

UNFCCC

Second independent review of the
Climate Technology Centre and
Network

18th meeting of the CTCN-AB
September 2021

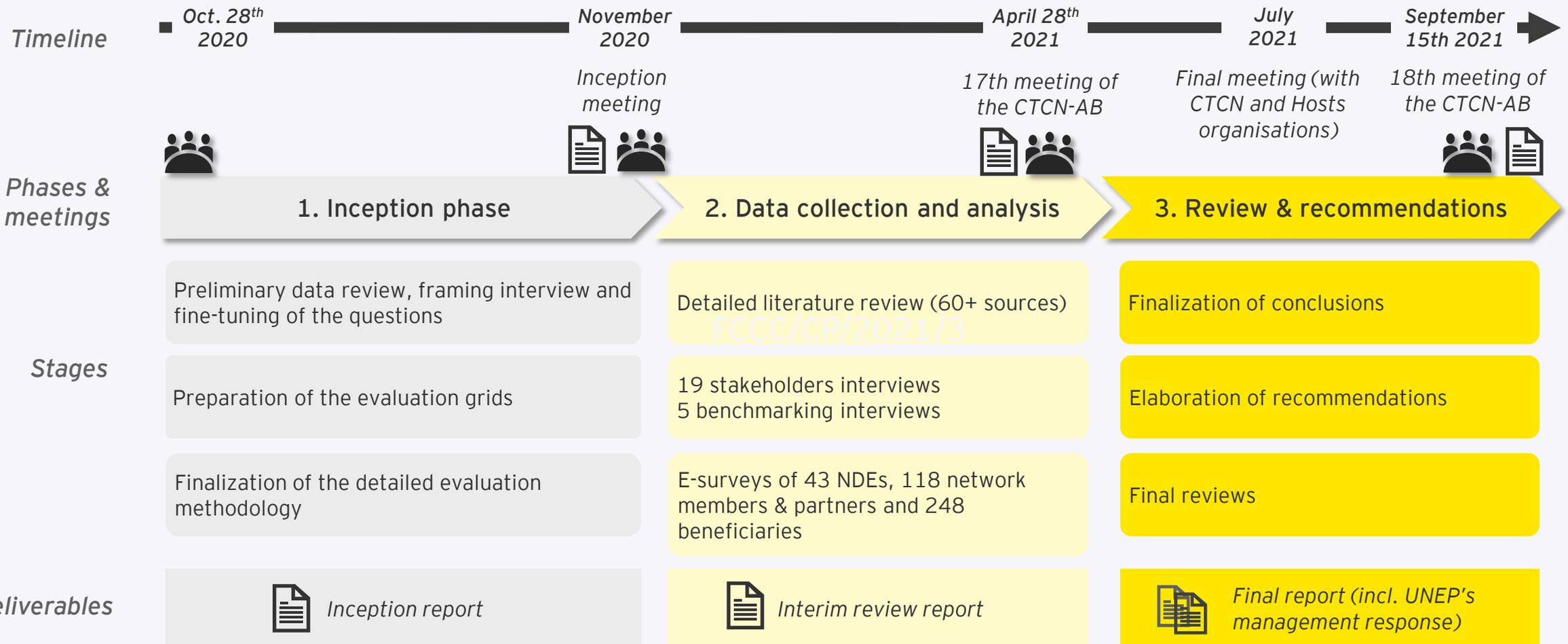


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State of Play



Work performed



UNEP produced a management response that has been integrated in the official UNFCCC document.



Main conclusions

Main successes regarding the effective implementation of the CTCN

- a) **A recognized added value of this demand-driven mechanism**, which has institutional legitimacy under the UNFCCC, with a strong sectoral expertise, being agile and responsive, that fills a gap by supporting small projects, without any competition from similar centres or initiatives;
- b) **A continuous improvement of the programme of work**, with most of the recommendations from the first independent review and guidance from the COP having been taken into consideration in the second programme of work;
- c) **The COVID-19 crisis was well managed**, with every project ultimately implemented, the continuity of CTCN services ensured, and dedicated pandemic responses integrated into existing technical assistance, capacity-building and knowledge-sharing activities;
- d) **Improved communication and outreach services**, with for example a KMS content considered to be more stable, curated and accessible;
- e) **Improved collaboration at strategic level**, with the AB, the Financial Mechanism and the TEC;
- f) **A more efficient regional organization of the CTC Secretariat** since providing a stronger coordination with NDEs, an enhanced support for TA requests, and increased relationships with relevant national and regional ecosystems of actors;
- g) **A good cost-effectiveness of the CTCN**, considering the type of services provided (small-scale, tailored services based on country-driven demand) ;
- h) **Contribution to transformational changes likely to be sustainable**, through the provision of information and awareness, enhancing policies and regulatory frameworks, and contributing to institutional capacity development;
- i) **Expected positive impacts in terms of adaptation and mitigation**, even if no proper estimation of effective impacts was possible because of the nature of the services and limited ex-post evaluation resources;
- j) **Expected socio-economic co-benefits**, observed or anticipated by stakeholders in terms of economic wellbeing, gender equality and human rights notably.

Main difficulties regarding the effective implementation of the CTCN

- a) **Limited financial resources** are available to the CTCN considering the broad scope of its services mandated by the COP;
- b) **Resource mobilization remains a challenge**, as was observed during the first independent review, with the expected diversification of financial resources not fully meeting initial targets despite a recent increase in funding from the GCF and the Adaptation Fund;
- c) **Resources are allocated pragmatically, but the budget is constrained** owing to a lack of predictability and a high proportion of conditioned and earmarked funds;
- d) **CTCN's management structure faces administrative and communication challenges**, although the CTCN largely benefits from being hosted by UNEP in collaboration with UNIDO, notably in terms of complementary expertise and networks;
- e) Although this is outside the immediate CTCN mandate, **NDEs face a lack of resources to engage with the CTCN** despite the capacity-building support provided by the CTCN;
- f) **Limited collaboration between NDEs, Network Members, GEF' OFPs, and GCF' NDAs** (to a lesser extent thanks to the increased number of CTCN readiness projects), owing to different strategic views and limited interpersonal knowledge (partly due to staff turnover), and despite the networking events organized by the CTCN;
- g) **An extensive network from which the CTC is not taking full advantage**, and synergies among the Network's Members are limited



Recommendations

Funding

Difficulties

- a) Limited financial resources are available to the CTCN considering the broad scope of its services mandated by the COP;
- b) Resource mobilization remains a challenge, as was observed during the first independent review, with the expected diversification of financial resources not fully meeting initial targets despite a recent increase in funding from the GCF and the Adaptation Fund;
- c) Resources are allocated pragmatically, but the budget is constrained owing to a lack of predictability and a high proportion of conditioned and earmarked funds;
- f) Limited collaborative work between NDEs, Network Members, GEF' OFPs, and to a lesser extent GCF' NDAs.

Recommendations

Recommendation 1: Encourage the CTC, in collaboration with UNEP and in consultation with the CTCN Advisory Board, to further enhance resource mobilization so as to meet the costs associated with the CTCN

The CTC, in collaboration with UNEP and in consultation with the CTCN Advisory Board, is encouraged to further diversify its sources of funding, for example by conducting a review of its resource mobilization strategy to make it more strategic and realistic, taking into account experience and lessons learned from the implementation of its previous corresponding strategy and from other organizations. In addition, it may consider strengthening the role of and resources for a dedicated deputy director or appointing senior consultants who would be in charge of strengthening and structuring relationships with the operating entities of the Financial Mechanism; developing opportunities for the CTCN to further engage with GEF recipient countries' focal points (through CTCN regional managers or NDEs) on identifying, developing and endorsing CTCN projects in order to be engaged in project implementation; and enhancing the marketing of CTCN services (communicating achievements, demonstrating impacts, etc.).

Recommendation 2: Encourage the CTCN to allocate dedicated resources to pursue its efforts to conduct regular ex post impact evaluations of technical assistance

The CTCN would benefit from demonstrating more thoroughly the long-term climate change related impacts and socioeconomic co-benefits (including with regard to gender-related issues) of its technical assistance. Despite ongoing efforts (e.g. the extended analysis of selected technical assistance included in the 2021 budget was postponed to 2022 owing to the COVID-19 pandemic), estimates of actual impacts (as opposed to anticipated impacts, which are currently measured) as well as ex post evaluation resources were limited. This recommendation could be carried out on a sample of projects three to four years after implementation, either by independent third parties (through a dedicated budget line) or by dedicated internal staff.

Governance and organization

Difficulties

- d) CTCN's management structure faces administrative and communication challenges, although the CTCN largely benefits from being hosted by UNEP in collaboration with UNIDO, notably in terms of complementary expertise and networks;
- e) Although this is outside the immediate CTCN mandate, NDEs face a lack of resources to engage with the CTCN despite the capacity-building support provided by the CTCN;
- f) Limited collaboration between NDEs, Network Members, GEF' OFPs, and to a lesser extent GCF' NDAs;
- g) An extensive network from which the CTC is not taking full advantage and synergies among the Network's Members are limited.

Recommendations

Recommendation 3: Encourage the CTCN to further streamline communication between Host agencies and the CTC Secretariat

It was found that the CTCN management structure could benefit from strengthened information flow between the CTC co-hosts (UNEP and UNIDO) and the CTC secretariat in Copenhagen. Hence, it is recommended to continue streamlining communication between the host agencies and the CTC secretariat. Notably, UNEP as host of the CTCN and the CTCN Trust Fund should look for ways to ensure that all CTCN resources are directed towards its Trust Fund.

Recommendation 4: Encourage the CTCN to further engage with and improve synergies among Network members

The CTCN should further engage with and improve synergies among Network members in order to take full advantage of its members' valuable sectoral and geographical expertise, allowing for a more efficient delivery of its services. It is recommended that the CTCN, guided by its Advisory Board, develop and operationalize a network engagement plan.

Recommendation 5: Encourage the CTCN to enhance efforts to stimulate active collaboration between NDEs and reinforce its capacity-building support for NDEs to provide improved technical assistance

The CTCN is encouraged to enhance collaboration between NDEs from Annex I Parties and non-Annex I Parties, as well as to reinforce capacity-building provided to non-Annex I Party NDEs, notably by raising their profiles among government agencies and the private sector and monitoring the implementation of technical assistance and the operationalization of technical assistance recommendations. One of the main difficulties identified by NDEs is in relation to elaborating technical assistance requests. The CTCN is therefore encouraged to carry out further capacity-building activities, including through the Incubator Programme.

Positioning

Difficulties

- a) Limited financial resources are available to the CTCN considering the broad scope of its services mandated by the COP;
- f) Limited collaborative work between NDEs, Network Members, GEF' OFPs, and to a lesser extent GCF' NDAs;
- g) An extensive network from which the CTC is not taking full advantage, and synergies among the Network's Members are limited.

Recommendations

Recommendation 6: Encourage the CTCN to collect relevant information for preparing its third programme of work, including an evaluation of potential beneficiary needs that could be addressed with the available budget

It is recommended to the CTCN to review the scope of the services to be included in its 3rd Program of Work. Preliminary analysis should be performed with: (i) an assessment of the demand for CTCN's services based on CTCN's experience and a survey towards NDEs; (ii) a report on the achievement of the targets in the second Program of Work; (iii) a financial plan that identifies financial resources to be mobilized by the CTCN during the next period (including pledges from donors). Such an analysis should allow the CTCN to determine the share of requests it could potentially address given the current budget estimates.

Recommendation 7: Encourage the CTCN to reinforce its position as a climate-related technology matchmaker

It is recommended to further enhance the engagement of technology providers within the CTCN and the development of partnerships with existing centers, networks and institutions. The CTCN is encouraged to dedicate budget to the implementation of initiatives which enhance direct interactions between the private sector Network Members.

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Annexes

Objectives & Methodology : mandate

Objectives of the review

- Produce an **independent assessment of the effective implementation** of the CTCN.
- Formulate **recommendations to enhance the performance** of the CTCN, to be considered by the COP.
- To prepare a report on the review with key findings and recommendations regarding enhancing the performance of the CTCN, **including a management response from UNEP**.

The TOR of the CTCN notes that the renewal of the host agreement is subject to the host organization fulfilling its functions laid out in paragraph 2 of CTCN's TOR and its responsiveness to the direction given to it in paragraphs 4-6 of CTCN's TOR as identified in the findings of the independent review.

Objectives & Methodology : scope

Covered subjects

Four areas of evaluation :

- (a) **Relevance:** investigates the consistency of CTCN's First and Second Programme of Work and annual operational plans with its external context (COP decisions, NDE needs, TEC policy guidance, UNFCCC Financial mechanism, incorporation of the recommendations given in past evaluations, etc.);
- (b) **Effectiveness:** concentrates on the assessment of services and outputs delivered by the CTCN, compared to its objectives and by taking into account effective operating conditions;
- (c) **Efficiency:** focuses on the implementation of the CTCN (governance, external and internal organization, direct and indirect resources, timeline, processes, etc.) regarding an improvement in productivity of its activities and services while identifying difficulties encountered and success factors;
- (d) **Impacts and sustainability:** investigates observed outcomes, comparing them with expected outcomes, understanding the subjacent factors of achievement/non-achievement, and assessing the likelihood and tangible positive long-term effects, as well as the replicability of these impacts.

A sound database - Review of an extensive documentary base including

- ▶ Decisions of the COP
- ▶ Operating plans
- ▶ Minutes of AB meetings and Task Forces
- ▶ Annual reports
- ▶ CTCN website
- ▶ CTCN research papers
- ▶ Impact briefs
- ▶ Presentation to the AB (Technical assistance, KMS, network and other snapshots)
- ▶ Financial statements
- ▶ Procedures documents
- ▶ Programs of work
- ▶ Database of technical assistance
- ▶ Database of participants to events

A sound database - 24 interviews with stakeholders

Type of actor	Organisation	Position	N°
Interviews conducted part of the data collection process			
CTCN	UNIDO	Deputy Director	3
	UNIDO	Knowledge and Communications Manager	4
CTCN Hosts	UNEP	Chief, Energy Branch	5
		Industrial Development Officer	8
Consortium partners	CATIE	Head of Unit, Economy, Environmental and Sustainable Agribusiness Research Unit, Division for Green and Inclusive Development	10
Advisory Board members	CTCN-AB	Chair of the AB of the CTCN	12
		Chair of the Technology Executive Committee (TEC)	14
		Annex I country representative	16
Donors	EU	Senior Policy Officer, DG DEVCO	18
Interviews conducted as part of the benchmarking process			
Regional climate technology and finance centers supported by the GEF under the Poznan strategic programme	AfDB	Focal point	2
	ADB	Focal point	4

A sound database - An e-survey

E-survey questionnaires elaboration:

- The survey aimed at collecting data from multiple interlocutors. The data was collected to get inputs on the deployment and achievements of the CTCN and reviews on the relevance and efficiency of the CTCN's action. The survey was also used to understand the needs of beneficiaries, countries and partners; and to gather proposals for improvement.
- It targeted Knowledge partners, Consortium Partners, Network Members, NDEs, and beneficiaries (technical assistance request applicant, participants to events, etc.).
- The format of the survey was adapted to the different respondents and the text available in English, French and Spanish. The survey was short and required less than ten minutes to complete. It included a majority of closed questions (multiple choice) and few open questions (text).

E-survey administration:

- The survey was elaborated by the end of November.
- The survey was sent to the email addresses of the different stakeholders given by the CTC and retrieved from the CTCN website. The first sending took place mid-January and the survey remained open for one month with three reminders sent to the targets. The survey closed mid-February.

Survey targets	Number of emails sent	Number of replies (answered question 1)	Rate	Number of survey completed (answered the last question)	Rate
NDEs	191	68	36%	43	23%
Network members, Consortium & Knowledge Partners	641	198	31%	118	18%
Beneficiaries	1737	422	24%	248	14%
Beneficiaries - TA proponent	72	25	35%	22	31%
Beneficiaries - Training participant	398	74	19%	41	10%
Beneficiaries - Webinar attendee	1267	323	25%	185	15%

E-survey questionnaires response rates