

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

UNFCCC

AB meeting presentation - 23/09/2026



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Introduction

Objective of Meeting

- Update on the scope of activities since the last AB meeting
- Final outcomes and recommendations

Agenda

1. Introduction
2. Objective and scope of work
3. Evaluation conclusion
4. Evaluation recommendations
5. Next steps

With you today



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Objective, scope of work and outputs

Objectives

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

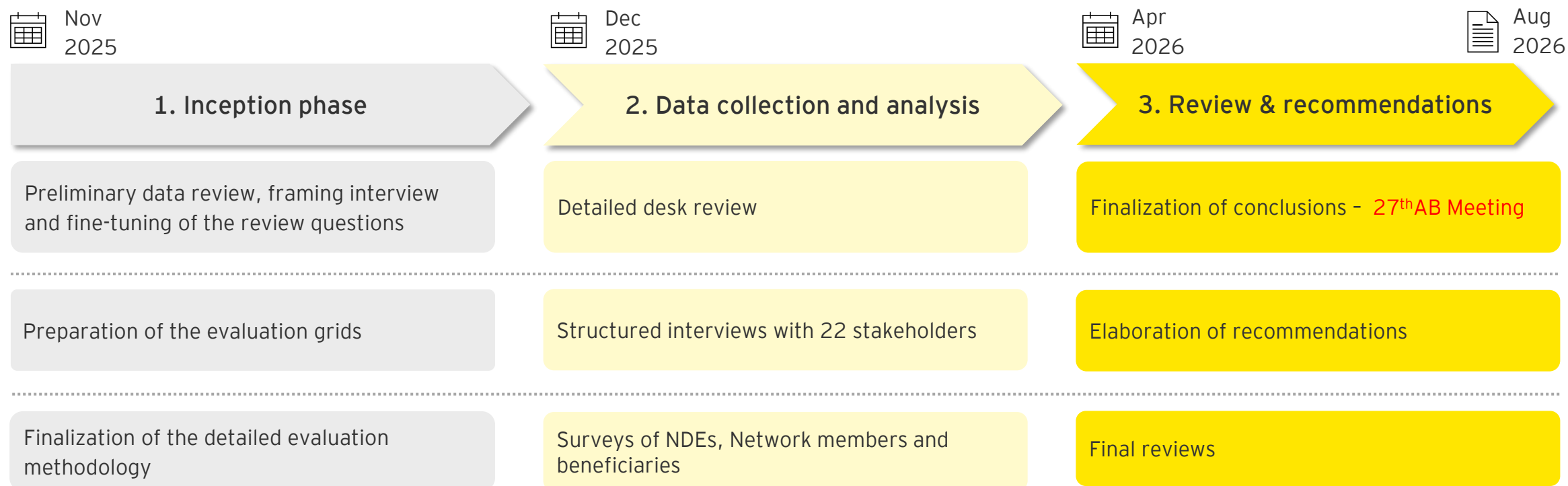
Scope of Work

- ▶ **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:** 1st January 2021 to 31st December 2025
- ▶ **Geographical perimeter:** Global analysis

Outputs

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

Overview of methodology



Recommendations - Funding and Governance & Organization

- ▶ **Recommendation 1:**
strengthen resource mobilization by institutionalizing the ex post impact evaluation of technical assistance outcomes and diversifying funding, especially from private sector sources
- ▶ **Recommendation 2:**
strengthen and stabilize human resources so as to improve operational performance
- ▶ **Recommendation 3:**
streamline processes that involve the host organization at all stages of technical assistance
- ▶ **Recommendation 4:**
strengthen operational linkages between the Climate Technology Centre and Network and the operating entities of the Financial Mechanism

Recommendations - Mobilization of stakeholders and positioning

- ▶ **Recommendation 5:**
strengthen Network mobilization by applying a structured engagement model
- ▶ **Recommendation 6:**
adopt a tailored, responsive approach to building national capacity
- ▶ **Recommendation 7:**
further develop the multi-country approach to delivery of technical assistance and define the conditions under which it would be appropriate to apply the approach
- ▶ **Recommendation 8:**
enhance national-level visibility of the Climate Technology Centre and Network and the national designated entities to sustain and amplify impacts
- ▶ **Recommendation 9:**
strengthen the matchmaking function of the Climate Technology Centre and Network to support countries in accessing finance for follow-up projects

Next steps

Final report on the 3rd independent review of the CTCN will be presented at COP31.

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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.

Conclusions – Main successes

- ▶ The strategy of the CTCN and its activities remain **highly relevant to country priorities and needs**, with interventions largely aligned with national contexts and climate priorities as a result of following a **demand-driven approach**;
- ▶ The third programme of work of the CTCN represents a **substantive shift in strategic positioning**, from a broad, activity-oriented approach to a **programmatic approach focused on systems transformation**, in response to guidance from the COP and the CMA and building on lessons learned from previous reviews;
- ▶ The CTCN has demonstrated **effective cooperation with the TEC**, including by co-developing and co-implementing with the TEC the joint work programme of the Technology Mechanism for 2023-2027 and by participating in TEC events;
- ▶ The **governance** of the CTCN has been somewhat **streamlined with the change in host organization**, resulting in **more frequent communication and better coordination** between the host, the CTC secretariat and the CTCN Advisory Board;
- ▶ The CTCN has demonstrated **generally effective delivery of TA**, thus fulfilling its core function under the Technology Mechanism, with interventions widely perceived as **producing positive outcomes**;

Conclusions – Main successes

- ▶ The CTCN has **strengthened its provision of capacity-building** for and engagement with NDEs, notably through continuation of the regional NDE forums, contributing to **improved coordination with local stakeholders** and formulation of requests for TA at the country level;
- ▶ The CTCN has made **notable progress in relation to knowledge-sharing**, as evidenced by increased stakeholder participation in knowledge-sharing activities with an increased Network size and sustained delivery of knowledge products and information oriented events, supported by the CTCN Partnership and Liaison Office;
- ▶ The CTCN has contributed to **meaningful upstream results**, particularly by strengthening planning processes, enabling environments and institutional capacities for climate technology development and transfer, as well as by fostering stakeholder collaboration;
- ▶ The CTCN has demonstrated an ability **to adapt its activities to evolving guidance from the COP and the CMA and to changes in the international climate landscape**, reflecting a degree of flexibility and agility despite operational constraints;
- ▶ Despite having limited financial resources, the CTCN has **delivered its activities with relatively efficient use of available resources**, reflecting strong value for money given the scope and diversity of its services.

Conclusions – Main challenges

- ▶ Significant **constraints in financial and human resources**, including insufficient and unpredictable funding, staffing fluctuations and reduced regional presence, which affect the **scale, speed and sustainability of CTCN interventions**;
- ▶ **Delays in implementing TA**, a recurring issue often linked to inefficient procurement processes and persistent structural constraints related to funding, staffing and administration, which can **reduce the relevance and timeliness of CTCN interventions**;
- ▶ **Lengthy processes** related to TA arising from complex procedures of the host organization for selecting consultants delivering TA and commencing implementation, as well as staffing constraints, causing delays for countries and leading to a **mismatch between their national agendas and the services provided by the CTCN**;
- ▶ Partnerships and networking activities **not yet translating into financing opportunities or large-scale implementation outcomes**, arising from **insufficient capacities** of NDEs and **lack of visibility** of the CTCN, limiting progress in strengthening the role of the CTCN as a climate technology matchmaker;

Conclusions - Main challenges

- ▶ **Disparate mobilization and engagement** of Network members and other CTCN stakeholders, limiting the full exploitation of expertise and partnerships across regions and sectors;
- ▶ **Insufficient linkages** with the **operating entities of the Financial Mechanism**, limiting the capacity of the CTCN to support the transition from upstream TA to downstream financing and implementation;
- ▶ Partially operationalized monitoring and evaluation practices, alongside limited systematic ex post evaluation and **difficulties in measuring long-term impacts**;
- ▶ **Varying impacts** of CTCN interventions that are largely concentrated on upstream outcomes, with **limitations on scaling up and replicating outcomes and ensuring their long-term sustainability**, in part owing to insufficient follow-up support and different levels of national capacity.

Recommendations - Funding

Recommendation 1: strengthen resource mobilization by institutionalizing the ex post impact evaluation of technical assistance outcomes and diversifying funding, especially from private sector sources

The CTCN, in collaboration with the host organization and in consultation with its Advisory Board, is recommended to institutionalize ex post impact evaluations of TA as a permanent service supported by sufficient resources. This recommendation is based on findings that monitoring and evaluation systems remain only partially operationalized and do not yet allow for systematic demonstration of long-term outcomes. It also addresses the persistent challenge of insufficient and unpredictable funding, as well as donor expectations for clearer evidence of results. The CTCN is encouraged to standardize and systematize ex post impact evaluation, including follow-up assessments several years after project completion. The CTCN is also recommended to consolidate and communicate evidence of results in reporting formats aimed at donors and financial partners, highlighting pathways from upstream TA to downstream financing. In addition, it can aim to diversify funding towards more private sector sources.

Recommendations - Governance and organization

Recommendation 2: strengthen and stabilize human resources so as to improve operational performance

The CTCN is recommended to continue strengthening and stabilizing its human resources, particularly in procurement, resource mobilization and technical functions. This recommendation is based on findings highlighting persistent constraints related to understaffing, staff turnover and loss of specialized expertise (although progress was made by establishing new positions in 2024-2025), which directly affect the timeliness and consistency of delivery of TA. Strengthening human resources is expected to reduce delays in implementation, improve continuity and quality of delivery, and reinforce institutional knowledge and technical capacity.

Recommendation 3: streamline processes that involve the host organization at all stages of technical assistance

The CTCN is recommended to ensure its governance and operational frameworks support efficient, transparent and well-coordinated processes that are able to respond to future hosting and management decisions. This recommendation is based on findings that previous co-hosting arrangements created challenges related to procedural efficiency. The CTCN is also recommended to enhance the transparency and efficiency of its operational procedures, particularly procurement processes, and strengthen mechanisms for communication and coordination within the CTCN, between the CTC secretariat, the CTCN Advisory Board and the host organization.

Recommendations - Governance and organization

Recommendation 4: strengthen operational linkages between the Climate Technology Centre and Network and the operating entities of the Financial Mechanism

The CTCN is recommended to further operationalize its linkages with the operating entities of the Financial Mechanism (the GCF and the GEF) in order to better support the progression from upstream TA to downstream financing and implementation. This recommendation is based on findings that existing cooperation remains insufficiently structured and does not yet consistently enable countries to translate TA outcomes into bankable proposals, financing pipelines or implementation-ready projects. The CTCN is encouraged to strengthen coordination with relevant financial actors at both the institutional and the country level, including by engaging more systematically with NDAs, GEF focal points and accredited entities, and to develop clearer operational modalities for connecting TA with financing opportunities. In doing so, the CTCN could reinforce its role within the broader climate-finance architecture and enhance the implementation potential and long-term impact of its support.

Recommendations – Mobilization of stakeholders and positioning

Recommendation 5: strengthen Network mobilization by applying a structured engagement model

The CTCN is recommended to further structure the mobilization of its Network by defining and applying a model for engagement that takes into account different levels of and clearer expectations for member participation. This recommendation responds to findings that the engagement of Network members remains disparate and does not consistently translate into operational support for delivering TA. The CTCN is encouraged to define the roles and levels of engagement of Network members, introduce appropriate incentives to promote active participation and strengthen monitoring of the contribution of Network members to CTCN activities.

Recommendation 6: adopt a tailored, responsive approach to building national capacity

The CTCN is recommended to adopt a more tailored and responsive approach to the design and follow-up of its capacity-building support to better address the varying levels of national capacity that affect the uptake, implementation and sustainability of the results of TA. This recommendation is based on findings that, while CTCN interventions have generated meaningful upstream outcomes, their impacts vary across countries, in part because national institutional, technical and coordination capacities differ significantly. The CTCN is encouraged to tailor its TA, capacity-building and follow-up support systematically to country-specific readiness levels and implementation conditions, including by identifying capacity gaps at an early stage, sequencing support more strategically and strengthening engagement with national institutions. By doing so, the CTCN could improve the effectiveness, sustainability and replication potential of its interventions across a wider range of country contexts, even if that means intervening in fewer projects overall owing to budgetary constraints.

Recommendations - Mobilization of stakeholders and positioning

Recommendation 7: further develop the multi-country approach to delivery of technical assistance and define the conditions under which it would be appropriate to apply the approach

The CTCN is recommended to apply the multi-country approach to TA in a targeted manner. This recommendation is based on findings indicating that, while the multi-country approach presents potential efficiency gains and opportunities for knowledge-sharing, its effectiveness depends on context and implementation modalities. The CTCN is encouraged to prioritize the multi-country approach where strong regional alignment exists, and allocate sufficient resources initially to support meaningful peer exchange and joint implementation, ultimately generating more impact for the same budget.

Recommendation 8: enhance national-level visibility of the Climate Technology Centre and Network and the national designated entities to sustain and amplify impacts

The CTCN is recommended to enhance its national-level visibility, particularly in supporting NDEs. This recommendation reflects findings that limited visibility in some countries, and insufficient structured engagement with financial stakeholders constrain demand generation for TA and the development of financing pipelines. The CTCN is encouraged to support NDEs in their communication and coordination with NDAs, GEF focal points and other stakeholders, develop outreach activities targeted at financial institutions and private sector actors, and increase the visibility of results and impacts of TA at the national and regional level. The CTCN is also encouraged to retain regional managers on staff or identify local partners where the CTCN is not locally present, facilitating regional operations and cooperation.

Recommendations - Mobilization of stakeholders and positioning

Recommendation 9: strengthen the matchmaking function of the Climate Technology Centre and Network to support countries in accessing finance for follow-up projects

The CTCN is recommended to strengthen and refine its matchmaking function to enhance its contribution to implementation and financing outcomes. This recommendation is based on findings that current matchmaking activities largely remain limited to initial connections and do not consistently lead to operational partnerships, financing opportunities or large-scale implementation. The CTCN is encouraged to clarify the objectives and scope of its matchmaking function and establish mechanisms for tracking outcomes of matchmaking activities. This recommendation is aimed at strengthening the engagement of the CTCN with financial actors and orienting matchmaking activities towards measurable outcomes in terms of partnerships, financing and project deployment.