programme of Work's shift toward system transformations has begun to **sharpen strategic focus**, enabling more coherent and impact-oriented activities.
- ▶ CTCN-supported activities have contributed to **early elements of systemic and sustainable change**, particularly through improved planning processes, enabling environments, and regional cooperation.

**Conclusion on impact and sustainability:** Overall, the CTCN has **partially achieved its expected outcomes** and generated **meaningful but uneven long-term results** in advancing technology development and transfer. Its support has strengthened innovation readiness, planning processes, enabling environments, and stakeholder collaboration, and in some cases helped catalyse follow-on initiatives. However, **limited funding pathways, insufficient post-implementation follow-up, and variable national capacities** constrain the sustainability and scaling of outcomes. While the third PoW provides a stronger foundation for transformational impact, systemic change remains dependent on more predictable resources, stronger M&E implementation, and clearer links between upstream TA and downstream financing.

# Next steps and Q&A

---

## Final report on the 3<sup>rd</sup> independent review of the CTCN:

- ▶ Based on the answers to the evaluation questions, EY will generate recommendations to enhance the performance of the CTCN
- ▶ Preparation of the final draft review report by June
- ▶ Feedback on the final report will be received from CTCN and UNEP (July)
- ▶ EY will send the final report in August, and the report will be subsequently published by UNFCCC

## EY | Building a better working world

EY is committed to building a better working world by creating long-term value for our clients and our people, as well as for society and the planet as a whole, while strengthening trust in financial markets.

By leveraging data processing, AI and new technologies, EY teams help create the confidence our clients need to shape a future that can withstand today's and tomorrow's most pressing challenges.

Through a broad range of services—from audit to consulting, including tax, strategy and transactions—EY teams are able to deploy their expertise in more than 150 countries and territories. Deep sector knowledge, an international and multidisciplinary network, and a diverse and extensive ecosystem of partners are key assets that enable EY to contribute to building a more balanced world.

**Together to create a future full of opportunities.**

EY refers to the global organization and may refer to one or more of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information on how EY collects and uses personal data, as well as the rights of individuals under data protection legislation, is available on [ey.com/privacy](https://ey.com/privacy). EY member firms do not practice law where local laws prohibit it. For more information about our organization, please visit [ey.com](https://ey.com).

All rights reserved.

# Timeline of the project

## Methodology and workplan

