



# **Proposal to Jointly Host the Climate Technology Centre**

UNIDO and UNOPS joint proposal to Host the Climate  
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# 1. Background and Motivation to Apply

## The urgency of the moment

Scientific evidence is clear: the world is not on track to meet the Paris Agreement goals.<sup>1</sup> Climate impacts from rising temperatures and intensifying extreme weather to growing threats to food, water, and energy security are already affecting every region, disproportionately impacting vulnerable countries and communities.<sup>2</sup> Achieving the 1.5°C goal and strengthening resilience requires rapid, large-scale transformation across key economic and social systems.

Environmentally sound, affordable, and locally appropriate technologies are central to this transformation.<sup>3</sup> However, a persistent gap limits the deployment of available climate technologies in developing countries.<sup>4</sup> Barriers related to cost, capacity, information, and enabling environments restrict access to technologies needed for implementing Nationally Determined Contributions (NDCs), advancing adaptation, and pursuing low-emission, climate-resilient development, while also constraining the development of investable pipelines needed to mobilize finance for implementation.<sup>5</sup> As national climate strategies, including enhanced NDCs, adaptation planning, responses to loss and damage, and just transitions grow in ambition, timely and scalable technology cooperation becomes increasingly urgent.

To address these gaps, Parties to the UNFCCC established the Technology Mechanism<sup>6</sup>, comprised of the policy arm (the Technology Executive Committee, TEC)<sup>7</sup> and the implementation arm (the Climate Technology Centre and Network, CTCN)<sup>8</sup>. The Technology Framework<sup>9</sup> under the Paris Agreement provides overarching guidance to the work of the Technology Mechanism, orienting activities around themes such as innovation, implementation, enabling environments, capacity-building and stakeholder engagement.<sup>10</sup>

For 2023–2027, the TEC and CTCN adopted their first Joint Work Programme<sup>11</sup>, aligning the TEC rolling workplan with the CTCN Programme of Work to focus the Technology Mechanism on shared priorities such as technology and NDCs, national innovation systems, and industry transformation. This approach strengthens coherence between policy guidance and country-level implementation.

Parties also adopted the Belém Technology Implementation Programme<sup>12</sup> to accelerate implementation of technology priorities identified by developing countries, including those in NDCs, Technology Needs Assessments (TNAs) and National Adaptation Plans (NAPs).<sup>13</sup>

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<sup>1</sup> IPCC, *Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* (IPCC, Geneva, 2023). Available at: <https://www.ipcc.ch/report/ar6/syr/>

<sup>2</sup> IPCC AR6 Working Group II, *Climate Change 2022: Impacts, Adaptation and Vulnerability* (Cambridge University Press, 2022).

<sup>3</sup> IPCC AR6 Synthesis Report (2023).

<sup>4</sup> Yu, V.P., 'Addressing the Climate Technology Gap in Developing Countries Through Effective Technology Transfer', TESS Synergies Blog (Trade, Environment and Sustainable Solutions Forum). Available at:

<https://tessforum.org/latest/addressing-the-climate-technology-gap-in-developing-countries-through-effective-technology-transfer>. See also:

Owens, S. et al., 'Embedding technology at the grassroots: Strategies for localising technology transfer under the UNFCCC technology mechanism', *Review of European, Comparative & International Environmental Law*, 33(2), 2024. <https://doi.org/10.1111/reel.12548>

<sup>5</sup> UNFCCC Technology Mechanism / Joint Work Programme of the Technology Mechanism 2023–2027.

<sup>6</sup> Link: <https://unfccc.int/ttclear/support/technology-mechanism.html>

<sup>7</sup> Link: <https://unfccc.int/ttclear/tec>

<sup>8</sup> Link: <https://www.ctc-n.org/>

<sup>9</sup> Link: [https://unfccc.int/sites/default/files/resource/cp24\\_auv\\_cop\\_4\\_TF.pdf](https://unfccc.int/sites/default/files/resource/cp24_auv_cop_4_TF.pdf)

<sup>10</sup> Link: [https://unfccc.int/ttclear/misc/\\_StaticFiles/gnwoerk\\_static/NEG\\_key\\_doc/5873b007c9754d1e94abce5f2789613b/e774fae6b5d24eed9c689a9fcc9006bb.pdf](https://unfccc.int/ttclear/misc/_StaticFiles/gnwoerk_static/NEG_key_doc/5873b007c9754d1e94abce5f2789613b/e774fae6b5d24eed9c689a9fcc9006bb.pdf)

<sup>11</sup> Link: [https://unfccc.int/ttclear/misc/\\_StaticFiles/gnwoerk\\_static/TEC\\_Documents\\_doc/6e7cae499c2b418e93d2d2a1bcc1a20/e9a1b6ffadbe47bcb3f2634881df13f5.pdf](https://unfccc.int/ttclear/misc/_StaticFiles/gnwoerk_static/TEC_Documents_doc/6e7cae499c2b418e93d2d2a1bcc1a20/e9a1b6ffadbe47bcb3f2634881df13f5.pdf)

<sup>12</sup> Link: <https://unfccc.int/ttclear/support/technology-implementation-programme.html>

<sup>13</sup> Link: [https://unfccc.int/sites/default/files/resource/cma2025\\_L18E.pdf](https://unfccc.int/sites/default/files/resource/cma2025_L18E.pdf)

Decisions adopted at COP 30 and CMA 7 mark a pivotal moment for the CTCN. With expanded functions to promote transformational change, strengthen national innovation systems, and support multi-country and programmatic approaches, the next host organization must sustain the Centre's achievements while significantly expanding its reach and impact.

The window to avert the most severe climate consequences is rapidly narrowing, making technology cooperation delivered through the CTCN more vital than ever.

Effectively responding to this challenge requires a host institution that combines deep technical expertise in climate technologies with strong operational, financial, and implementation capacity. Therefore, UNIDO and UNOPS have formed a strategic consortium to host the next generation of the Climate Technology Centre.

### **The rationale for a joint bid**

UNIDO and UNOPS bring complementary institutional capabilities supporting both the technical and operational dimensions of the CTCN's mandate.

UNIDO contributes deep expertise in climate technologies, industrial transformation, and innovation systems. UNOPS provides extensive operational capacity in project implementation, procurement, infrastructure delivery, and fiduciary management. Supported by the combined country and regional presence of both organizations, this partnership is well positioned to deliver integrated and implementation-oriented support to developing country Parties.

The consortium is structured with clearly defined roles and responsibilities aligned with the call for proposals. This arrangement ensures an agile and efficient secretariat capable of rapid response to country-driven requests, while maintaining the governance integrity, transparency, and fiduciary standards expected of a United Nations-hosted entity.

UNIDO and UNOPS also share a common vision for the CTCN's future: a mechanism that increasingly catalyses systemic change in how developing countries develop, adopt, and scale climate technologies. Technical assistance, capacity-building, policy support, and project preparation will therefore be designed to support developing countries in generating bankable project pipelines, mobilising investment, and accelerating technology deployment.

Achieving this requires stronger engagement with climate finance institutions and investment partners, and a strengthened CTCN role as a convener connecting national institutions, technology providers, and financial actors. This approach is grounded in country ownership and guided by commitments to gender-responsive programming, the inclusion of Indigenous Peoples and local communities, and support for youth-led innovation.

UNIDO and UNOPS are seeking this role not only because they possess the requisite institutional attributes, but because they are committed to the CTCN's purpose. The CTCN represents one of the most practical instruments within the multilateral climate architecture for translating international commitments into tangible, technology-centred support for developing country Parties. Stewardship of the CTCN is therefore a responsibility that UNIDO and UNOPS would approach with seriousness, humility and a clear commitment to service in close collaboration with National Designated Entities (NDEs) and under the guidance and direction of the CTCN Advisory Board.

## 2. Introducing the Consortium

UNIDO and UNOPS have established a consortium<sup>14</sup> to co-host and ensure the effective management and operation of the Climate Technology Centre. Together, they combine strong technical expertise in climate technology development and transfer with extensive operational, financial, and project management capacity.

They can also leverage extensive networks of expert institutions and initiatives to support a lean secretariat model, strengthening the CTCN's capacity to respond effectively to developing country requests while managing funds and activities in accordance with their respective financial regulations and maintaining close engagement with NDEs to ensure the country-driven delivery of CTCN services.

The call for proposals requires prospective hosts to demonstrate robust governance and management systems, technical expertise, strong fiduciary controls, and a clear management approach. The combined capabilities of UNIDO and UNOPS position the consortium well to meet these requirements and support the effective delivery of the Centre's mandate.

**UNIDO** is the specialized agency of the United Nations mandated to promote inclusive and sustainable industrial development. Guided by its vision of "progress by innovation", UNIDO supports developing countries through technical cooperation, policy advisory services and partnerships that advance innovation, strengthen productive capacities and accelerate low-emission, climate-resilient industrial development. Funds mobilized by UNIDO for technical cooperation reached a record high in 2024 with a total of USD 663.6 million, and there are projects implemented in 119 countries.

UNIDO's unique strength lies in combining industrial expertise with substantial experience in climate technology development, transfer and deployment. Its work in renewable energy, energy efficiency, circular economy, climate resilience and low-carbon industrial systems enables countries to adopt and scale technologies suited to national needs and development priorities. Supported by long-standing country engagement, a global network of technical experts and strong institutional partnerships, UNIDO is well positioned to support the CTCN in delivering demand-driven assistance, strengthening national capacities, and catalysing technology transfer, private sector engagement and investment in support of mitigation and adaptation.

**UNOPS** is the operational arm of the United Nations, mandated to support partners in peacebuilding, humanitarian and development contexts. As a self-financing entity without core funding, it fosters a results-oriented culture grounded in accountability, efficiency and value for money. In 2024, UNOPS implemented more than 1,100 projects, delivering around USD 2.7 billion across more than 130 countries. Climate action forms an integral component of UNOPS' operational portfolio. Through programmes and initiatives addressing mitigation, adaptation, loss and damage, resilience and sustainable energy transitions, UNOPS supports partners in advancing climate objectives across national, regional and global contexts. Through tailored fund management and implementation services, and in coordination with partners across the United Nations system, including the UNFCCC, UNOPS contributes to scaling multi-stakeholder initiatives and partnerships advancing climate action.

Building on this experience, UNOPS brings extensive project management, procurement and infrastructure delivery capacity to support the effective management of the CTCN's activities, helping partners scale up and speed up impact through practical solutions. Its procurement and financial

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<sup>14</sup> The term "consortium" represents the collaborative partnership between UNIDO and UNOPS in the context of the proposed services to host the Climate Technology Centre, as defined in their respective legislative frameworks. In this connection each partner brings its area of competence for a defined set of responsibilities for managing the activities assigned to the Centre and in line with their respective legislative frameworks, including financial regulations and rules. An envisaged Cooperation Agreement will further define and commit each partner to its role as consortium partner, without the intention of creating a new, distinct and separate entity with its own legal status.

management systems uphold United Nations fiduciary, ethical and accountability standards, enabling fair and transparent international tendering and the effective administration of funds. UNOPS also maintains robust risk management, monitoring and reporting frameworks that ensure operational integrity, transparency and accountability while supporting timely delivery across complex multi-stakeholder initiatives.

## **2.1 Governance and Management**

The proposed co-hosting arrangement between UNIDO and UNOPS provides a robust framework for meeting the needs of the CTC Secretariat. By combining UNIDO's technical capabilities in climate technologies and industrial systems with UNOPS' operational and administrative excellence, it offers a balanced approach to respond to developing countries' support needs. Clearly defined roles and responsibilities, supported by a formal Cooperation Agreement and structured procedures will enable effective coordination and accountability. Together the two organizations will provide standards-based, agile, and responsive services in line with United Nations principles, full alignment with the UN's overarching goals and driven by the 2030 agenda for sustainable development, in accordance with the CTC's evolving mandate. The consortium's capabilities against the selection criteria are set out below.

### **(i) Capable of providing an efficient and agile service to the secretariat of the Climate Technology Centre in order for it to provide timely responses to requests from developing countries for technical assistance; responsibilities and roles of UNIDO and UNOPS with regard to contributing to the hosting of the Climate Technology Centre;**

As Co-hosts of the CTC Secretariat, UNIDO and UNOPS will provide an efficient and agile service by leveraging their established institutional capacities, global networks and operational expertise. Through a formal Cooperation Agreement, including a Matrix of Responsibilities, the respective roles and responsibilities of each hosting partner supporting the secretariat will be clearly defined, ensuring a coherent and complementary hosting arrangement. Within this framework, UNIDO will lead the technical dimensions of the secretariat's work, leveraging its expertise in climate technologies, industrial systems, innovation and capacity-building to design and deliver high-quality technical assistance. UNOPS will lead operational and administrative functions, including implementation support, procurement, infrastructure delivery where relevant, and fiduciary and risk management, ensuring that the secretariat operates efficiently and in full compliance with United Nations standards. Standard Operating Procedures (SOPs), specifically developed for the CTCN, will guide key processes, including the coordinated and timely response to requests for technical assistance from developing countries, quality assurance of outputs and effective internal coordination. This structured yet flexible approach will enable the secretariat to operate with speed, consistency and accountability while maintaining the high standards expected of a United Nations-hosted entity.

Together, these roles create a synergistic framework that enhances the CTC's responsiveness and effectiveness. This collaboration enables a seamless flow of assistance from request to implementation while maintaining high standards of governance and accountability.

### **(ii) Demonstrated ability to engage with and provide support to all developing countries, in all regions;**

Both UNIDO and UNOPS possess extensive institutional capacity and global operational networks that position them to effectively engage with and support developing countries across all regions. Through their established country and regional offices, and long-standing partnerships with national governments, sub-national authorities, the private sector, and research institutions, the two

organizations maintain strong multi-level in-country relationships that enable coordinated action and alignment with national climate and development priorities. UNIDO's Investment and Technology Promotion Offices (ITPOs) and its network of Regional Sustainable Energy Centres further reinforce this reach. The ITPOs specifically contribute to country engagement by facilitating technology transfer and investment promotion, while the Regional Sustainable Energy Centers enhance this by offering localized technical assistance and capacity-building. UNOPS has an established presence in over 130 countries, including in fragile contexts. Both organizations have extensive experience operating in complex and fragile contexts, applying robust risk management, adaptive programme design, and locally grounded partnerships to ensure continuity of support and effective delivery. Their combined presence and partnerships at multiple governance levels, augmented by the specific roles of the ITPOs, regional centers and field offices, ensure that developing countries can access both the technical expertise and operational support required to advance climate technology deployment and sustainable development outcomes. Critically, as UN agencies, UNIDO and UNOPS are also uniquely positioned to leverage the full resources of the United Nations System at the country level. This includes direct access to UN Country Teams (UNCTs) and their collective knowledge base, ensuring a profound understanding of the country context, established in-country relationships with relevant stakeholders, and seamless implementation support. This systemic, in-country presence is an additional asset to deliver integrated technical and operational assistance, accelerating the translation of CTCN support into impactful, country-owned projects. The in-country partnerships and networks will directly support the CTC Secretariat in facilitating NDEs rapid identification of climate technology needs, facilitate the technical assistance request and effectively follow up during climate technology implementation support.

**(iii) An effective governance structure that supports high-quality administration, ensuring the evaluation of operational performance against the following elements: the principles of integrity and transparency; reporting and accountability; the timeliness and appropriateness of responses to developing countries' requests; fiduciary standards; and legal and ethical standards, in a manner that is consistent with the principles of the United Nations;**

UNIDO and UNOPS operate under established governance, oversight and accountability frameworks that support high-quality administration in line with United Nations principles.

UNIDO is governed by its Member States through the UNIDO General Conference, the Industrial Development Board and the Programme and Budget Committee, which provide strategic direction and oversight of programme, financial and operational performance. UNOPS operates under the oversight of the UNDP/UNFPA/UNOPS Executive Board and external audit by the United Nations Board of Auditors. Its Internal Audit and Investigations Group, Ethics Office and independent Audit Advisory Committee further strengthen internal control, accountability and zero tolerance for fraud and corruption. In addition, UNOPS applies a robust internal control framework based on delegated authorities, segregation of duties, mandatory compliance reviews, and enterprise-wide risk management processes that support sound operational decision-making and timely implementation across complex multi-country initiatives.

Both organizations apply robust transparency and accountability systems, including results-based management, internal audit and evaluation, enterprise risk management, and clear reporting to governing bodies and stakeholders. These arrangements support regular assessment of operational performance against integrity and transparency, reporting and accountability, the timeliness and appropriateness of responses to developing countries, and fiduciary, legal and ethical standards. Both organizations also maintain policies and procedures on financial management, procurement, ethics and anti-fraud measures aligned with United Nations system standards.

UNOPS reinforces transparency through the public disclosure of audit reports, ethics policies and oversight findings, and through its reporting under the International Aid Transparency Initiative. Its procurement and financial systems are designed to ensure full traceability, competitive processes, and transparent administration of funds in accordance with United Nations fiduciary standards, while enabling rapid operational response when supporting partner requests. UNIDO maintains similarly rigorous internal audit, ethics and anti-fraud mechanisms, with reporting to its governing bodies. Both organizations publish programme documents, evaluation reports and governance policies to ensure that operational performance and compliance are effectively monitored and communicated.

In the proposed co-hosting arrangement, these governance systems will be directly applied to the management of the CTC Secretariat. Joint oversight by UNIDO and UNOPS will support transparent reporting to the CTCN Advisory Board and the UNFCCC COP/CMA, while enabling rigorous monitoring of responsiveness to country requests, fiduciary performance and operational effectiveness. The partnership will be formalized through a Cooperation Agreement setting out roles, responsibilities and accountability arrangements. A preliminary Matrix of Responsibilities outlining the complementary functions of each co-host is provided in Annex 25\_Matrix of Responsibilities and will be finalized upon confirmation of the co-hosting arrangement.

#### **(iv) Staff recruitment and management capability;**

Both UNOPS and UNIDO possess extensive, UN-standard staff recruitment and management capabilities essential for maintaining a high-performing CTC Secretariat. Within the co-hosting arrangement, UNOPS will take the lead in providing high-quality and cost-effective human resources management services, complemented by UNIDO's human resources recruitment and management capacity where needed.

UNOPS offers a flexible, rapid recruitment system and established HR management frameworks designed to attract, onboard, and manage specialized talent globally. Multiple contractual modalities such as fixed-term and temporary staff contracts, and Local/International Individual Contractor Agreements (L/ICAs) with flexible contract categories (regular/full time, retainer, lumpsum) allow to quickly scale up or down the staffing capacity as needed, with full range of contract administration and performance management services. In 2024, UNOPS administered around 9,500 personnel contracts for partners in the UN. Its ability to deploy surge capacity, coupled with its global presence, allows for fast mobilization of experts and administrative staff needed for the CTC's expanded mandate and regional engagement.

UNIDO brings the capacity to recruit and manage staff with deep technical expertise in industrial decarbonization, cleantech innovation, and technology transfer, ensuring the CTC Secretariat maintains the necessary technical authority and sectoral knowledge and may complement UNOPS recruitment and management capacity in some cases. This capacity will ensure rapid access to high-performing technical, managerial and administrative capacities which will enable the secretariat to provide quality responses to country requests for climate technology.<sup>15</sup>

#### **(v) Demonstrated capability to ensure timely, fair and open international tendering for the procurement of services in line with the fiduciary and ethical standards of the United Nations;**

As procurement lead under the suggested co-hosting model, UNOPS provides world-class, dedicated procurement capacity and expertise, which is a core part of its mandate and a critical asset for the CTC.

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<sup>15</sup> Detailed description of UNOPS HR services available here: <https://www.unops.org/solutions/hr-services>.

UNOPS operates rapid, fair, and transparent international tendering processes, fully aligned with UN fiduciary and ethical standards. As a central procurement resource and a recognized leader in sustainable procurement within the UN system, UNOPS handles an annual procurement volume of approximately USD 1.7 billion on behalf of its partners. Its sophisticated e-sourcing system, global supplier network, and rigorous quality assurance mechanisms enable the swift and competitive procurement of services, essential for the CTCN's enhanced responsiveness and rapid deployment of technical assistance.<sup>16</sup>

UNOPS' procurement framework is strictly governed by UNOPS Financial Regulations and Rules (FRR)<sup>17</sup>, which prioritize the principles of best value for money, fairness, integrity, and transparency. By leveraging these principles and its specialized expertise, UNOPS ensures that every procurement action is backed by a robust internal control framework and a "gold standard" of transparency that mitigates risk while maximizing value for money. This integration allows the CTC to bypass the administrative bottlenecks often associated with large-scale international tendering, shifting the focus from bureaucratic process to the rapid delivery of high-impact climate solutions. Furthermore, UNOPS' commitment to sustainable procurement practices ensures that all service providers are vetted not only for technical excellence but also for their adherence to the social and environmental principles core to the UNFCCC mandate.

#### **(vi) Managing and administering multiple and complex projects in developing countries;**

The joint hosting model is built on the proven capacity of both organizations to simultaneously manage and administer large portfolios of complex, multi-sectoral and multi-country projects in developing and fragile contexts.

UNOPS' Project Management capacity is reflected in its accredited infrastructure, procurement, and project management expertise, delivering an average of USD 3 billion in projects annually. UNOPS implements over 1,100 projects across more than 130 countries annually on behalf of more than 200 partners. Its Prince2-certified project management methodology, global infrastructure, and in-country presence provide the essential foundation for robust, multi-project administration and delivery across all regions. UNOPS has substantial experience delivering in a wide range of developing country contexts, including countries and territories in special or fragile situations, which accounted for 66 per cent of its delivery in 2024. UNOPS also has extensive experience managing multi-donor and multi-partner portfolios<sup>18</sup> that require simultaneous oversight of procurement processes, contractual arrangements, financial administration, implementation monitoring and risk management across multiple countries and delivery modalities. This enables the efficient administration of parallel technical assistance interventions while maintaining fiduciary discipline, operational consistency and timely reporting to partners and governing bodies.

UNIDO complements this with decades of experience designing and implementing complex, long-term programmes focused on industrial development, clean energy, and innovation ecosystem strengthening, providing the template for bundling CTCN requests into scalable, programmatic approaches.

Through the combined project management capacity, the Co-hosts are able to simultaneously respond to technical assistance requests of several countries, structure them into scalable requests where appropriate, and ensure effective implementation across different regional and sectoral contexts.

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<sup>16</sup> Detailed description of UNOPS procurement capabilities available on [unops.org/procurement](https://unops.org/procurement).

<sup>17</sup> [UNOPS Financial Rules and Regulations](#), Executive Office Directive Ref. EOD.ED.2017.04

<sup>18</sup> Detailed description of UNOPS hosted partnership available on [unops.org/hosted-partnerships](https://unops.org/hosted-partnerships).

### **(vii) Appropriate monitoring and tracking of the activities undertaken;**

Both organizations employ sophisticated systems to guarantee appropriate monitoring, tracking, and evaluation of all activities, ensuring measurable results and accountability.

UNOPS utilizes comprehensive project management, monitoring and evaluation, and financial oversight systems that enable real-time tracking of expenditures, implementation timelines, contractual performance, risk indicators and delivery milestones across complex portfolios. These systems are complemented by structured project assurance processes, periodic performance reviews, results reporting and evaluations that support accountability, learning and timely management action throughout implementation. UNIDO's results-based management framework and specific M&E systems track the impact of technical interventions, particularly concerning innovation and industrial transformation.

Enhanced accountability of the joint model will be implemented through a unified Monitoring, Evaluation, and Learning (MEL) system, building on both organizations' standards, to track operational performance, technical efficacy, and systemic impact against the CTC's revised mandate and the long-term goals of the Paris Agreement.

### **(viii) Capacity to provide funds for technical and logistical support to nationally designated entities (NDEs) to enable them to fulfil their roles;**

The Co-hosts, UNOPS and UNIDO, offer highly complementary technical and financial management capabilities in support of NDEs.

UNOPS offers established fund administration and financial oversight capacity, as demonstrated by its management of the Climate Vulnerable Forum and the V20 Group of Finance Ministers (CVF-V20) Joint Multi-Donor Fund (JMDF). Tailored implementation support and agile financial mechanisms are geared to channel resources efficiently for national capacity support. UNOPS has various examples of how it can support of NDEs, including a bespoke grant management system under its support to the Green Climate Fund (GCF) Readiness and Preparatory Support Programme, UNOPS provides funds to GCF national designated authorities (NDAs) to strengthen their capacity, while, through complementary support, financial assistance helps in transforming technical assistance into bankable projects. For the Global Environment Facility (GEF), UNOPS facilitates strengthening capacities and coordination of GEF Operational Focal Points through a global training programme. Furthermore, through the CVF-V20 Joint Multi-Donor Fund, UNOPS supports fellowship programmes that build the capacity of young professionals and emerging leaders across CVF-V20 member countries, contributing to stronger national leadership on climate and finance.

Concurrently, UNIDO provides substantial technical support, leveraging its expertise in industrial decarbonization, innovation ecosystem strengthening (e.g. the Global Cleantech Innovation Programme), technology transfer, strong engagement with the private sector, and deep experience in creating enabling policy environments, all of which directly enable NDEs to formulate technology plans, strengthen national innovation systems, and mobilize investment-ready climate solutions.

These technical and financial support mechanisms will enable NDEs to more effectively identify priorities, prepare and submit requests for technical assistance and develop investment-ready project proposals for climate solutions.

## 2.2 Technical Capabilities

UNIDO leads the consortium's Technical Capabilities component and is well positioned to deliver the CTC's revised functions, because it combines technical cooperation, institutional strengthening and industrial expertise with delivery platforms that can move technology transfer from country demand to deployment, diffusion and replication. This directly supports the revised functions by enabling responses across the technology cycle, strengthening enabling systems, and linking technical assistance to implementation and finance.

This approach is consistent with UNIDO's Strategy in response to climate change<sup>19</sup> and its Action Plan, which places technology at the centre of delivery. The Strategy explicitly refers to the use of a broad range of technologies for low-emission and climate-resilient development, technology and knowledge transfer, and South-South, North-South and triangular cooperation to expand access to technologies and innovations. It also highlights digitalization, renewable energy and green hydrogen, and links technology deployment to enabling policy, skills, regulatory frameworks and investment mobilization.

UNIDO's technical capabilities against the selection criteria are set out below, following the technical capabilities evaluation criteria (i)-(iii), with supporting evidence presented under the relevant criterion.

### **(i) Comprehensive understanding of technology development and transfer, and capability to support transfer, diffusion and dissemination in developing countries, including through regional presence**

UNIDO understands technology development and transfer as going beyond technology identification to the conditions needed for adoption, localization, diffusion and sustained use in developing-country contexts. Technology transfer depends not only on technical solutions, but also on the enabling systems that allow them to be trusted, financed, implemented and replicated at scale. This directly supports the revised functions across the technology cycle, from technology support to deployment and dissemination.

UNIDO therefore targets the main constraints to uptake and scale, including skills gaps, weak standards and conformity assessment systems, limited performance information, regulatory uncertainty, and underdeveloped innovation and delivery ecosystems. This is directly relevant to the revised functions on enabling systems, diffusion and dissemination.

Regional and country presence is a core part of this capability. UNIDO maintains 49 subregional and country offices covering 158 countries<sup>20</sup> and works through regional platforms that support peer exchange, coordinated delivery and adaptation of solutions across similar markets. The Global Network of Sustainable Energy Centres (GN-SEC)<sup>21</sup> illustrates this approach: through ten regional centres, it supports enabling frameworks, capacity-building and cross-country replication, and currently serves 41 of 46 least developed countries (LDCs) and 35 of 39 small island developing States (SIDS). This directly supports the revised functions on regional delivery, diffusion and dissemination.

UNIDO also recognizes that market confidence is a precondition for technology uptake and scale. For this reason, it supports quality infrastructure systems that underpin diffusion, including standards, testing, certification, conformity assessment, and workforce and institutional training. In the solar sector, the Global Solar Knowledge Centre (STAR-C)<sup>22</sup> demonstrates how stronger standards and certification frameworks, particularly in LDCs and SIDS, help ensure that deployment is credible,

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<sup>19</sup> UNIDO, IDB.51/Dec.8, link: <https://undocs.org/gc.20/3>

<sup>20</sup> Link: <https://www.unido.org/about-us/who-we-are/unido-worldwide>

<sup>21</sup> Link: <https://www.gn-sec.net/>

<sup>22</sup> Link: <https://www.gn-sec.net/content/international-network-solar-technology-and-application-resource-centres-star-c>

maintainable and scalable. This directly supports the revised functions on strengthening enabling systems for deployment.

Within the consortium, these technical capabilities are complemented by UNOPS' implementation capacity, which supports the operational deployment of technology solutions through project delivery, procurement and partner coordination in diverse country contexts.

## **(ii) Demonstrated experience and expertise in technology development and transfer enabling delivery of the Centre's revised functions**

UNIDO demonstrates experience that is directly relevant to the CTC's revised functions under Annex I: supporting deployment, strengthening enabling environments, delivering regional and programmatic responses, linking technical assistance to finance, and tracking results. The examples below focus on implemented programmes with measurable outcomes.

**System-level diffusion:** The Global Eco-Industrial Parks Programme<sup>23</sup> (GEIPP) shows UNIDO's ability to deliver technology transfer through an integrated policy-park-enterprise model that combines regulatory and institutional strengthening with enterprise-level resource efficiency and cleaner production upgrades. Across Phases I and II, reported cumulative results include approximately 214,640 tCO<sub>2</sub>e/year in climate benefits, 217,237 MWh/year in energy efficiency gains and renewable generation, 17,873 tons of material and chemical efficiency, and 2.36 million m<sup>3</sup>/year in water efficiency. This is directly relevant to the revised functions on technology deployment, enabling environments and replication at scale.

**Regional dissemination:** The SWITCH-Med Programme<sup>24</sup>, including MED TEST II, demonstrates a regional model for dissemination and replication across the Southern Mediterranean. Reported results for 125 companies include annual savings of about 707 GWh of energy, 3.5 million m<sup>3</sup> of water and 33,623 tons of raw materials, with an estimated 197,525 tCO<sub>2</sub>e/year avoided and €41.7 million in annual production cost savings. This is direct evidence of multi-country delivery that combines enterprise-level upgrading with dissemination and scale-up.

**Project preparation and finance linkage:** UNIDO complements technical assistance with practical pathways to investment. Through the Computer Model for Feasibility Analysis and Reporting (COMFAR)<sup>25</sup>, it supports feasibility analysis and financial modelling for project preparation; through the Private Financing Advisory Network (PFAN)<sup>26</sup>, it provides a proven pipeline-to-finance model. Since 2006, PFAN has helped mobilize over USD 3.3 billion in financing for clean energy and climate projects across 41 countries, showing how technical opportunities can be translated into bankable investments and funded implementation.

**Demonstration and scale-up support:** UNIDO has demonstrated capability to support deployment and scale-up through delivery models that combine demonstration, implementation support and replication. The Accelerate-to-Demonstrate (A2D)<sup>27</sup> facility is a strong example of this approach, supporting the commercialization of innovative clean energy and industrial decarbonization solutions in developing countries through catalytic demonstration grants of USD 1 million to USD 5 million per project, paired with technical and implementation support.

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<sup>23</sup> Link: <https://geipp.org/>

<sup>24</sup> Link: <https://switchmed.eu/>

<sup>25</sup> Link: <https://www.unido.org/comfar>

<sup>26</sup> Link: <https://pfan.net/latest-news/pfans-annual-report-2023-special-edition-is-out-reflecting-on-the-successful-scale-up-phase-during-unido-recep-hosting-period-2016-2023/>

<sup>27</sup> Link: <https://www.unido.org/solutions/accelerate-demonstrate-a2d-facility>

Technology transfer in complex sectors: Through the Global Programme for Hydrogen in Industry<sup>28</sup> (launched 2021), UNIDO is advancing local production and application of low-emissions hydrogen in developing and transition economies, linking technical assistance to financed implementation in hard-to-abate sectors. This includes a GEF-funded Global Clean Hydrogen Programme<sup>29</sup> (USD 15.8 million) with USD 213.5 million co-financing across multiple countries to decarbonize chemicals, iron and steel and heavy transport, a USD 16 million GEF project in China, and GCF Readiness support (e.g., Morocco's steel decarbonization and South Africa's Hydrogen Society Roadmap capacity). A dedicated net-zero pipeline programme (USD 16 million) further strengthens investment readiness and public-private partnerships, enabling replication beyond individual projects. In parallel, UNIDO's work on the phase-out of hexabromocyclododecane (HBCD) in insulation foam industries in China and Türkiye<sup>30</sup> shows how technology transition can be delivered through regulatory strengthening, industry capacity-building, demonstration of alternatives and environmentally sound waste management. These examples are directly relevant to the revised functions because they link enabling frameworks, implementation support and finance in technologically and institutionally demanding settings.

Adaptation-focused deployment: UNIDO also has implemented adaptation-focused technology transfer through the Acceleration of Financial Technology-Enabled Climate Resilience Solutions<sup>31</sup> project, which supports six fintech startups delivering climate adaptation solutions in Kenya, Nigeria, Rwanda, South Africa and Uganda. The programme had mobilized USD 3.3 million in follow-on capital and USD 800,000 in co-financing, reached 450,000 beneficiaries, supported 278,097 hectares under climate-smart management, and avoided 181 tons of CO2 emissions. This is directly relevant to the revised functions on adaptation deployment, private-sector engagement, finance linkage and results tracking.

### **(iii) Demonstrated capability to engage in partnerships with a wide range of organizations, bodies, networks and experts across regions, and to facilitate networks**

UNIDO's added value in partnerships lies in its ability to structure collaboration into implementable, finance-linked technology transfer with clear roles, delivery pathways and follow-through. Its partnership base spans national institutions, development banks, climate funds, commercial financiers, research bodies, standards institutions, sector associations, accelerators and regional delivery networks. This directly supports the revised functions on partnership facilitation, matchmaking and networked delivery.

Technology and investment matchmaking: UNIDO's network of ten Investment and Technology Promotion Offices (ITPOs)<sup>32</sup> provides a practical channel for connecting country demand with technology providers, investors and implementation partners. This function is reinforced by the Climate Club's Global Matchmaking Platform<sup>33</sup>, whose secretariat is hosted by UNIDO and which connects emerging and developing economies with technical and financial support for industrial decarbonization. Together, these mechanisms are directly relevant to the revised functions on partnerships, dissemination and access to finance.

Industry partnerships: UNIDO also demonstrates strong capability to engage private-sector and industry partners through structured platforms. Its cooperation with the Global Cement and Concrete Association (GCCA)<sup>34</sup> supports industrial decarbonization through joint work on technology solutions,

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<sup>28</sup> Link: <https://www.unido.org/solutions/global-programme-hydrogen-industry>

<sup>29</sup> Link: <https://www.unido.org/news/unidos-gef-8-global-clean-hydrogen-programme>

<sup>30</sup> Links: <https://www.unido.org/stories/unidos-help-china-stops-production-hazardous-chemical>  
<https://www.thegef.org/projects-operations/projects/10082>

<sup>31</sup> Link: <https://www.thegef.org/projects-operations/projects/10927>

<sup>32</sup> Link: <https://www.unido.org/itpo>

<sup>33</sup> Link: <https://globalmatchmakingplatform.org/>

<sup>34</sup> Link: <https://gccassociation.org/>

recommendations, events and publications, while the Industrial Deep Decarbonisation Initiative (IDDI)<sup>35</sup>, coordinated by UNIDO under the Clean Energy Ministerial, stimulates demand for low-carbon industrial materials through common carbon assessment approaches, procurement targets, investment signals and industry guidance. This is relevant to the revised functions because it shows UNIDO's ability to work with private-sector actors both at the firm level and at the level of market-shaping frameworks.

UNFCCC and climate finance interface: UNIDO also brings established relationships within the climate technology and climate finance architecture. UNIDO has in-depth understanding of the CTCN operations, acting as a consortium member of the CTCN and collaborating with UNEP as a co-host from 2013 to 2022. UNIDO supports the Technology Executive Committee<sup>36</sup> and contributes to the implementation of the technology framework under Article 10 of the Paris Agreement. UNIDO's roles as a GEF implementing agency, a GCF accredited entity and Readiness delivery partner, and an Adaptation Fund-accredited partner allow it to connect technical assistance and project preparation to finance access and funded implementation. This directly supports the revised functions on partnership development, access to finance and implementation support.

Operational follow-through is a further consortium strength: UNIDO's field presence enables sustained in-country engagement with national counterparts and delivery partners, while UNOPS' operational footprint and implementation support capacity strengthen the consortium's ability to manage delivery interfaces and carry partnerships through to execution, directly supporting the revised functions that require partner coordination and follow-through to implementation.

## 2.3 Financial Management

As the main partner within the consortium responsible for financial management, UNOPS will undertake management of inflow and outflow of funds through the most appropriate grant and contractual modality, in accordance with UNOPS' rules of procedure. UNOPS' capabilities against the selection criteria are set out below.

### **(i) Financial management, auditing and reporting functions; a robust accountability system; sound financial systems of an international standard; and a fiduciary record that ensures the accurate and impartial administering and disbursement of funds;**

UNOPS offers robust and flexible trust fund management services suited to support CTCN and to bring value for money. UNOPS financial management services have provided trustee and fund management support worth almost USD 2 billion on behalf of governments and multilateral institutions since 2010. With this track record, and a current portfolio of 15 hosted partnerships, UNOPS provides a secure, transparent, and efficient platform for receiving, managing, and disbursing funds for hosted entities such as CTCN.

UNOPS can manage both pooled and earmarked contributions for CTCN, utilizing a dedicated, consolidated ledger for pooled funds and separate, customized ledger accounts for earmarked funds to meet specific donor requirements, including reporting needs. UNOPS provides timely and accurate financial reporting, including annual financial statements (typically by 30 June of the following year, or as requested) and separate reports for donors with specific requirements, as agreed in bilateral legal agreements.

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<sup>35</sup> Link: <https://www.unido.org/IDDI>

<sup>36</sup> Link: <https://unfccc.int/ttclear/tec>

Core fund management services available to CTCN include:

- **Financial management:** receipt of funds, disbursement to implementing partners, management of eligible expenditures and support for external audit requirements.
- **Grant management:** support across the grant cycle from calls for proposals to legal agreements, disbursement, monitoring and grant closure, with ongoing improvements, including exploring third-party grant management solutions where appropriate.
- **Procurement support:** application of UNOPS procurement rules and regulations, including competitive processes, local supplier participation and sustainable procurement principles.
- **Risk management:** identification and mitigation of financial, operational and reputational risks, including due diligence on implementing partners and application of environmental and social safeguards.
- **Monitoring and reporting:** financial and implementation reporting to CTCN and donors, aligned with bilateral legal agreements and CTCN's Results Framework.
- **Stakeholder engagement and partnership support:** effective communication and collaboration with CTCN, donors, implementing partners and affected communities to ensure clarity on requirements and expectations.

UNOPS provides comprehensive oversight and support, covering four core areas: compliance with UN/UNOPS regulations, programme implementation monitoring, proactive risk management, and implementing partner performance assurance. This oversight is delivered through regular financial and programmatic reporting, portfolio reviews, data analysis, and field visits. UNOPS adopts a collaborative approach, holding quarterly quality assurance meetings with senior leadership. Audit support is independently provided by the United Nations Board of Auditors (UNBOA) and the UNOPS Internal Audit and Investigation Group (IAIG), with clear reporting lines ensuring independence. UNOPS also maintains a whistleblower protection policy to uphold transparency and accountability.

Furthermore, UNOPS offers full financial management, reporting, and auditing services, including donor contribution acceptance, budget preparation aligned with programme objectives, rigorous expenditure monitoring, and complete financial record maintenance. All services will be tailored to meet CTC's specific needs while upholding high standards of accountability and cost-effectiveness. UNOPS will be accountable to the CTCN Advisory Board for proper accounting and financial transactions, ensuring responsible stewardship of funds in accordance with UNOPS financial regulations and rules.

## **(ii) Demonstrated ability to secure significant funding;**

UNOPS and UNIDO bring a proven track record in mobilizing and managing significant resources from diverse funding sources, ensuring that the CTCN can access timely and reliable financial support. UNOPS is equipped to receive and administer funding from a wide range of public and private sources, including governments, multilateral organizations, foundations, corporations and non-traditional donors. Its established financial procedures and systems ensure transparency, accountability, and full compliance with diverse funding mechanisms and reporting requirements, including in complex or emergency contexts, enabling rapid operational response and localised implementation where needed. UNOPS' extensive partnerships with government counterparts, philanthropic organizations, and UN entities, including through inter-agency agreements, facilitate efficient fund administration and the transfer of funds in accordance with applicable UN regulations.

UNIDO complements this capability through its extensive global portfolio of technical cooperation projects, which reached a record USD 663.6 million in 2024. Its longstanding engagement with governments, international organizations, development banks and private sector actors provides access to established funding pipelines and co-financing opportunities for climate and industrial development initiatives. Combined, UNIDO and UNOPS leverage their institutional networks, proven

resource mobilization capacity, and financial management systems to secure, administer and strategically deploy funding in support of CTCN's mandate, ensuring both predictable and flexible financial flows for the Centre's operations and country-driven technical assistance.

**(iii) Track record in financial stability and sustainability;**

UNIDO and UNOPS are well-established organizations with proven track records of financial stability and sustainability. UNOPS operates on a self-financing model, ensuring its financial health through the delivery of project management, infrastructure, and procurement services for its partners. This revolving fund model demonstrates a sustainable approach, as it does not rely on assessed contributions. UNIDO, similarly, maintains a strong financial footing through a combination of assessed contributions and voluntary contributions for its technical cooperation activities, consistently demonstrating effective resource management and fiscal responsibility in implementing its mandate to promote inclusive and sustainable industrial development.

## **3. CTCN management plan**

### **3.1. Vision for the Climate Technology Center**

The vision of the CTC is to serve as a high-impact, country-driven and implementation-oriented catalyst of transformational change by striving that every request for technical assistance, capacity-building initiative, policy intervention and project preparation support is strategically designed and executed to culminate in bankable pipelines, concrete investments and on-the-ground technology deployment. Operating under the guidance of the Conference of the Parties and in full partnership with NDEs, the CTC will integrate UNIDO's technical expertise with UNOPS' world-class operational delivery, project management, procurement and infrastructure capabilities to enable developing country Parties to move swiftly and effectively from the identification of climate technology needs to their implementation at scale.

#### **3.1.1. Responding to the Revised Functions of the Climate Technology Centre**

In response to the revised functions, the CTC Secretariat will move beyond a predominantly consultative role and evolve into a systemic accelerator of technology ecosystems. It will combine technical excellence, programmatic design, investment facilitation and implementation support within a single coherent service architecture. The proposed activities, operational modalities and service packages as described below are tentative and subject to approval by the CTCN Advisory Board, guidance by the COP and the CMA and availability of financial resources.

##### **3.1.1.1. Responding to requests from developing country Parties**

###### **(i)(a) Identifying, prioritizing, and addressing technology-related needs**

The CTCN is mandated to respond effectively and promptly to requests from developing country Parties, channeled through their NDEs. Under the joint UNIDO–UNOPS hosting arrangement, this function will be anchored in a structured, country-driven technical assistance cycle that begins well before a formal request is lodged and continues through implementation and evaluation. UNIDO's and UNOPS' extensive network of country and regional presences and established relationships with countries will be essential in this regard.

This CTC will work proactively with NDEs to help countries articulate their technology needs with precision, translate technology needs assessments (TNAs), NDCs and national adaptation plans (NAPs) into actionable requests and ensure that requests are technically well-scoped before entering the response pipeline. UNIDO's long standing support to TNAs and technology action plans (TAPs) provides a robust foundation for this upstream advisory role. Complementing this technical foundation, UNOPS brings experience supporting the implementation of NDCs through its engagement with the NDC Partnership, providing operational support that helps translate national climate priorities into implementable programmes and investments, including those related to climate technology deployment. A digital request management platform will ensure transparency, timeliness and accountability from submission to completion.

Once a request is received, the CTC will apply a structured triage and prioritization methodology that weighs technical feasibility, transformational impact potential, alignment with national climate and development strategies, cross-cutting considerations such as gender equity and social inclusion and the degree to which the request addresses the most vulnerable populations. Upon approval of the

CTCN Advisory Board, this methodology will be transparently and consistently applied, with the requesting country participating actively in the prioritization dialogue. Following prioritization, the CTC will work with the requesting NDEs to determine the most appropriate response modality, identify the technical expertise required, and agree whether support should be delivered through CTCN Network members or consortium capacities. At this stage, clear terms of reference, expected outputs, timelines and implementation responsibilities will be defined, ensuring that each response is tailored to country context and aligned with realistic technical and financing pathways.

Where a country submits multiple requests, the CTC will work with the NDE to explore options for a combined holistic response. For requests that involve the deployment of specific climate technologies through pilot, demonstration, diffusion or dissemination projects, the CTC will structure its responses to include not only the technical design but also the operational support required for successful implementation. UNIDO's track record in deploying renewable energy and energy efficiency technologies through demonstration projects, including under its programme on Energy Efficiency for Sustainable Livelihoods in East and Southern Africa, offers a tested model for this approach. Complementing this experience, UNOPS brings operational and partnership capabilities through its hosting of the Sustainable Energy for All (SEforALL) Secretariat, which works with governments, development partners and the private sector to accelerate the deployment and financing of sustainable energy technologies.

A structured service model will be applied. Rapid technical advisory services will address urgent or narrowly scoped needs. More complex requests will be developed into programmatic technical assistance packages, including roadmaps, enabling environment reforms and pilot design. As far as possible, assistance will culminate in investment structuring and implementation support. This tiered approach ensures that technical advice is not an endpoint but a stepping stone toward deployment and scale.

The response itself will draw on the Network and, where appropriate, on UNIDO's and UNOPS' in-house technical expertise and their partnerships architecture.

### **(i)(b) Creating enabling environments**

The CTC will treat enabling environment development as an integral dimension of every technical assistance response. Drawing on UNIDO's policy advisory work and UNOPS' experience in supporting public institutions, including in fragile and capacity-constrained settings, the CTC will offer structured support across the key pillars of an enabling environment: regulatory and standards frameworks that reduce investment risk for climate technologies; fiscal and financial incentives that improve the economics of deployment; intellectual property frameworks that facilitate technology access; and institutional arrangements that ensure continuity of technology management across political cycles. Where relevant, the CTC will connect countries to the broader policy reform support through multilateral development banks.

### **(ii) Strengthening national systems of innovation and Indigenous technology capacity**

The CTC's revised mandate explicitly recognizes the importance of supporting national systems of innovation and the development of Indigenous and endogenous technologies. This reflects a maturation in the global climate technology discourse and a shift away from a simple technology transfer model toward a more reciprocal model of co-development and local innovation.

The CTC will operationalize this function through a dedicated national innovation system support programme. This programme will work with developing country governments, universities, research institutions and the private sector to map existing innovation assets, identify gaps in the national

innovation ecosystem and develop tailored roadmaps for strengthening those systems. The UNIDO Global Cleantech Innovation Programme (GCIP)<sup>37</sup> will serve as a proven model for this work. This model provides a structured ecosystem for local entrepreneurs and micro, small and medium-sized enterprises (MSMEs), offering the training and mentorship necessary for market access and investment.

Particular attention will be paid to Indigenous and traditional knowledge systems as sources of climate adaptation and mitigation innovation. The CTC will develop protocols for documenting, validating, and scaling Indigenous climate solutions in ways that respect the intellectual property and cultural rights of Indigenous Peoples and local communities. UNOPS' presence in regions that include Indigenous Peoples' communities can support meaningful engagement at the community level.

The CTC will promote South–South knowledge exchange on endogenous technologies, recognizing that many of the most context-appropriate climate solutions have been developed in the Global South itself. Annual South–South innovation showcases, organized during UNFCCC Climate Weeks or other suitable occasions, will create a platform for developing countries to share innovations with peers facing similar climate challenges. In parallel, UNOPS' engagement with CVF-V20, including through the CVF-V20 Joint Multi-Donor Fund, offers an additional platform to strengthen South–South cooperation and accelerate the dissemination and scaling of locally developed climate solutions.

To ensure that pilot and demonstration projects are integrated within a broader innovation ecosystem, a model of the UNIDO's Accelerate-to-Demonstrate (A2D) Facility will be explored. The A2D Facility provides grant funding to support the implementation and operation of catalytic demonstration projects relating to critical minerals for energy transition, clean hydrogen, smart energy and industrial decarbonization.

### **(iii) Building and strengthening capacity for technology identification, choice and management**

The CTC will approach capacity-building as a strategic investment in the long-term self-sufficiency of developing country Parties, designed to reduce dependence on external technical assistance over time.

The CTC capacity-building model will be organized around three interconnected levels in alignment with the UNFCCC capacity-building frameworks.<sup>38</sup> At the individual level, it will provide training for NDE staff, government officials and private sector practitioners in technology assessment methodologies, cost-benefit analysis tools, climate technology databases, and operational and maintenance skills for specific technologies. At the institutional level, it will support NDEs and related government agencies in building the organizational systems, processes and knowledge management infrastructure needed to sustain technology programmes. At the systemic level, it will work toward policy and regulatory conditions that incentivize capacity development across the wider economy.

Online learning will be delivered through a modern learning platform, developed in partnership with established e-learning providers and drawing on UNIDO's existing digital learning and knowledge management infrastructure, including the UNIDO Knowledge Hub and the UNIDO Training Academy. Blended learning programmes, combining online coursework with in-country mentoring and peer learning, will be prioritized for NDEs in SIDS and LDCs, where travel costs and institutional bandwidth are most constrained. Delivery will combine regional and national workshops, virtual courses and on-the-job learning embedded in technical assistance activities, in the same way that UNIDO's

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<sup>37</sup> GCIP has supported over 1,000 cleantech entrepreneurs across 15 countries through a standardized but locally adapted model.

<sup>38</sup> Decisions 2/CP.7 and 3/CP.7

industrial energy efficiency and Montreal Protocol programmes progressively build national pools of accredited experts and trainers.

UNOPS' and UNIDO's collective field presence in over 130 countries will enable the CTC to embed capacity-building within ongoing project implementation cycles, so that training is delivered in the context of real technology deployments rather than in abstraction.

#### **(iv) Facilitating prompt action on technology development, deployment, diffusion, and dissemination**

Developing countries have consistently called on the CTCN to move faster. The secretariat, co-hosted by UNIDO and UNOPS, will address this concern through a combination of streamlined internal processes, established partnerships, tested and proven service models and financial facilitation mechanisms that reduce the time from request submission to deployment.

The CTC will introduce a fast-track response modality for urgent requests, particularly those linked to adaptation technology needs in highly vulnerable countries. Under this modality, the CTC will initiate a response within 30 days of request confirmation. UNOPS' procurement systems, widely used by partner governments and United Nations agencies, will enable the rapid mobilization of services without the procurement delays that have historically slowed technical assistance delivery.

To facilitate prompt action on the development, deployment, diffusion and dissemination of technologies, the CTC will maintain a portfolio of ready-to-adapt assistance packages in recurrent thematic areas (for example, climate-resilient water management, efficient and low-carbon cooling, climate-smart agriculture, early warning systems and digital MRV). These packages will include pre-defined analytical frameworks, indicative terms of reference and standard products that can be quickly tailored to specific country needs, significantly reducing lead times while preserving flexibility and ownership.

For technology diffusion and dissemination at scale, the CTC will promote multi-country and programmatic approaches that leverage economies of scale and learning across similar national contexts.

#### **(v) Technical and logistical support to national designated entities**

NDEs are the primary interface between the CTCN and developing country Parties, yet many remain under-resourced and insufficiently supported to play this role effectively. The CTC will treat NDE strengthening as a strategic priority, investing systematically in the institutional capacity of these entities. The CTC will provide a flexible menu of support that NDEs can draw on according to their specific needs. This may include induction support for newly established NDEs; development of operational procedures, stakeholder engagement strategies and knowledge management systems; technical advisory support to help NDEs translate national climate strategies into CTCN requests and monitor response implementation; financial support for NDE participation in CTCN learning activities; and peer-learning exchanges that connect NDEs with counterparts in countries that have developed stronger CTCN engagement practices.

In collaboration with UNIDO and UNOPS country offices and regional hubs, the CTC will provide targeted logistical and organizational support for NDE-led activities such as national technology dialogues, stakeholder consultations and coordination mechanisms, helping NDEs to exercise their catalytic role effectively. This will draw on experience from national capacity-building initiatives supported by UNOPS, including activities under the GCF Readiness and Preparatory Support

Programme and training initiatives for GEF Operational Focal Points that strengthen national coordination and oversight of climate and environmental project portfolios.

The CTC will also facilitate connections between NDEs and UN Country Teams, where relevant, to help align CTCN technical assistance with broader UN system support for climate action and sustainable development at the country level. Where appropriate, NDEs will also be connected with relevant thematic initiatives hosted by UNOPS<sup>39</sup> and UNIDO to help leverage additional technical expertise, partnerships and implementation support.

Where appropriate, small grants and in-kind support may be directed to NDEs, subject to fiduciary and accountability standards consistent with United Nations rules.

## **(vi) Supporting the preparation of project proposals for technology implementation and investment mobilization**

The gap between a well-scoped technology need and a bankable project proposal remains one of the most significant barriers to climate technology deployment in developing countries. The CTC will address this gap directly by providing structured project preparation support as an integral part of its technical assistance offer.

A dedicated CTCN project preparation facility will guide developing country technology stakeholders through the full cycle of project development from concept note to fully developed funding proposals for submission to the GCF, the GEF, the Adaptation Fund, bilateral climate finance channels and multilateral development banks. This facility will draw on UNIDO's status as a GEF Implementing Agency as well as a GCF Accredited Entity and Delivery Partner for the GCF Readiness and Preparatory Support Programme. UNOPS also supports countries through the GCF Readiness and Preparatory Support Programme, providing grant management and implementation support that contributes to strengthening institutional capacities and developing climate finance pipelines.

A model of the Private Financing Advisory Network (PFAN),<sup>40</sup> which offers free business coaching and investment facilitation to cleantech entrepreneurs in developing countries through a global network of locally-based climate finance experts, will be integrated into the CTCN operations.

The CTC will explore opportunities for structured and strategic partnerships with the multilateral development banks (MDBs), including the World Bank Group, the African Development Bank, the Asian Development Bank, the Inter-American Development Bank and the European Bank for Reconstruction and Development, to connect CTCN technical assistance to the investment financing that developing country Parties require to implement climate technologies at scale. In practice, this means that CTCN technical assistance will be deliberately sequenced and structured to generate project concepts and feasibility studies that meet MDB investment criteria, with the CTCN's project preparation support explicitly designed to bridge the gap between a country's identified technology need and a bankable proposal ready for MDB financing. UNIDO's long-standing collaboration with regional development banks and UNOPS' experience executing MDB-financed projects provide the CTC with the institutional credibility and operational familiarity needed to make these partnerships productive. The CTC will also work with MDBs to develop blended finance instruments that combine MDB concessional lending with grant resources from the UNFCCC Financial Mechanism, reducing the cost of capital for climate technology investments in developing countries.

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<sup>39</sup> Link: <https://www.unops.org/hosted-partnerships>

<sup>40</sup> UNIDO co-hosted PFAN from 2016 to 2025. Between 2006 and 2023 PFAN leveraged USD 3 billion from the private sector for cleantech projects in 41 developing countries.

Recent engagement with the Climate Investment Funds (CIF) also points to the value of linking early-stage technical support with country preparedness and future investment planning. In March 2026, the Clean Technology Fund Trust Fund Committee of CIF in principle approved the BRIDGE<sup>41</sup> (“Building Readiness for Industry Decarbonization in Group B Countries”) funding window of USD 1.35 million to support preparedness in Group B countries, including grants of up to USD 150,000 per country through the coordinating MDB. In that context, the Global Matchmaking Platform (GMP) was invited as an observer to provide feedback on the BRIDGE approach, and the CIF Secretariat indicated that it would work with UNIDO and the GMP to help shape the forthcoming work. This type of engagement illustrates how the CTC could connect country requests and technical assistance with upstream preparedness support, stronger coordination with finance partners, and more investment-ready pipelines for subsequent programming.

The CTC will also offer already available and tested digital tools, such as UNIDO’s Computer Model for Feasibility Analysis and Reporting (COMFAR), a flagship software for the preparation and appraisal of investment projects, including private-public partnerships, of any sector and size. COMFAR helps enterprises, lending institutions and other project developers through detailed financial and economic analyses to assess the bankability of the investment project, improving lenders’ confidence and increasing the likelihood of securing financing.

### **3.1.1.2. Multi-country and programmatic approaches**

The CTC will systematically pursue multi-country and programmatic approaches as a core operational strategy, recognizing that many developing countries share common technology challenges that can be addressed more efficiently through collective action than through individual responses.

Where appropriate, the CTC will apply a portfolio approach, bundling multiple country requests into a programmatic financing proposal that is more attractive to multilateral funds than individual country applications. The UNIDO-supported Global Network of Regional Sustainable Energy Centers, comprising ten centers and covering 120 countries in the Global South, presents a viable example of using economies of scale to structure regional funding proposals, including for renewable energy initiatives in SIDS.

### **3.1.1.3. Enabling and encouraging technology development and transfer through collaboration and partnerships**

The private sector, academia, and philanthropic organizations control the majority of global climate technology assets, knowledge and finance. Mobilizing these actors in service of developing country needs is therefore essential to the CTCN's impact at scale.

The CTC will develop a private sector and partnership engagement strategy, designed to move beyond *ad hoc* collaboration toward systematic, results-oriented partnerships with technology companies, financial institutions, research universities and philanthropic foundations. This strategy will build on UNIDO's long-standing private sector collaboration to channel private sector expertise and resources toward developing country priorities identified through the CTCN request process.

Partnerships will be structured to deliver concrete value to both the private sector partner and the developing country beneficiary. For technology companies, CTCN partnerships offer access to new markets, co-development opportunities, and reputational benefits associated with climate leadership. For developing countries, they offer access to cutting-edge technologies, technical expertise, and, in some cases, concessional or blended finance.

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<sup>41</sup> Link: [https://www.cif.org/sites/cif\\_enc/files/meeting-documents/ctf\\_tfc.36\\_02\\_bridge\\_03252026\\_2.pdf](https://www.cif.org/sites/cif_enc/files/meeting-documents/ctf_tfc.36_02_bridge_03252026_2.pdf)

North–South, South–South, and triangular cooperation will be actively promoted as modalities for technology transfer that are often more culturally appropriate, cost-effective, and context-sensitive than traditional North–South channels. UNIDO's South–South and Triangular Cooperation (SSTC) programme, which has facilitated technology exchange partnerships across many countries, will serve as the operational foundation for this work.

Once the CTC Secretariat is operational, it will set up workstream-based partnerships aligned with the revised CTCN functions. These partnerships will add specialist capacity to the Network's request-driven model. They will support four areas:

- (i) moving country requests from scoping to delivery;
- (ii) packaging solutions for finance;
- (iii) building multi-country and programmatic coalitions; and
- (iv) producing knowledge products, tools and impact evaluation.

Each partnership will follow a simple framework. It will define scope, roles, deliverables, timelines, safeguards and performance indicators. This keeps the secretariat lean while enabling fast delivery through the Network.

For example, partners that have expressed interest in exploring collaboration, such as adelphi, could contribute multi-stakeholder process expertise to strengthen knowledge management and learning functions and purpose-driven coalition facilitation around UNFCCC-focused processes, while analytical partners such as Climate Policy Initiative (CPI) could support investment typologies and climate finance-related guidance. Annex 26\_Pro prospective Partners provides an overview of these prospective partners and the types of complementary expertise they could bring to the CTC's work.

#### **3.1.1.4. Facilitating the Network**

##### **(i) Cooperation with national, regional and international technology centres and national organizations, including those that facilitate social inclusion and promote gender-responsive technologies**

The Network is the CTC's primary delivery mechanism, and its effective management is central to the CTCN's ability to respond to the breadth and complexity of developing country requests. The CTC will approach Network facilitation as a strategic function, investing in the quality, diversity, and coherence of Network membership rather than merely maintaining a large roster of organizations. In doing so, the CTC will cooperate with national, regional and international technology centres and relevant national organizations, including those that facilitate social inclusion and promote gender-responsive technologies, as well as technologies led by youth, women, Indigenous Peoples and local communities, and endogenous technologies.

##### **(ii) Fostering international partnerships with public and private sector stakeholders**

UNIDO's access to the private sector and UNOPS' partnerships with civil society organizations and community-based institutions will be used to expand and enrich the Network. The CTC will also invest in Network coherence to ensure that Network members share a common understanding of the CTCN's standards for technical assistance quality, gender and social inclusion, and monitoring and evaluation. Virtual Network forum and regular online peer learning sessions will build a sense of shared identity and professional community among Network members. Through the Network, the CTC will foster international partnerships with public and private sector stakeholders to accelerate the development, deployment, diffusion and dissemination of climate technologies in developing countries.

### **(iii) & (v) In-country technical assistance and training**

The CTC will mobilize its Network to provide in-country technical assistance and training to support the development and implementation of identified technology actions in developing countries, including actions emerging from national planning processes and country-driven technology priorities. It will also identify, disseminate and assist with developing analytical tools, policies and best practices for country-driven planning to support the development, diffusion and dissemination of climate technologies, drawing on the expertise and experience of Network members and on lessons generated through technical assistance.

### **(iv) Twinning arrangements**

The CTC will actively stimulate twinning arrangements between technology centres in developed and developing countries, using these partnerships as a vehicle for sustained knowledge transfer, joint research, and collaborative demonstration projects. Twinning arrangements will be structured around agreed work programmes, with clear deliverables, mutual accountability, and monitoring of outcomes. The CTC will provide facilitation support, modest seed funding and quality assurance oversight to twinned pairs, while encouraging them to mobilize additional resources from bilateral development agencies and private sector partners. The UNIDO-supported Global Network of Regional Sustainable Energy Centres model will be used to facilitate twinning centre arrangements, promoting North-South and South-South and triangular partnerships for cooperative research and development, demonstration and deployment.

Furthermore, the CTC will utilize an innovative model of twinning technology-focused private sector entities from developed and developing countries, which was successfully tested in the UNIDO's Green Industrial Recovery Project for Ukraine. The project facilitates innovation ecosystem building through technology transfer, capacity-building and business co-creation between Ukrainian and Japanese private sector technology-focused companies.<sup>42</sup> This approach is already being considered for replication in other countries by an operating entity of the UNFCCC Financial Mechanism.

### **(vi) Matchmaking for technology implementation**

The CTC will develop a dedicated technology matchmaking platform — a digital system that maps developing country technology needs against available financing options, technology providers and expertise sources within the Network and beyond. This platform will draw on UNIDO's existing network of Investment and Technology Promotion offices, integrating it with CTCN request data to create a dynamic, real-time matchmaking system. Developing country Parties and NDEs will be able to use the platform to identify potential financing partners and technology providers, track the status of their requests, and access a library of project models and financing templates relevant to their needs. The matchmaking platform will be complemented by a programme of structured matchmaking events, co-organized with multilateral development banks, green investment funds, and bilateral development finance institutions, that create direct connections between developing country project proponents and investors. In this way, the CTC will provide matchmaking for the purpose of securing funding for implementing technologies identified as needed by developing country Parties.

When opportune, these services can be complemented by the UNIDO-hosted Global Matchmaking Platform of the Climate Club, which matches country-driven needs for decarbonizing high-emitting

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<sup>42</sup> With funding from Japan, UNIDO signed grant agreements with 47 Japanese companies that will work with their Ukrainian counterparts to test, introduce or adopt innovative climate-friendly technologies and business models across multiple sectors.

industries in developing countries with financiers, technology developers and experts from across the world.

### **3.1.1.5. Cooperation with the Financial Mechanism and constituted bodies of the UNFCCC**

Regular technical and programming exchanges will be held with the GCF, the GEF, and the Adaptation Fund to harmonize pipelines, share lessons and reduce transaction costs for countries. The CTC will also work closely with the Technology Executive Committee, the Adaptation Committee, the Standing Committee on Finance, the Paris Committee on Capacity-building and other relevant constituted bodies to co-develop guidance, methodologies and joint knowledge products.

The CTC will also seek synergies with the Santiago Network on Loss and Damage, drawing on UNOPS' experience in co-hosting its secretariat alongside the UNDRR, to ensure that technology-related technical assistance contributes to addressing climate-induced loss and damage in particularly vulnerable countries.

The CTC will maintain a transparent and accountable relationship with the COP and CMA, fully aligned with its governance framework.

### **3.1.1.6. Monitoring, evaluation and learning**

The CTC will implement a robust monitoring, evaluation and learning framework that goes beyond compliance reporting to generate genuine insight into what works, for whom, and under what conditions. This framework will be co-designed with NDEs and Network members, and endorsed by the CTCN Advisory Board to ensure that it captures the outcomes that matter most to developing country Parties and not merely the outputs that are easiest to measure. Evaluation findings will be systematically fed back into the CTCN's programming and operational processes, creating a genuine learning loop that improves performance over time.

The monitoring, evaluation and learning framework will also benefit from the experience of the Initiative for Climate Action Transparency (ICAT), hosted by UNOPS, which supports countries in assessing the impacts of climate policies and actions, including those involving the deployment of climate technologies, thereby strengthening transparency, evidence-based decision-making and learning.

## **3.2. Budget and resources of the CTC Secretariat**

### **3.2.1. Budget of the secretariat**

The budget of the secretariat is presented in Annex 4a\_CTC Secretariat Budget using the proposal template. In addition, Annex 4b\_ Assumptions used to Develop the Draft Budget & In-Kind Support Proposal details the assumptions used to develop the draft five-year budget (2027-2031) for the Climate Technology Centre secretariat, with costs presented in USD, and outlines both financial contributions to be raised and in-kind support.

The budget of the secretariat has been prepared on the basis of a lean, cost-efficient organizational structure, as outlined in Annex 10\_Proposed Organizational Chart of the Climate Technology Centre secretariat. Key assumptions include locating the eight-position Secretariat (six Professional, two General Services staff) in Vienna, Austria, with recruitment split between UNOPS and UNIDO, and budgeting for ten technical consultants, travel, governance support and reporting, independent

review and audits, strategic support and shared services, and lastly a 5% contingency and UNOPS indirect costs of 5.95%.

The total five-year budget amounts to USD 23,067,705 and includes in-kind contributions valued at USD 657,660.

The following technical/implementation activities are not included in the budget proposal:

- Technical assistance in response to country requests
- Communications and outreach
- Network engagement
- Knowledge management and capacity building

The co-hosting organizations recognized that these activities will need to be outlined in the form of a strategic work programme to be prepared by the secretariat at the inception of the initiative, subject to the resources to be mobilized.

### **3.2.2. In-kind contributions**

Given UNOPS' statutory framework as a self-financing UN entity, which does not permit the provision of in-kind subsidies or unpaid services, all in-kind contributions described in this section are provided by UNIDO and are offered in support of the joint bid as a whole. These in-kind contributions are intended to reduce the operational costs borne by the CTCN, to ensure a seamless transition and rapid operationalization of the secretariat, and to anchor the CTCN within a strong institutional ecosystem.

#### **Temporary reassignment of staff**

To ensure continuity of CTCN services to developing country Parties during the transition period and to avoid any disruption as highlighted in decision -/CP.30, UNIDO will reassign qualified, experienced internal professional staff on a part-time or full-time basis to serve on an interim secretariat from the date of selection through to the full operationalization of the permanent secretariat. This will include the provision of an interim coordinator at P5 level to act as officer-in-charge, supporting the CTCN Advisory Board, liaising with the UNFCCC secretariat and overseeing day-to-day operations until the Director of the Climate Technology Centre is appointed in line with Annex 2, paragraphs 15–17, as well as the provision of a technical consultant to support the interim coordinator, both at 80% of their time.

#### **Office space and physical infrastructure**

Subject to the decisions of the CTCN Advisory Board and other relevant factors, including appropriate consultations with the host country (Austria), UNIDO will provide dedicated office space for the CTC Secretariat within its headquarters premises at the Vienna International Centre (VIC) in Vienna, Austria, which are United Nations common premises with established legal status, security and diplomatic privileges. This will include:

- Fully furnished office space sufficient to accommodate the permanent secretariat core team;
- Access to shared conference and meeting facilities at the VIC, including videoconferencing infrastructure suitable for hosting the CTCN Advisory Board sessions;
- Provision of utilities, common services and building maintenance;
- Access to UNIDO's internal mailroom, courier and printing services.

Hosting within the VIC provides the CTCN with the full benefits of the United Nations common premises, including inviolability of premises and security coverage provided by the United Nations

Security and Safety Service, thereby reducing the administrative burden on the secretariat and enhancing its institutional standing. The benefits applicable to other duty stations would be determined on a case-by-case basis depending on the available common services and the applicable Host Country Agreement.

### **IT infrastructure and digital services**

UNIDO will provide the CTCN Secretariat with access to its enterprise IT infrastructure and digital services, covering the following:

- Network connectivity, including high-speed internet and intranet access;
- Enterprise email accounts and collaboration tools (document management, shared drives, video-conferencing) under UNIDO's institutional licensing;
- Cybersecurity coverage through UNIDO's IT security framework, including firewalls, endpoint protection, and regular security audits;
- On-site IT helpdesk and desktop support services for secretariat staff;
- Support for the development and hosting of the CTCN's public-facing digital presence, including the CTCN website and technical assistance request portal, pending the establishment of dedicated CTCN digital infrastructure.

### **Technical expertise and advisory services**

UNIDO commits to making its technical expertise available to the CTCN Secretariat on an in-kind basis as follows:

- Access to UNIDO's global roster of technical experts and consultants across climate-relevant sectors, including renewable energy, energy efficiency, sustainable agriculture, water management, circular economy, clean production, climate resilience, climate intelligence and low-carbon industrial processes, for the purpose of responding to technical assistance requests from developing country Parties when relevant;
- Access to UNIDO's internal knowledge management platforms, including the UNIDO Industrial Analytics Platform;
- Integration of response to requests from developing country Parties into existing programmes and initiatives when relevant and appropriate to enhance cost-effectiveness and impact of the CTCN services;
- Input from UNIDO's network of Investment and Technology Promotion Offices for matchmaking between technology suppliers and developing country buyers and investors;
- Access to a well-established ecosystem of technology partnerships and institutional linkages, thereby substantially expanding the CTCN's reach from day one of operations.

## **3.3. Engagement of partners and networks in technical assistance**

The UNIDO-UNOPS consortium will support a lean secretariat and leverage the extensive networks of expert institutions and initiatives available through both organizations. This approach strengthens the CTCN's capacity to respond effectively to developing country requests for technical assistance. Specifically, the consortium's engagement with partners will be focused on ensuring the coordinated and timely response to requests, quality assurance of outputs, and maintaining close engagement with NDEs to ensure the country-driven delivery of CTCN services.

Furthermore, the combined partnership base of UNIDO and UNOPS provides a broad range of relevant expertise and Technical Assistance (TA) capacity, ranging from deep industrial sector and technology-specific knowledge, to infrastructure development, and regional and localized project implementation, ensuring a comprehensive response to diverse national needs. The consortium's

unique strength lies in its ability to convene and build coalitions around impact-focused TA assistance priorities. This includes global, regional and local partners and assures a holistic approach that encompasses the full circle of climate technology action: from technology identification and design, through deployment and implementation, with a strong focus on mobilizing necessary financing and scaling up successful interventions in line with national priorities. UNIDO's global network and long-standing country engagement, combined with UNOPS' focus on regional and localized implementation where needed, will ensure that technical assistance, capacity-building, policy support, and project preparation are designed to generate bankable project pipelines, mobilize investment, and accelerate technology deployment in line with national priorities.

### **3.4. Governance support and reporting**

The CTC will discharge its responsibilities to the CTCN Advisory Board and the Conference of the Parties with the highest standards of transparency, accountability, and institutional professionalism. The CTC will provide comprehensive logistical, technical, and substantive secretariat services to the CTCN Advisory Board, supporting the preparation and conduct of its meetings, the implementation of its decisions, and the timely provision of the analytical and programmatic information its members require to exercise effective oversight.

Annual reporting to the Conference of the Parties will go beyond procedural compliance to offer a rigorous, evidence-based account of the CTCN's performance against its mandate, documenting not only activities undertaken and resources deployed, but the technology implementation outcomes and investment results that those activities have generated in developing countries. Drawing on UNIDO's and UNOPS' robust performance monitoring systems, the CTC will ensure that its reports provide the Conference of the Parties with the quality of information needed to exercise meaningful guidance over the UNFCCC Technology Mechanism and to assess the CTCN's contribution to the goals of the Convention and the Paris Agreement.

### **3.5. Resource mobilization strategy**

The UNIDO-UNOPS joint team presents the following approach to securing financial resources for the CTCN over the initial five-year hosting period. The financial model reflects the principle, established in decision 2/CP.17, paragraph 139, that costs associated with the CTCN should be funded from a diverse mix of sources.

UNIDO and UNOPS are committed to a proactive and sustained resource mobilization effort for the CTCN, drawing on their combined bilateral and multilateral donor relationships, established channels with climate finance institutions and private sector networks. Recognizing the crucial role of resource mobilization efforts to respond to technical assistance needs, the strategy will be focused on securing stable multi-year financial commitments, while also diversifying the contributor base with stronger embedding of activities with existing financial mechanisms and institutions, as well as engagement with new funding sources. Concretely, the resource mobilization strategy will aim to: 1) diversify the current pool of bilateral donor funding; 2) establish closer links to the operating entities of the Financial Mechanism; 3) strengthen resource mobilization efforts from philanthropic organizations and the private sector; and 4) facilitate partnerships with multilateral development banks.

Key elements of this strategy include:

- **Dedicated pledging initiative:** UNIDO and UNOPS will jointly approach Annex I and non-Annex I Parties in a position to do so, as well as bilateral development finance institutions, to solicit multi-year financial commitments to the CTCN's operational budget.
- **Climate fund integration:** Leveraging UNIDO's status as an accredited/implementing entity to the GCF, the GEF, and the Adaptation Fund, UNIDO and UNOPS will collaborate on designing funding proposals to access project-linked resources that support the implementation of CTCN technical assistance at scale.
- **Private sector and philanthropic engagement:** Building on UNIDO's private sector partnerships and UNOPS' relationships with philanthropic entities through its existing portfolio of hosted entities, the joint team will engage private sector entities and philanthropic organizations to provide co-financing for the CTCN pooled fund, programmes and projects.
- **South-South cooperation funds:** Engagement with emerging economies and regional development banks to channel South-South cooperation funding into CTCN-facilitated programmes will be actively pursued.

To maximize the impact of the CTC, the resource mobilization efforts will be complemented with structured engagement to ensure that the provided technical assistance also supports the development of bankable pipelines, concrete investments and on-the-ground technology deployment. Resources will be directed towards the early engagement of investment partners and climate finance institutions, allowing the Centre to effectively act as a matchmaker between national institutions, technology providers, and financial partners.

The joint resource mobilization strategy will be formalized in a dedicated resource mobilization plan, to be submitted to the CTCN Advisory Board within six months of the conclusion of the hosting agreement, with progress reported annually.

### 3.6. Location of the CTC Secretariat

The UNIDO-UNOPS consortium has the institutional capacity and operational flexibility to establish and manage the CTC secretariat effectively in any geographic region, in accordance with the decision of the COP and the CMA. UNOPS and UNIDO maintain extensive global presences, with established offices, administrative platforms and project portfolios across Africa, Asia and the Pacific, Latin America and the Caribbean, the Middle East and Europe. This global footprint allows the rapid establishment and efficient operation of secretariat functions, including staffing, financial management, procurement and administrative services, while ensuring continuity and cost efficiency. Where possible, efficiencies can be achieved by leveraging existing institutional infrastructure and support services in locations where the organizations already maintain operational presence. At the same time, the consortium remains fully flexible with respect to the secretariat's location and would work closely with interested host governments, under the guidance of the COP and the CMA, taking into consideration expressions of interest to host the secretariat and potential contributions, financial or in-kind, to support its establishment and long-term operation. This approach ensures both operational effectiveness and responsiveness to the guidance of Parties while facilitating strong engagement with developing countries and the broader CTCN.