Management Response: Implementation Plan for Evaluation Recommendations

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General Information

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Implementation Plan

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1	Due to the larger political/framework changes, UNEP ProDoc intervention logic has become an artificial intervention logic, as it is the Technology Framework TOC that has guided the implementation and monitoring of operations. Revision, that should have been conducted long time ago, was done in the 3rd POW and ProDoc (outside the scope of the evaluation). This alignment process is encouraged to be maintained	CTCN Secretariat and UNEP are recommended to align the UNEP ProDoc to the TOC of the Technology Framework, make the target areas flexible for new mandates and to consider the observations of the TOC at Evaluation (in relation to the assumptions and drivers) in its planning.	Critical	Project	CTCN Secretariat; UNEP; CTCN Advisory Board	Within 2024, with immediate initiation.	Accepted		Developed revised ProDoc covering 3rd PoW; Advertisement of CTCN Director JO with TOR; Revise monitoring and evaluation plan;

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	and continued. Making indicator and target areas flexible is important in line with the constant change, changing climate context and therefore the changing mandates that COP provides for CTCN. COP itself conducts the future foresight that is needed for a mechanism like CTCN. The change of the mandates needs to go hand-in-hand with how the operations are designed. TOC at Evaluation offers reflections to improve likelihood of impact, particularly noting the need to strengthen those drivers that have not held and the "new drivers" that are considered to support the likelihood of impact, to integrate them into the CTCN structures. To reach the steps mentioned, it is suggested that the CTCN Secretariat´s highest management applies constant creative and strategic thinking, with focus on 1) look beyond CTCN or UNEP mandates, to the anticipatory big picture of climate change, supported by a shared goal and ongoing flow of related publications (e.g. from TEC), 2) adopt constant change logic in renewing operations, and 3) recognize the opportunities technology transfer offers to address the previously mentioned climate challenges and the extremely well positioned opportunities CTCN has in initiating these processes. The Evaluation Team notes that many of these aspects have been initiated in the new phase of CTCN.								

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	The operationalization of this recommendation could include (but is not limited to) following aspects: • CTCN Secretariat and UNEP to review the TOC at Evaluation and take decisions on the integration to the new ProDoc and POW 3 in relation to assumptions, drivers, flexibility of the targets in the changing contexts and COP mandates, in line with the TOC at Evaluation and the related findings. • Consider the application of the constant change and creative strategic thinking aspects in the CTCN Director TORs. • CTCN Secretariat to develop an impact-based M&E plan to support the previous step OR strengthen the existing plans with impact M&E components. This recommendation addresses the conclusion in paragraph 246.								
2	Despite CTCN having recently increased its cooperation particularly with the TEC (Please see recommendation 1) and having established and maintained a significant number of partnerships also during 2013-2022, the latter has happened more on case-by-case basis, without systematic and strategic approach/ strategy. Some key cooperation structures (e.g. UNEP-UNIDO) also experienced challenges during parts of the evaluation timeframe. While the approach does at times bring good results, it is also somewhat chaotic and not ideal from an efficiency perspective. Partnerships are	Place strong effort in the clear, strategic, systematic and transparent partnerships development at global, regional and country levels, including all stakeholder groups and strengthened resources (financial and human) in line with the decision 2/CP.17 paragraph 139 on CTCN financing, to enable the CTCN catalytic effect and likelihood of impact.	Critical	Project	CTCN Secretariat; UNEP; CTCN Advisory Board; Partners.	Within 2024, with immediate initiation.	Accepted		Strengthen resource mobilization efforts through plan, task forces with AB for discussion and consultation and specialised staff.

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	therefore recommended to be approached in a systematic manner through a partnership strategy that focuses on the likelihood of impact and sustainability. The complementarity and coherence (e.g. with the TEC, Financial Mechanism of the UNFCCC, private sector, etc.) is recommended to be considered with a "constant dialogue" –approach, with efficient communication and dedicated staffing with relevant background. Some specific notes include: • As there are countries that have already used climate technology on a solution - level to respond to future climate threats (Asia, Nordics), strengthen triangular cooperation in TAs and trainings to enable 1) Local knowledge (local partner), and 3) Learning from the peers focused on these solutions (international partner). This requires building and systematizing related mechanisms for mainstream use in CTCN. • One core aspect of TOC is the roles of stakeholders, however, CTCN is at times complex. Transparent CTCN processes highlighting role and processes with partners is encouraged (e.g. by documentation) to enable smooth and clear cooperation needed for the multi-actor intervention logic. In terms of resources , it is recommended for UNEP and CTCN to consider strategic planning and scaling up for resources and resource mobilization, including 1) planning resource mobilization in line with the								

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	MoU and 2/CP.17 decisions to enable expanding the resource mobilization approach (the new resource mobilization strategy is in line with this and it is recommended to continue/strengthen the process); 2) assessing if the budget request can be increased for CTCN to better respond to the country needs, resulting also to 3) strengthened CTCN Secretariat staffing structure and human resources strategy, which is to increase efficiency and effectiveness. In this regard, it is first and foremost important to note the optimization of the regional roles and responsibilities and balancing the consultant / staff balance to increase the CTCN performance also through strategic staff planning. The resource scale-up is recommended to be done in an ascending manner within a 5-year time-frame, to allow time to adapt to larger operations and CTCN staffing structure in a planned manner and in line with the recommendation 1. It is also worth noting the significant connections between partnership and resources and the connection to the partners and resources enables sustainability of CTCN actions with catalytic effect. The operationalization of this recommendation could include (but is not limited to) following aspects: • UNEP and UNIDO to convene a high-level meeting to discuss future collaboration roles and								

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	responsibilities within the CTCN. • Development of CTCN partnership strategy with a key focus on how to ensure CTCN catalytic effect (meaning partners enabling the CTCN likelihood of impact, sustainability of operations, strategic triangular cooperation approaches). This means high focus on systematic partnership with GCF, GEF, TEC and the private sector as priorities, as well as the effective communication of the strategy and its progress updates to all stakeholders. • CTCN Secretariat, in collaboration with UNEP and in consultation with the AB, to develop a resource mobilization strategy (or strengthen the operationalization of the current one) to support the decision 2/CP.17 paragraph 139, as well as to represent strategic approach and complementarity with the partnership strategy. The resource mobilization strategy is also recommended to consider stepping up efforts towards strategic thinking in this regard, e.g. through considering broader good practices at UNEP and the elaboration of large multi-country projects targeting the GCF and GEF resources. This recommendation addresses the conclusions in paragraphs 243, 244, 251).								
3	The CTCN impact takes place at the country level. Current evidence shows that further support is needed for addressing the actual drivers	Strengthen systematized interaction, information exchange and impact monitoring between the CTCN Secretariat, NDEs, and	Important	Project	CTCN Secretariat; UNEP	Within 2024, with immediate initiation.			Main recommendation 3 Strengthen systematized interaction,

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	and assumptions on the ground to ensure that the chain towards the CTCN impact and technology transfer is realized at country level (findings relating to the KSQ.e in paragraph 259). While CTCN direct accountability lies at the output and outcome level and it is noted that technology transfer also takes time, the evaluation evidence shows that there is currently insufficient resources and/or emphasis in place to support key impact drivers such as partnership, leverage financing, and strategic consideration for the support of country level impact (see paras 127, 128, 129). Country contexts and needs are highly different and versatile. This applies to capacities, for which there is a need for improved country-specific dialogue to understand what is needed to reach the impact. The CTCN strength is in its large Network and ability mobilize knowhow for the benefit of the countries. At the same, in line with findings relating to key strategic question (KSQ.b), there is a risk that Network driven processes lack the country ownership and relevance. The evaluation has identified two types of situations: • The CTC and Network driven processes have been able to stimulate interest and capabilities around emerging technologies (such as hydrogen development) and the process was built in a way that country level links	other regional/local partners on the contextual needs/drivers, to support the design of targeted and fit for purpose country-level support in line with the context-specific drivers of the technology transfer.							information exchange and impact monitoring between the CTCN Secretariat, NDEs, and other regional/local partners on the contextual needs/drivers, to support the design of targeted and fit for purpose country-level support in line with the context-specific drivers of the technology transfer. --> CTCN Secretariat will strengthen systematized interaction, information exchange and impact monitoring between the CTCN Secretariat, NDEs, and other regional/local partners to support the design of targeted and fit for purpose country-level support through: - The dissemination of biennial NDE surveys - The organization of regional NDE Forums and its specific “NDE feedback session”. - The elaboration of annual global capacity building trainings organized on the same thematic at regional level. - Post TA implementation Form Evidence of action: - Summary of the biennial NDE surveys. - Post TA implementation form (template) - CTCN Annual report • Engage with and leverage on past

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	and capabilities have been supported. • The CTC and Network driven processes have left some of the stakeholders to experience that the technical output was produced but key country level actors were not fully part of the process and were lacking the technology specific capacity building and much needed knowledge transfer. These identified situations show that the needs vary by country and technology. The NDEs and other national stakeholders are in the position to identify the practical enablers (drivers and assumption) (see also paragraph 89 on TOC) that can enable translating the Technical Assistance to adoption and scale up of the technologies. The operationalization of this recommendation could include (but is not limited to) following aspects: • Operationalise the community engagement and stakeholder engagement in line with CTCN communication strategy and goals to support differentiated country level needs. • Ensure (via CTCN and country collaboration) that in addition to the TA selection criteria TA implementation and after-action impact monitoring processes are further finetuned to ensure that the required check points for country drivenness are included. • Further promote capacity building during the TA								consortium members especially in the regions of the global south to collaborate on capacity building, knowledge sharing on technology transfer. ->Consortium as well as Implementing Partners will be requested to participate to events and capacity building organized by the CTCN to support the technology transfer and KS process. However, this would be submitted to the availability of funding from the donors. Evidence of actions: List of speakers to the CB and NDE forums organized.

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	processes to ensure country level participation in the process. • Engage with and leverage on past consortium members especially in the regions of the global south to collaborate on capacity building, knowledge sharing on technology transfer. This recommendation addresses the findings on strategic questions b, e and f and conclusion in paragraph 248.								
4	The CTCN's work is driven by the COP mandate in line with Technology Framework. At the same time there exists the UNEP ProDoc/EC Grant agreement results frameworks, donor reporting, Annual Operating Plans and reporting COP from the accountability requirements on the CTCN results. The CTCN is currently demonstrating result in diverse forms (paragraphs 120, 121and 123), The CTCN has been slow in establishing and rolling out the monitoring framework and the related processes (paragraph 171), while there is high interest and support in the Advisory Board. At the same time its data collection on numeric and qualitative indicator data and evidence on drivers is not sufficiently resourced (paragraph 173) or coordinated between different levels and parts of the CTCN. The monitoring after TA final reports next steps is also case by case and often not conducted.	Ensure sufficient resources and support to implement the existing monitoring and evaluation system, while ensuring that there is sufficient alignment and/or integration of the M&E approaches with multiple accountability requirements and learning needs.	Critical	Project	CTCN Secretariat; CTCN Advisory Board	Within 2024.			• CTCN to commit to mechanism for post-monitoring of TA and to conduct external impact assessments, which are sufficiently large in their extent to enable generalizations of a high diversity CTCN portfolio (e.g., large number of country cases with other impact assessment methods). Within in the overall monitoring approach, ensure application of sufficient qualitative approaches to enable analysis of impact drivers and capture lessons. -->CTCN will conduct post implementation of the TA delivered every year for a period of 5 years for each TA through the Post TA implementation Form. CTCN is also subjected to external evaluation and audits and independent reviews conducted by UNFCCC, donors and

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	This also means that CTCN internal processes need to support diverse data needs (CTCN/ TEC joint reporting to COP, to UNEP, to Network, to donors) and more importantly to be able to capture in a systematic manner what is working and what is not (see paragraph 126-127). To support this, CTCN is encouraged to periodically assess its operations (including substantive post monitoring of TAs, internal assessments, external evaluations and impact assessments), to identify what does and does not work in its TOC. With a suitable combination of inhouse and external resources this is time- energy- and resource-saving practice, to enable constant learning and improvement. The operationalization of this recommendation could include (but is not limited to) following aspects: • CTCN to assign a dedicated resource person for rolling out the monitoring framework with required technical knowledge. Build on the well-established elements such as the performance monitoring framework, data collection approaches, baselines, knowledge management and ensure processes for quality assurance and technical advice on data collection (qualitative and quantitative). • CTCN Advisory Board and Secretariat management to support mechanisms for learning and adaptive management in collaboration with a dedicated monitoring								UNEP. Evidence of action: Post TA implementation Form, CTCN external and independent reviews.

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	resources regional staff and other stakeholders. • CTCN to commit to mechanism for post-monitoring of TA and to conduct external impact assessments, which are sufficiently large in their extent to enable generalizations of a high diversity CTCN portfolio (e.g. large number of country cases with other impact assessment methods). Within in the overall monitoring approach, ensure application of sufficient qualitative approaches to enable analysis of impact drivers and capture lessons. • Establish links and processes between the CTCN monitoring resource, knowledge management, donor relations, management structures (including regional staff) and reporting to meet diverse needs. This recommendation addresses the conclusions in paragraphs 248 and 250.								
5	In relation to the findings throughout this report and in cooperation with the recommendation #3 on global-national level cooperation, CTCN is encouraged to support the following processes, that were found to have challenges, to increase its operational efficiency and country needs on the output level: • To communicate and train country level key actors on the most beneficial order of climate technology transfer steps: 1) From NDC development to TNA	Enhance the efficiency through improved TA processes and their connection to the other outputs and higher-level changes.	Important	Project	CTCN Secretariat; in collaboration with NDEs, the Parties and the corresponding partners (such as GCF and GEF)	Within 2024.			Main recommendations 5 Enhance the efficiency through improved TA processes and their connection to the other outputs and higher-level changes. à->The CTCN will collaborate and coordinate the NDE with national focal points for TNAs/NDCs/NAPs to ensure complementarity and strengthen efficiency in achieving climate goals. This will be

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	development; 2) From TNA development to other TAs; 3) From TAs to the use of other (climate) funds for technology transfer (CTCN catalytic effect and intermediate impact). This is naturally a flexible order in practical level, depending on country needs, but the order structure is considered beneficial to be known in theory to be used to the extends possible, for the benefit of scaling up and TA catalytic effect in line with country priorities. • Update and systematically follow the prioritization criteria, as this makes the approval process more transparent and helps the countries to assess whether to pursue CTCN funding. The Parties are recommended to increase their efforts to cooperate and support their NDEs in a successful and coherent processes. • During periods of conflict, disasters or political upheaval, to develop (and communicate) standard processes in which the implementer is encouraged to focus on those aspects of the TA implementation which do not require in-country presence of the project team (such as desk reviews), in case of international teams. • In line with the recommendation 2 strategic thinking within the CTCN resource mobilization strategy, systematize the existing good practices connecting the TAs to the GCF and GEF resources. In addition, when elaborating concept notes as part of TAs, request and support the								done through the participation of the NDEs to financial mechanisms 'events and the organization of CTCN sections in the margins of the GCF Regional Dialogues (for example), as it was done in 2023. Connection at national and regional level will also be ensured through UNEP regional offices. The CTCN will continuously engage with the NDEs to understand the practical implementation needs of the countries and define implementation plans to take these needs into account. Started in 2023, specific "NDE Feedback sections "are organized in the margin of the NDE forums as well as bilateral to discuss their needs and expectations. . Evidence of action : CTCN Annual Report. PCCB report. Other recommendations • Elaborating a related action plan. -->CTCN will reflect the practical needs into an action plan. Evidence of action: CTCN Annual Operational Plan.

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	implementer to identify and engage with an accredited entity for the targeted funding mechanism at early stages, to strengthen the possibilities of the concept note to evolve into a funding proposal. • To review the guidance, response plan and closure report templates of TA projects to improve the measurement and promotion of transformational change envisioned in the Paris Agreement . • To connect the capacity strengthening, cooperation and networks more systematically to the TA processes in a region to support the catalytic effect; In this strengthened system, consider and strengthen the role of the piloting of technologies. • To pursue its efforts in building capacity for adaptation , which is very relevant in the current climate change contexts to vulnerable countries, and in supporting an increase in technical assistance requests for adaptation. • To create a rating system for previously participated implementers, to support the selection of successful implementers, and to avoid awarding projects only based on TOR requirements matching, which may not say anything about the past implementation success. It is important, however, that this rating system takes well into consideration the external matters (adjusted rating scale), such as the country/location context (e.g. security, accessibility), level of capacity, complexity of the								

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	TA assignment, responsiveness of the NDE, and other external circumstances that may apply. • To enable the TORs to be flexible in regional TAs so that they enable different countries to be in different steps of the same process. • To develop clear communication system towards the countries regarding the 1) modalities and opportunities TA processes bring, and 2) process steps, requirements and timelines in regard to the TA approval and implementation, to enable the countries to better harmonize the steps with their national planning. This communication system is encouraged to provide clear guidance to NDEs on who to involve and how to the TA processes to enable their catalytic effect. The operationalization of this recommendation could include (but is not limited to) following aspects: • Conducting a consultation with NDEs on the above mentioned points, to obtain further insights on practical implementation needs. • Elaborating a related action plan. Starting the implementation of the action plan. This recommendation addresses the conclusions in paragraphs 245 and 248.								
6	CTCN has recently developed a good-quality gender policy which contributes to greater intersectionality and HRBA. These aspects have been recognized in a good quality	Integrate the new CTCN Gender Policy into the core of operations, including via systematic gender analysis, capacity strengthening at the country level, gender-	Important	Project	CTCN Secretariat; in collaboration with NDEs and	Within 2024.	Accepted		Main recommendation 6 Integrate the new CTCN Gender Policy into the core of operations, including

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	manner in the project document, but there are opportunities for improvement in the practical implementation, it is recommended to pay specific attention to the implementation aspect through proper planning, communication and stakeholder engagement (including entities responsible of gender and inclusion at country level). It is also connected to recommendation #1 in regard to the suggested new project driver specifying people as the final beneficiaries. The operationalization of this recommendation could include (but is not limited to) following aspects: • Integrating the gender policy into work planning and indicators. • Develop a communication roadmap of the new CTCN Gender Policy. • Training a wide variety of partners. • Establishing mandatory gender analysis and country level follow-up. • Periodic measuring the implementation of the new CTCN Gender Policy on yearly basis (in line with the indicators). This recommendation addresses the conclusion in paragraph 247.	sensitive communication, and specific gender targets and indicators in the monitoring & evaluation framework.			country actors.				via systematic gender analysis, capacity strengthening at the country level, gender-sensitive communication, and specific gender targets and indicators in the monitoring & evaluation framework. à CTCN will ensure the operationalization of its Gender Policy through the definition of mandatory Gender Assessment form, of a Gender Action Plan form, and through the deployment of an action plan for gender sensitive communication aligned with CTCN Communication Strategy. Evidence of action: Mandatory Gender Assessment form, of a Gender Action Plan form and a gender sensitive roadmap. Other recommendations • Develop a communication roadmap of the new CTCN Gender Policy.--> CTCN will develop a gender sensitive roadmap aligned with CTCN Communication Strategy Evidence of action: Gender sensitive roadmap. • Training a wide variety of partners. -->Aligned with AB 22nd, the CTCN is

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									requesting Implementing Partners to deliver a mandatory Gender Assessment and Gender Action Plan for each TA implemented. These mandatory deliverables and their respective actions will support the training of a variety of partners, including NDEs, Implementing Partners, and Project Proponents. Evidence of action: CTCN mandatory Gender Assessment and Gender Action Plan forms. • Establishing mandatory gender analysis and country level follow-up. -->Aligned with AB 22nd, the CTCN is requesting Implementing Partners to deliver a mandatory Gender Assessment and Gender Action Plan for each TA implemented. The GAP will enable a follow up at country level during the implementation of the TAs with clear M&E indicators. Evidence of action: CTCN mandatory Gender Assessment and Gender Action Plan forms. • Periodic measuring the implementation of the new CTCN Gender Policy on yearly basis (in line with the indicators).

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									--> The new CTCN Gender Policy will be monitored on a yearly basis based on the indicators defined in the Gender Policy and the TA related mandatory Gender Assessment and Gender Action Plan forms. Evidence of action: JAR