

# UNFCCC

## Second independent review of the Climate Technology Centre and Network

### Dialogue with Parties at COP 26

November 5th, 2021



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CONFERENCE  
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## Objectives and methodology of the review

# Mandate

## Objectives of the review:

- I. To conduct an independent review of the effectiveness of the CTCN;
- II. To develop recommendations for enhancing the CTCN's performance;
- III. To prepare a report on the review with key findings and recommendations regarding enhancing the performance of the CTCN, including a management response from UNEP.

## Scope of the review:

The 2<sup>nd</sup> independent review occurred 4 years after the 1<sup>st</sup> independent review, covered the period January 1<sup>st</sup>, 2017 to December 31<sup>st</sup>, 2020. It assessed:

- ▶ (i) whether the CTCN effectively responded to the recommendations provided in the 1st independent review, and;
- ▶ (ii) the impacts of CTCN activities since its inception.

# Evaluation framework

## Four areas of evaluation :

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

# Work performed

## Timeline & meetings



## Phases & meetings

### 1. Inception phase

### 2. Data collection and analysis

### 3. Review & recommendations

## Stages

Preliminary data review, framing interview and fine-tuning of the questions

Preparation of the evaluation grids

Finalization of the detailed evaluation methodology

Detailed literature review (60+ sources)

19 stakeholders interviews  
5 benchmarking interviews

E-surveys of 43 NDEs, 118 network members & partners and 248 beneficiaries

Finalization of conclusions

Elaboration of recommendations

Final reviews

## Deliverables



*Inception report*



*Interim review report*



*Final report (incl. UNEP's management response)*



# Main conclusions

## Main successes regarding the effective implementation of the CTCN

- a) **A recognized added value of this demand-driven mechanism**, which has institutional legitimacy under the UNFCCC, with a strong sectoral expertise, being agile and responsive, that fills a gap by supporting small projects, without any competition from similar centres or initiatives.

“Why did you request technical assistance from the CTCN?”

**58%** “The CTCN’s focus on climate change technologies is well aligned with my own objectives.”

**30%** “I was looking for such technical assistance for a long time without finding an adequate programme.”

*Source: e-survey towards CTCN’s Beneficiaries – 66 respondents to the question*

- b) **A continuous improvement of the programme of work**, with most of the recommendations from the first independent review and guidance from the COP having been taken into consideration in the second programme of work.

Recommendation 11 of the 1<sup>st</sup> independent review encouraged the CTCN to strengthen transparency and reporting

- ▶ M&E system revised to improve its effectiveness and capture long-term impacts
- ▶ Information on funding contributions and donor agreements, relevant COP decisions, independent CTCN reviews and recommendations made available online

# Main successes regarding the effective implementation of the CTCN

## c) The COVID-19 crisis was well managed:

- ▶ Continuity of CTCN services ensured;
- ▶ Every project ultimately implemented; and
- ▶ Dedicated pandemic responses integrated into existing technical assistance, capacity-building and knowledge-sharing activities (e.g. dedicated webinars on environmentally sound management of COVID-19 waste).

## d) Improved communication and outreach services:

- ▶ CTCN website has improved (thanks to a stronger focus on supportive infrastructure and Search Engine Optimisation activities);
- ▶ CTCN storytelling, particularly on its impacts, has benefitted from improvements in the M&E and knowledge management systems; and
- ▶ CTCN performance on social media has exceeded the defined objectives.



## Main successes regarding the effective implementation of the CTCN

### **e) Strategic collaboration between the CTCN and its Advisory Board, the operating entities of the Financial Mechanism and the TEC has improved:**

#### **(i) With the CTCN Advisory Board, through:**

- ▶ more regular interactions of members between meetings
- ▶ establishment of new communication channels (e.g. subgroups and task forces) with more emphasis on technical rather than political issues

#### **(ii) With the operating entities of the Financial Mechanism, through:**

- ▶ organization of events and workshops to increase collaboration among NDEs, NDAs and GEF focal points
- ▶ funding of technical assistance by the GCF Readiness and Preparatory Support Programme
- ▶ training for project developers in preparing climate technology related funding submissions to the GCF

#### **(iii) With the TEC, through:**

- ▶ additional joint activities included in their respective programmes of work
- ▶ increased information-sharing

## Main successes regarding the effective implementation of the CTCN

- f) **The new regional organization of the CTC secretariat is perceived by stakeholders as more efficient** because it improves coordination with NDEs, enhances support for technical assistance requests, and boosts relationships with relevant national and regional actors.

“Would you say that the new geographic organization deepened the engagement of the CTCN through more integrated delivery of its core services?”

**73%** agreed / strongly agreed

*Source: Second independent review of the CTCN, e-survey towards NDEs – 45 respondents to the question*

- g) **The CTCN is considered to be cost effective given the type of services it provides** (small-scale, tailored services based on country-driven demand).
- ▶ CTCN developed its organizational structure and skills without increasing human resources overall;
  - ▶ CTCN's tendering process allows the most economically advantageous providers to be selected for technical assistance implementation, alongside reinforcing competition among a large number of Network members.

## Main successes regarding the effective implementation of the CTCN

- h) The contribution to transformational changes is likely to be sustainable**, thanks to information provision, awareness-raising, the enhancement of policies and regulatory frameworks, and the contribution to institutional capacity development.

“Has the NDE, proponent, or other relevant stakeholder further implemented the recommendations and next steps provided by the CTCN TA to enhance technology development and transfer in your country?”

**81%**  
agreed

Source: UNFCCC Technology Mechanism NDE Survey – 26 respondents to the question

- i) There are expected positive impacts in terms of adaptation and mitigation**, despite it not being possible to estimate actual impacts because of the nature of the services and limited ex post evaluation resources.

“How likely it is that the impacts of CTCN TA on climate change mitigation and adaptation can be sustained over time?”

**Mitigation**



**85%**

**Adaptation**



**74%**

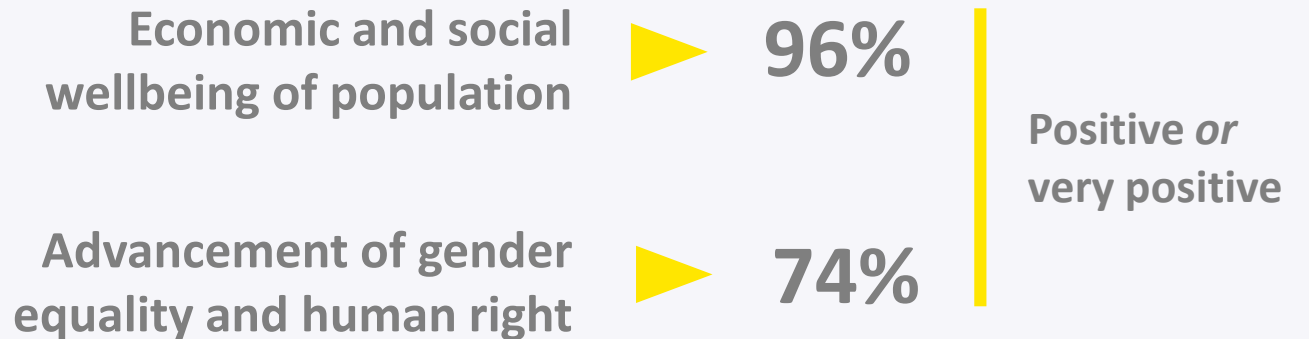
Likely or very likely

Source: UNFCCC Technology Mechanism NDE Survey – 27 respondents to the question

## Main successes regarding the effective implementation of the CTCN

- i) **Stakeholders have observed or anticipate socioeconomic co-benefits**, particularly in terms of economic well-being, gender equality and human rights.

“In the medium term (5 to 15 years), will this CTCN TA support influence positively or negatively the following aspects of sustainable development?”

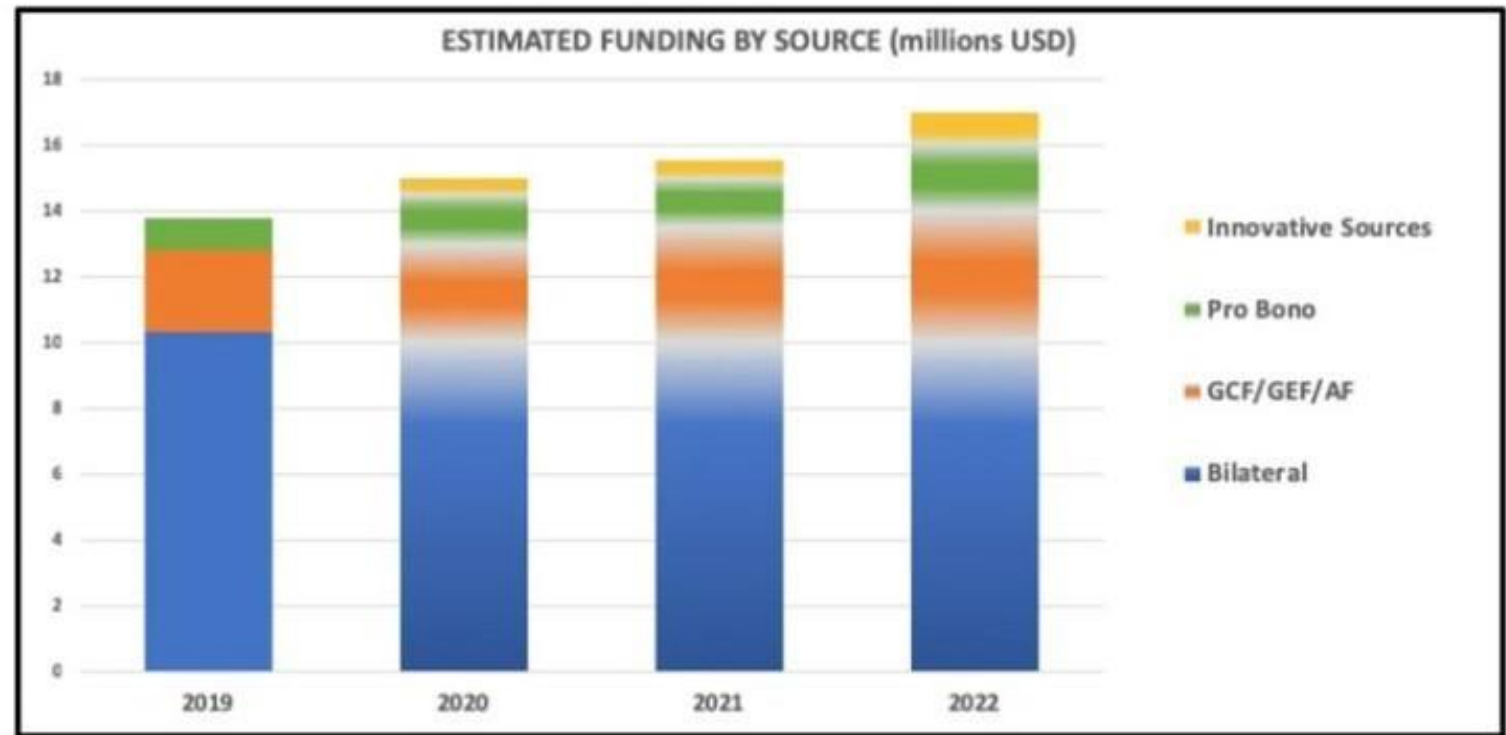


Source: UNFCCC Technology Mechanism NDE Survey – 27 respondents to the question

## Main challenges regarding the effective implementation of the CTCN

- a) **Limited financial resources** are available to the CTCN considering the broad scope of its services mandated by the COP.

**Estimated CTCN funding to deliver the Second Programme of Work over 2019-2022  
(Sources: CTCN)**



- ▶ Objectives in terms of budgetary increase have not been met to date.
- ▶ For instance, the second Programme of Work aimed to achieve total funding in excess of USD 14 million in 2020, while approximately USD 12.5 million was raised.

## Main challenges regarding the effective implementation of the CTCN

- b) **Resource mobilization remains a challenge**, as was observed during the first independent review, with the expected diversification of financial resources not fully meeting initial targets despite a recent increase in funding from the GCF and the Adaptation Fund.

**State of the Resource Mobilization Strategy as of 2020 (Sources: CTCN / EY analysis)**

|  | 2018      |           |         | 2019       |           |         | 2020       |           |         |
|--|-----------|-----------|---------|------------|-----------|---------|------------|-----------|---------|
|  | Target    | Actual    | Gap (%) | Target     | Actual    | Gap (%) | Target     | Actual    | Gap (%) |
| <b>Bilateral donors / host agencies</b>                    | -         | 7 254 606 | -       | 10 000 000 | 3 623 447 | -64%    | 10 000 000 | 6 400 069 | -36%    |
| <b>In-kind/pro bono, Financial Mechanism, MDBs</b>         | 5 000 000 | 2 715 534 | 46%     | -          | 620 446   | -       | -          | 5 889 069 | -       |
| Bilateral pro-bono/in-kind support                         | -         | 1 000 000 | -       | 2 000 000  | 419 948   | -79%    | 2 000 000  | 719 190   | -64%    |
| GCF  | 1 000 000 | 915 384   | -8%     | 4 000 000  | 200 518   | -95%    | 4 000 000  | 5 041 923 | -26%    |
| GEF  | -         | -         | -100%   | -          | -         | -100%   | 1 800 000  | -         | -100%   |
| AF   | -         | -         | -       | -          | -         | -       | -          | 650 000   | -       |
| NDC Partnership  | -         | -         | -       | -          | -         | -       | -          | 321 680   | -       |
| Other MDBs   | -         | -         | -       | -          | -         | -       | -          | -         | -       |
| <b>Private sector / philanthropic / innovative sources</b> | -         | -         | -       | 5 000 000  | -         | -100%   | 5 000 000  | -         | -100%   |

## Main challenges regarding the effective implementation of the CTCN

- c) **Resources are allocated pragmatically, but the budget is constrained** owing to a lack of predictability and a high proportion of conditioned and earmarked funds.

- ▶ These conditionalities and the subsequent lack of flexibility make the management of CTCN funding complex and hinder the ability of the CTCN to respond to country-driven demands.

**Breakdown of CTCN funding since its inception (Sources: CTCN / EY analysis)**



## Main challenges regarding the effective implementation of the CTCN

- d) **CTCN's management structure faces administrative and communication challenges**, although the CTCN largely benefits from being hosted by UNEP in collaboration with UNIDO, notably in terms of complementary expertise and networks.
- ▶ The fact that CTCN resources are spread across both UNEP and UNIDO accounts creates administrative and communication challenges.
- e) **NDEs face a lack of resources to engage with the CTCN**, although this is outside the immediate CTCN mandate and despite the capacity-building support provided by the CTCN.
- ▶ Main reason for this lack of resources is that the commitment of the NDEs hinges on the willingness of their national governments to invest in activities that would allow their countries to benefit from CTCN services (e.g. submitting technical assistance requests and making the request for assistance).



## Main challenges regarding the effective implementation of the CTCN

- f) **Limited collaboration between NDEs, Network Members, GEF' OFPs, and GCF' NDAs** (to a lesser extent thanks to the increased number of CTCN readiness projects), owing to different strategic views and limited interpersonal knowledge, and despite the networking events organized by the CTCN.

“ In your capacity as a NDE:

- ▶ Do you have regular meetings with the GEF OFP to support the coordination at country level?”
- ▶ Do you participate in the GEF portfolio formulation exercise and in defining the priority sectors for GEF funding?”

51%

No

60%

Source: CTCN survey on the collaboration between the GEF OFPs and the NDEs for technology development and transfer (2018) – 69 respondents

- ▶ Are you being supported by other national institutions in performing your role?”
- ▶ Is your action supported by the private sector in your country?”

34%

Not enough

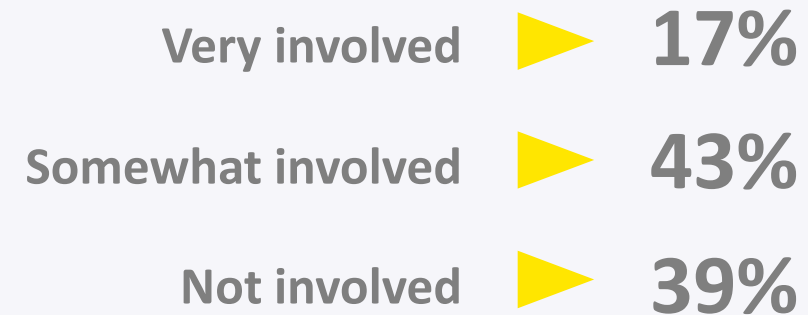
34%

Source: Second independent review of the CTCN, e-survey towards NDEs – 51 respondents to the question

## Main challenges regarding the effective implementation of the CTCN

- g) **An extensive network from which the CTC is not taking full advantage**, and synergies among the Network's Members are limited.

“Overall, how much do you consider having contributed to the CTCN's action since you joined in?”



*Source: Second independent review of the CTCN, e-survey towards Network members / Consortium & Knowledge partners – 118 respondents to the question*



# Recommendations

## Funding

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

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

## Funding

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

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

## Governance and organization

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

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

## Governance and organization

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

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

## Governance and organization

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

- ▶ The CTCN is encouraged to:
  - **enhance collaboration between NDEs from Annex I Parties and non-Annex I Parties**
  - **reinforce capacity-building provided to non-Annex I Party NDEs**, notably by raising their profiles among government agencies and the private sector and monitoring the implementation of technical assistance and the operationalization of technical assistance recommendations.



## Positioning

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

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

## Positioning

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

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

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# Annexes

# A sound database - Review of an extensive documentary base including

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

## A sound database - 24 interviews with stakeholders

| Type of stakeholder   | Organisation | Position  | N° |
|---|--------------|---|----|
| <b>Interviews conducted part of the data collection process</b> |              |   |    |
| <b>CTCN</b>   | UNEP         | Director and secretary Advisory Board   | 1  |
|   | UNIDO        | Deputy Director   | 2  |
|   | UNEP         | Regional Manager Africa   | 3  |
|   | UNIDO        | Knowledge and Communications Manager  | 4  |
|   | UNEP         | Associate Program officer   | 5  |
| <b>CTCN Hosts</b>   | UNEP         | Chief, Energy Branch  | 6  |
|   | UNIDO        | Director, Department of Energy  | 7  |
|   |              | Industrial Development Officer  | 8  |
| <b>Consortium partners</b>                                      | AIT          | Professor, Department of Water Engineering and Management   | 9  |
|   | CATIE        | Head of Unit, Economy, Environmental and Sustainable Agribusiness Research Unit, Division for Green and Inclusive Development | 10 |
|   | ENDA         | Programme Coordinator, Enda Energy  | 11 |

## A sound database - 24 interviews with stakeholders

| Type of stakeholder  | Organisation | Position   | N° |
|--|--------------|--|----|
| <b>Interviews conducted part of the data collection process</b>  |              |  |    |
| <b>Advisory Board members</b>  | CTCN-AB      | Chair of the AB of the CTCN                                      | 12 |
|  |              | Vice-Chair of the AB of the CTCN                                 | 13 |
|  |              | Chair of the Technology Executive Committee (TEC)                | 14 |
|  |              | Non-Annex I country representative                               | 15 |
|  |              | Annex I country representative                                   | 16 |
|  |              | Research and Independent Non-Governmental Organisations (RINGOs) | 17 |
| <b>Donors</b>  | EU           | Senior Policy Officer, DG DEVCO                                  | 18 |
|  | Japan        | AB Member (in contact with Japan Ministries)                     | 19 |
| <b>Interviews conducted as part of the benchmarking process</b>  |              |  |    |
| <b>Regional climate technology and finance centers supported by the GEF under the Poznan strategic programme</b> | GEF          | Focal point  | 1  |
|  | AfDB         | Focal point  | 2  |
|  | EBRD         | Focal point  | 3  |
|  | ADB          | Focal point  | 4  |
|  | IDB          | Focal point  | 5  |

# A sound database - E-surveys

## E-survey questionnaires elaboration:

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

## E-survey administration:

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

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

*E-survey questionnaires response rates*