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Item 5 of the provisional agenda*

Capacity-building and development, technical and scientific cooperation, clearing-house mechanism and knowledge management under the Convention and its Protocols

Possible modalities for operationalizing the global coordination entity of the technical and scientific cooperation mechanism**

Note by the Secretariat

I. Introduction

1. In paragraph 25 of its decision 15/8, the Conference of the Parties established a technical and scientific cooperation mechanism comprising a network of regional and/or subregional technical and scientific cooperation support centres to be coordinated by a global coordination entity. The overall goal of the mechanism is to promote and facilitate cooperation among Parties and relevant organization to enable them to effectively utilize science, technology and innovation to support the implementation of the Kunming-Montreal Global Biodiversity Framework. The core functions of the regional and/or subregional centres and of the global coordination entity are outlined in paragraphs 26 and 27, respectively, of the same decision.

2. The core functions of the global entity include: facilitating coordination and collaboration among the regional and/or subregional support centres; facilitating the sharing of experiences and lessons; coordinating standardised delivery of support; mobilizing additional resources for the support centres; operating a helpdesk for the support centres; ensuring equitable access to information on existing opportunities; supporting alignment with the Kunming-Montreal Global Biodiversity Framework; and assisting the support centres in reporting their work to the Conference of the Parties (decision 15/8, annex I).

3. In paragraph 27 of decision 15/8, the Parties decided that the Subsidiary Body on Implementation would develop modalities for operationalizing the global coordination entity for consideration by the Conference of the Parties at its sixteenth meeting.

4. To assist the Subsidiary Body on Implementation in fulfilling the above mandate, the Secretariat prepared draft elements of the modalities and shared them with the Informal Advisory Group on Technical and Scientific Cooperation for comments and advice¹. The present note

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** The present document is being issued without formal editing.

¹ CBD/TSC/IAG/2024/1/2

incorporates the input and recommendations of the Informal Advisory Group. Section II sets out a proposal addressing: the institutional arrangements and modalities, including the organizational structure, governance and oversight and review; operational procedures; mechanisms for coordination and cooperation; and financial arrangements. Section III addresses options and a process for operationalizing the global coordination entity, including an analysis of the key steps and a preliminary estimate of the time and effort required. Section IV presents other key considerations based on the experiences, good practices and lessons learned from other relevant multilateral environmental agreements and processes that have similar mechanisms. Section V contains a cost estimate for the operation of the global coordination entity.

5. Based on the information provided in this document, draft modalities for operationalizing the global coordination entity are provided in the annex of document [CBD/SBI/4/7](#) for consideration by the Subsidiary Body in the development of those modalities.

II. Institutional arrangements and modalities

6. This section sets out possible institutional arrangements for operationalizing the global coordination entity, including its organizational structure, governance and oversight, monitoring and review, operational procedures, mechanisms for coordination and cooperation and the financing arrangements.

A. Organizational structure

7. It is proposed that the global coordination entity would be led by a lean and agile team of professional and administrative staff who would be responsible for the day-to-day administration and management of its activities and operations, in line with its mandate outlined in paragraph 27 of decision 15/8.

8. The global coordination entity would work in collaboration with relevant international organizations and entities with specialized expertise in areas related to biodiversity, to provide support to the regional and/or subregional technical and scientific cooperation support centres where expertise or capacity is lacking in their respective regions or subregions to respond to all needs requested by Parties.

B. Governance and oversight

9. The global coordination entity would be accountable to the Conference of the Parties and would operate under its strategic guidance and direction. Among other things, the Conference of the Parties would approve the general programme priorities, the biennial work plan and budget, and the delivery approaches. The entity would report to the Conference of the Parties, through the Subsidiary Body on Implementation, the progress of its work and that of the regional and subregional support centres.

10. The Informal Advisory Group on Technical and Scientific Cooperation would provide technical advice and guidance to the global coordination entity and the regional and subregional support centres on the effective and timely discharge of their functions. It would also monitor their activities and operations and propose measures to ensure that they are responsive to the needs and priorities identified by Parties.

11. The Executive Secretary, as requested in paragraph 32 of decision 15/8, will facilitate the preparation and signing of the host agreements with the regional and/or subregional support centres and as appropriate, with any external entity selected to host the global coordination entity. The Executive Secretary would also ensure that the global entity and the regional/sub-regional centres are implementing what has been stipulated in the host agreements through periodic reports. The Executive Secretary would ensure that the host agreements include a requirement for the global entity and the regional and/or subregional support centres to elaborate biennial results-based workplans, with appropriate performance indicators.

12. The Executive Secretary will also communicate to the global coordination entity and the regional and/or subregional support centres the priorities regarding capacity-building and development, technical and scientific cooperation, and technology transfer established by Parties through their National Biodiversity Strategies and Action Plans and national reports and will maintain synergy and collaboration with biodiversity-related conventions and relevant organizations, initiatives and networks.

C. Monitoring and review

13. As an integral part of the technical and scientific cooperation mechanism, the global coordination entity will be periodically monitored and reviewed by the Informal Advisory Group on Technical and Scientific Cooperation (15/8 Annex II, section V). A first review of the technical and scientific cooperation mechanism will be carried out for consideration at the seventeenth meeting of the Conference of the Parties. The results-based workplans of all involved entities and reports to the Conference of the Parties will be the primary source of information for monitoring and evaluating the mechanism and determining the renewal of the host agreements. The Executive Secretary will commission an independent evaluation of the global coordination entity and the regional support centres to coincide with the review of the Kunming-Montreal Global Biodiversity Framework. The report will be considered by the Subsidiary Body on Implementation and subsequently by the Conference of the Parties at its nineteenth meeting.

D. Operational modalities and procedures

14. The global coordination entity, once established, will implement “fit-for-purpose” operational modalities, procedures, criteria and guidelines related to its functions, which are to be developed with input from the Informal Advisory Group on Technical and Scientific Cooperation. These operational modalities and procedures will take into account the guiding principles of the technical and scientific cooperation mechanism (decision 15/8 annex II) and will be refined over time based on experience and lessons learned. The core ones may, *inter alia*, include the following:

(a) Modalities for promoting and maintaining coordination, collaboration and synergies among the regional and/or subregional support centres;

(b) Criteria for priority setting and programming, including guidelines for the delivery of support tools;

(c) Modalities to ensure balance and equity among regions in the delivery of support to Parties including access to information on opportunities for technical and scientific cooperation;

(d) Guidelines and modalities to support the regional and/or sub-regional centres to align their work with the Kunming-Montreal Global Biodiversity Framework and the implementation of the Convention and its Protocols, including guidelines to ensure a gender-responsive approach.

(e) Criteria for the identification of organizations and experts that can be mobilised to assist the regional and/or subregional technical cooperation support centres at their request;

(f) Guidelines for active engagement of relevant stakeholders, including indigenous peoples and local communities, women and youth;

(g) Modalities for operationalizing a helpdesk to provide information, advice and technical support at the request of the regional and/or subregional centres;

(h) Guidelines, templates and procedures to assist the regional and/or subregional centres to report on their work to the Conference of the Parties through the Subsidiary Body on Implementation.

15. The global coordination entity would work with the regional and/or subregional support centres to connect those seeking technical assistance with organizations, bodies, networks and experts that can and are best suited to provide the required support.

16. The initial term of the agreement to host the global coordination entity would be up to 2030. The renewal of the agreement would be subject to the host organization's satisfactory performance and the outcomes of the independent evaluation of the technical and scientific cooperation mechanism referred to in paragraph 15 above. If the agreement with the global coordination entity must be discontinued due to performance issues, arrangements would be made for the existing host to continue coordinating until their replacement and a succession strategy are put in place to ensure continuity of support and that all the knowledge is properly transferred.

E. Coordination and collaboration

17. The global coordination entity would facilitate coordination and collaboration among the regional and/or subregional support centres through various means, including organizing annual meetings with the coordinators of the regional and/or subregional support centres and maintaining a collaborative platform with a view to promoting synergies among the regional and/or subregional centres. This would also enable the centres to leverage and maximize the expertise and resources available within other support centres and foster the sharing of experiences, best practices and lessons learned. The collaborative online platform would be accessible through the central portal of the clearing-house mechanism.

18. The global entity would also work to promote, as appropriate, cooperation with relevant initiatives supporting implementation of the Kunming-Montreal Global Biodiversity Framework as well as relevant technical cooperation mechanisms led by other multi-lateral environmental agreements and relevant organizations.

F. Financial arrangements

19. The Conference of the Parties would need to consider approving a core budget, paid through assessed contributions, to cover the basic operation costs of the global coordination entity, including its staffing.

20. The Global Environment Facility (pursuant to decision 15/15) and the Global Biodiversity Framework Fund would also be requested to provide resources to enable the regional and/or subregional support centres to deliver, upon request, technical assistance to eligible developing country Parties.

21. The global coordination entity would mobilize additional resources from a wide variety of sources, including from public and private grants and innovative financing instruments, as appropriate, and channel those resources to finance the technical and scientific cooperation support programmes of the regional and/or subregional centres. It would also assist the regional and/or subregional support centres to mobilize additional resources for the implementation of their workplans.

III. Options and process to operationalize the global coordination entity

22. The following section presents two possible options for operationalizing the global coordination entity including the steps and a preliminary estimate of the time and effort required.

23. Under the first option, an international organization with a global mandate would be identified and selected to host the global coordination entity. Under the second option, the Secretariat of the Convention on Biological Diversity would host the global coordination entity. Table 1 lists the steps and outlines the estimated time and effort for operationalizing the global coordination entity under the above two options.

Table 1
Estimated time and effort for operationalizing the global coordination entity under two options

<i>Steps</i>	<i>International organization</i>		<i>Convention Secretariat</i>	
	<i>Time required following COP 16</i>	<i>Effort</i>	<i>Time required following COP 16</i>	<i>Effort</i>
1. Implement process for selecting the global coordination entity	8 months (June 2025)	High	Not applicable	Not applicable
2. Sign host agreement	2 months (August 2025)	Medium	Not applicable	Not applicable
3. Mobilize funds for staffing and initial operations	4 months (August to December 2025)	Medium	4 months (November 2024 to February 2025)	Medium
4. Hire and onboard staff	6 months (June 2026)	High	6 months (August 2025)	Medium
5. Orient and train staff	2 months (July to August 2026)	Medium	1 month (September 2025)	Medium
6. Develop operational modalities and procedures	4 months (August to November 2026)	Medium	2 months (September to November 2025)	Medium
7. Develop workplan and initiate activities	1 month (December 2026)	Medium	1 month (December 2025)	Medium
Total	26 months	Medium to High	14 months	Medium

24. Under the first option, a process would be undertaken to identify and select an international organization, followed by the negotiation and signing of a host agreement. It is estimated that these two steps would require approximately 10 months to complete. The remaining steps, including mobilizing funds, hiring staff, and developing operational modalities and a workplan would require approximately 16 months. This would bring the total estimated time needed to operationalize the global coordination entity to 26 months and the level of effort (amount and complexity of the work) would be medium to high. It is important to note that if this option is chosen, the international organization would require the support of the Secretariat of the Convention on Biological Diversity to orient and backstop its operations during the start-up phase.

25. Under the second option, where the Secretariat of the Convention would host the global coordination entity, it would not be necessary to undertake a selection process and to sign a host agreement. The total estimated time needed to operationalize the global coordination entity under this option is 14 months and the level of effort would be medium.

26. The Informal Advisory Group noted that for either option, the global coordination entity would need support from other organizations, including those with specialized expertise on biodiversity to be able to effectively support the regional and/or subregional centres.

27. When considering these options, it is important to keep in mind that, as outlined in decision 15/8 (section IV, annex II), the Secretariat of the Convention has a number of specific responsibilities relating to the operation of the technical and scientific cooperation mechanism, such as facilitating the signing of host agreements and the development of results-based workplans with the regional and/or sub-regional support centres, while also performing more general tasks related to technical

and scientific cooperation. For ease of reference, these have been set out in annex 1 to the present note.

28. The functions to be carried out by the Secretariat of the Convention and the global coordination entity overlap in some respects. For example, even though the Secretariat of the Convention will be responsible for overseeing the implementation of the agreements, the global coordination entity is expected to assist the centres in the reporting of their work to the Conference of the Parties.

29. Irrespective of the option selected for the hosting of the global coordination entity, the Secretariat of the Convention and the global coordination entity will need to coordinate closely with one another in fulfilling their respective and distinct roles in the technical and scientific cooperation mechanism. The second option, which provides a close physical proximity, may also provide lesser transaction costs and greater efficiencies than would be the case under the first option. In addition, the colocation of the global coordination entity with the secretariat of the Kunming Biodiversity Fund and the interim Global Coordination Unit of the NBSAP Accelerator Partnership hosted by the Secretariat of the Convention and with the Japan Biodiversity Fund and the Bio-Bridge Initiative operated by the Secretariat, may provide additional efficiencies as well as synergies among these initiatives that support the implementation of the Kunming-Montreal Global Biodiversity Framework.

30. To accelerate the process, the Informal Advisory Group recommends that step six on developing operational modalities and procedures be undertaken by the Executive Secretary with inputs from the Group as soon as possible during the next intersessional period following the sixteenth meeting of the Conference of the Parties.

31. The Informal Advisory Group also recommends that the following criteria be considered in the selection of the global coordination entity:

- (a) Ability to mobilise resources from diverse sources;
- (b) Familiarity and experience with processes under the CBD;
- (c) Ability to leverage expertise from external contacts and networks;
- (d) Expertise on issues related to biodiversity;
- (e) Strong convening power;
- (f) Recognition as a neutral convenor;
- (g) Demonstrated experience in engaging with multiple stakeholders; and
- (h) Experience in programme and project management.

32. Considering the above criteria, the Informal Advisory Group is of the view that the CBD Secretariat is well placed to host the global coordination entity.

33. In response to concerns about the timeline to operationalize the global coordination entity, which would result in the regional and subregional centres initiating operations without oversight, the Informal Advisory Group recommends that the Bio-Bridge Initiative be invited to provide support until the global coordination entity is established and the technical and scientific cooperation mechanism is fully operational.

IV. Other considerations based on the experience and lessons learned from similar processes and mechanisms

34. In addition to the elements mentioned above, the operationalization of the global coordination entity may take into account the experience and lessons learned from similar or comparable processes and mechanisms, such as the mechanism under the Basel, Rotterdam and Stockholm Conventions, the Technology Mechanism of the United Nations Framework Convention on Climate Change

(including its Climate Technology Centre and Network)², the United Nations Technology Facilitation Mechanism³, the clearing-house mechanism of the Convention on Biological Diversity, as well as international initiatives such as the Bio-Bridge Initiative.

35. A summary of experience from the Basel, Rotterdam and Stockholm Conventions and the Climate Technology Centre and Network relevant to the operationalization of the global coordination entity is provided in annex 2 to the present note.

V. Indicative cost estimate for operating the global coordination entity

36. Table 2 below provides indicative costs of operating the global coordination entity per biennium.⁴

Table 2

Budget estimates for each biennium (United States dollars)

<i>Budget Item</i>	<i>Amount</i>
Staff	
P5 (Coordinator) ⁵	508 000
P4	440 000
G7	140 000
Consultants	120 000
Staff travel ⁶	160 832
Activities	
Annual coordination meetings ⁷	80 832
Collaborative platform for the regional/subregional centres ⁸	60 000
Office and operating costs ⁹	26 000
Sub-total	1 535 664
PSC 13%	199 636
Total	1 735 300

² The Technology Mechanism comprises the Technology Executive Committee and the Climate Technology Centre and Network, online at: <https://unfccc.int/tclear/support/technology-mechanism.html>

³ See details about the UN Technology Facilitation Mechanism at: <https://sdgs.un.org/tfm>

⁴ The estimates take into account the costs of similar mechanisms and processes, such as the Basel, Rotterdam and Stockholm Conventions Secretariat support to the regional centres and the Climate Technology Centre and Network.

⁵ In view of the fact that the Head of the global coordination entity would be interacting regularly with Directors of the regional and subregional support centres and other senior staff of their hosting organizations, it may be appropriate for the incumbent to be at a Senior Programme Management Officer (P5) level or above.

⁶ This includes staff missions to the regional and subregional support centres and other related travel.

⁷ Including airfare and daily subsistence allowance for representatives of the regional centres to attend at least one in-person meeting per biennium.

⁸ Following the design and set-up of the online platform in the first biennium, its operating costs in subsequent biennia would be a lower amount.

⁹ This would cover the core office costs (including computers for staff, internet, office supplies, office space, etc.).

Annex I

Role of the Secretariat of the Convention on Biological Diversity in the technical and scientific cooperation mechanism

1. In line with section IV of annex II to decision 15/8, the Secretariat is to carry out the following functions:

(a) Prepare or submit, as appropriate, relevant documents and reports on technical and scientific cooperation and technology transfer (Articles 16, 17 and 18 of the Convention) for the Conference of the Parties and its subsidiary bodies;

(b) Compile relevant information related to technical and scientific cooperation and technology transfer in the field of biological diversity and make it available through the clearing-house mechanism;

(c) Maintain active communication with Parties and stakeholders involved or interested in technical and scientific cooperation;

(d) Coordinate, as appropriate, with biodiversity-related conventions, relevant Parties' agencies, the Consortium of Scientific Partners on Biodiversity, the Global Partnership for Business and Biodiversity, and other relevant networks and initiatives with technical and scientific expertise and/or involved in technical and scientific cooperation;

(e) Organize, with partners, biodiversity science forums, technology and innovation expos and other events on the margins of international meetings;

(f) Perform such other activities as may be necessary to carry out its functions.

2. In addition to the core functions mentioned above, the Conference of the Parties requested the Executive Secretary to carry out the following tasks:

(a) Identify donors that could provide additional funding to the selected entity(ies) and organizations to facilitate technical and scientific cooperation in support of implementing the Kunming-Montreal Global Biodiversity Framework (decision 15/8, paragraph 32(b)(viii));

(b) Facilitate the signing of host agreements with the regional/sub-regional support centres (decision 15/8, paragraph 32(b)(ix));

(c) Communicate to the regional and/or subregional support centres and the global entity the priorities established by Parties regarding capacity-building and development, technical and scientific cooperation, and technology transfer (decision 15/8, para. 32(c)); and

(d) Maintain synergy and collaboration with biodiversity-related conventions and relevant organizations, initiatives and networks (decision 15/8, para. 32(d)).

Annex II

Experience under the Basel, Rotterdam and Stockholm Conventions and the United Nations Framework Convention on Climate Change

A. Experience from the Basel, Rotterdam and Stockholm Conventions

1. Under the Basel, Rotterdam and Stockholm (BRS) Conventions a total of 23 regional and subregional centres have been established to provide technical assistance, capacity building and to

promote the transfer of technology.¹⁰ These are coordinated and monitored by the BRS Conventions Secretariat through various tools and modalities, including:

(a) *Annual joint meetings of the directors of the regional and subregional centres*¹¹: These are held: (i) to foster coordination and cooperation among the centres; (ii) to enable the centres to exchange information on the status of implementation of their various activities, share experiences and lessons learned, and exchange ideas amongst themselves and with the Secretariat, relevant partners and donors on how to strengthen the delivery of technical assistance at the regional and subregional levels; and (iii) to promote networking with various partners.

(b) *Regional Centres portal*¹²: This was established under the clearing-house mechanism to display documents, events and contacts provided by the regional centres using agreed information exchange standards and protocols.

(c) *Regional centres Small Grant Programme (SGP)*¹³: The Small Grant Programme was established to enable the regional centres to strengthen regional delivery of technical assistance through providing targeted support for low-cost high impact projects based on the business plan/workplan of the regional centres so that Parties receive technical assistance to fulfil their obligations under the conventions. The projects under this programme are expected to provide the regional centres the possibility to leverage larger projects (e.g. medium or full-sized GEF projects), demonstrate effective and replicable good practices and catalyse collaborative partnerships with relevant organizations and entities.

(d) *Support and advice on institutional aspects and programmatic matters*: The BRS Secretariat provides support and advice to the centres, as needed, on the establishment and/or strengthening of their institutional arrangements and functioning, and on programmatic delivery matters, including provision of advice and guidance on relevant developments under the conventions and related decisions in order to ensure their effective delivery of technical assistance to the Parties. This is done through technical mission visits to the centres and participation, as an ex-officio, in the centres' steering committee meetings organized, *inter alia*, to discuss their business plans.

(e) *Monitoring and evaluation of the regional centres*: The centres are required to submit to the Secretariat their business plans and annual activity reports providing information on the strategies and specific activities undertaken to implement the business plan/workplan, and the respective outputs and outcomes. If they are unable to do so online, they can request the Secretariat for the template to prepare their activity report and submit it manually.

(f) *Performance evaluation of the regional centres*¹⁴: The Conference of the Parties adopted a set of criteria and the methodology evaluating the performance of the regional centres periodically in order to ensure effective and sustainable service delivery to Parties and to assist in identifying ways and opportunities of strengthening the centres. The evaluation is done every four years.

B. Experience from the Climate Technology Centre and Network

2. The operationalization of the global coordination entity could also draw on relevant experiences and lessons learned from the Climate Technology Centre and Network (CTCN). Hosted by the United Nations Environment Programme (UNEP) in collaboration with the United Nations Industrial Development Organization, CTCN is serviced by a secretariat of 19 staff¹⁵ headed by a

¹⁰ Of the [23 regional centres](#), 14 are Basel Convention Regional and Coordinating Centres (BCRCs), 17 are Stockholm Convention Regional Centres (SCRCs) and 8 of the centres serve both conventions.

¹¹<https://www.brsmeas.org/Implementation/TechnicalAssistance/RegionalCentres/JointRegionalCentersMeetings/JointRCsMeeting2024/tabid/9897/language/en-US/Default.aspx>

¹²<https://www.brsmeas.org/Implementation/TechnicalAssistance/RegionalCentres/RegionalCentresPortal/tabid/8330/language/en-US/Default.aspx>

¹³<https://www.basel.int/Partners/RegionalCentres/SmallGrantProgramme/tabid/5304/Default.aspx>

¹⁴<https://www.basel.int/Partners/RegionalCentres/PerformanceEvaluationReports/tabid/4465/Default.aspx>

¹⁵<https://www.ctc-n.org/about-ctcn/what-we-do>

Director. It is supported by 11 implementing partner institutions and a network of over 650 national, regional, sectoral and international organizations which support it to undertake its services. CTCN's core services include: providing technical assistance on technology issues at the request of developing countries; facilitating access to information and knowledge to accelerate climate technology transfer; fostering collaboration among climate technology stakeholders via its network of regional and sectoral experts; and strengthening networks, partnerships and capacity-building for climate technology transfer.

3. Following its establishment by Conference of the Parties to the United Nations Framework Convention on Climate Change, the CTCN concentrated its initial efforts and resources on the elaboration of clear operational procedures and management processes, development of a knowledge management system and communication tools and the empowerment of the National Designated Entities (NDEs). The operationalization of the CTCN took time but resulted in the establishment of a quite efficient organization.

4. The first and second independent review of CTCN's implementation, published in 2017 and 2021 respectively¹⁶, highlighted the following operational experiences, good practices and success factors findings in relation to CTCN's organizational structure and governance, work planning and programming, funding and resource mobilisation, operational procedures and modalities, technical assistance delivery modalities, capacity-building, knowledge management and learning, communications and outreach, partner engagement and networking, and monitoring, evaluation and reporting, impact measurement and sustainability:

(a) *Organizational structure and governance*: The CTCN consists of two parts: a global centre, i.e. a coordinating entity (the secretariat) located in Copenhagen and a worldwide network of partner organizations that delivers CTCN services, both virtually and actually. In short, the centre operates the network, and together they constitute the CTCN. The CTCN is accountable to, and operates under the guidance of, the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) through an Advisory Board. The Advisory Board's mandate includes determining the operational modalities and rules of procedure of the CTCN based on the functions outlined in decision 1/CP.16, endorsing the operating plans and the budget, and providing strategic guidance to the CTCN. The operationalization of the CTCN took time but resulted in the establishment of an efficient organization.

(b) *Regional hubs*: The new organizational arrangements adopted in 2020, in which CTCN staff members are working from regional hubs in Kenya (hosted by UNEP), Mexico (hosted by UNIDO) and Thailand (hosted by UNEP), are improving the efficiency of CTCN operations, facilitating better communication and coordination with NDEs, enhancing support for technical assistance requests, and boosting relationships with private and institutional stakeholders.

(c) *Work programmes and plans*: The CTCN Secretariat prepares 4-year programmes of work and the annual operating plans to provide a road map for the implementation and delivery of CTCN services, which are reviewed and approved by the Advisory Board. The first programme of work was developed for 2013–2017. The current Joint Work Programme of the UNFCCC Technology Mechanism for 2023–2027¹⁷ comprises the joint activities and common areas of work of the Technology Executive Committee (TEC) and the CTCN.

(d) *Funding and resource mobilisation*: The CTCN relies on voluntary funding for its activities. It does not generate its own financial resources owing to its provision of free-of-charge services and there is no dedicated no framework for allocating resources from the Financial Mechanism to the CTCN. During the first review the majority of interviewees indicated that this voluntary-based funding model was not appropriate as it resulted in a lack of predictability for the CTCN over the short and medium-term, thereby putting at risk its operations and limiting its capacity

¹⁶ <https://unfccc.int/documents/28205> and <https://unfccc.int/documents/302658>.

¹⁷ <https://unfccc.int/ttclear/tec/workplan>.

to plan ahead to fulfil its mandate. Limited financial resources have been the major impediment to the delivery of services at the expected level. The recommendations of the independent reviews invited UNEP and UNIDO, as hosts of the CTCN, to identify potential sources of additional financial resources and the CTCN to prioritize fundraising efforts and create a position within the CTCN team dedicated to fundraising and engaging with donors.

(e) *Linkages between CTCN and relevant financial mechanisms*: The CTCN engages with the Global Environment Facility (GEF), the Green Climate Fund (GCF), and the Adaptation Fund. In the recommendations of the two reviews, CTCN was encouraged to continue strengthening collaboration with the GEF and its regional climate technology centres¹⁸ to facilitate knowledge-sharing and increase potential synergies at the regional level. The second review encouraged CTCN to maximize linkages with the GEF and the GCF to leverage their large-scale financing capacities and build developing countries' capacities to access such funding. CTCN was also encouraged to enhance the linkages between CTCN technical assistance and GCF funding programmes by institutionalizing a relationship between NDEs and NDAs to encourage these actors to maximize potential synergies in terms of communication, coherence at the national level, complementarities, relationships between stakeholders, and human resources.

(f) *Technical assistance delivery*: The CTCN does not provide funding directly to countries, but instead supports the provision of technical assistance expert organizations selected from the global Network through a bidding process. Upon receipt of requests submitted by developing countries via their National Designated Entities (NDEs), the CTCN Secretariat invites the Network members to submit bids to design and deliver customized solutions tailored to the expressed needs. The first review noted that limited human resources in the CTCN core team and the consortium partners slowed down the delivery of technical assistance services and limited the ability of the CTCN to achieve its target outputs. It recommended that the CTCN uses the resources and expertise of its Network sufficiently to help deliver technical assistance projects.

(g) *Strengthening National Designated Entities (NDEs)*: The technical assistance process relies on developing country NDEs who support the prioritization of requests, the articulation of proposals and the submission of technical assistance requests to the CTCN. The first review noted that generally NDEs were not known to local stakeholders and did not have the necessary resources and capacity to coordinate the interactions with beneficiaries and to communicate with local stakeholders. Countries were encouraged to enhance awareness of their NDEs and support them to ensure that the work of the CTCN was recognised and supported by relevant national institutions. The NDEs were also encouraged to consult with other national entities to identify, select and refine requests for technical assistance to ensure strong alignment with national priorities and ongoing climate and development efforts. The second review noted that still there was limited interaction and collaboration between CTCN, NDEs and other focal points.

(h) *Capacity-building, knowledge management and learning*: The CTCN conducts capacity-building activities to empower NDEs to identify and submit relevant requests. The CTCN provided tailored technical assistance that responded well to country needs. The first review noted, the capacity-building activities have enabled NDEs to identify and submit good and relevant requests. The CTCN was encouraged to continue training NDEs regularly and facilitating the elaboration of requests through its regional forums and Incubator Programme. The second review noted that the CTCN continued the regular training NDEs and facilitated the elaboration of requests through regional forums and the Incubator Programme.

(i) *Communications and outreach*: The first review noted that awareness of local stakeholders of the CTCN and its services was limited. CTCN was thus encouraged to continue

¹⁸ The Global Environment Facility established and finances a network of regional climate technology centres for Africa, Asia and Pacific, Latin America and the Caribbean, and Eastern Europe and Central Asia, hosted respectively by the African Development Bank (AfDB), Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD) and Inter-American Development Bank (IDB).

raising awareness of its services to ensure that developing countries take full advantage of the CTCN's services. The second review noted that communications and outreach had improved significantly, thanks to the assignment of dedicated personnel and the use of diverse means of communication, including the enhanced use social media and the storytelling on its impacts.

(j) *Partner engagement and networking*: The first review noted that the Climate Technology Centre (CTC) generally underutilized the resources and expertise of its Network in the delivery of its core services. The CTCN was encouraged to reinforce the involvement of Network members in its activities and use this pool of resources in delivering technical assistance. The second review noted the size of the Network had grown significantly and role of Network members as technical assistance implementers had increased, with 75 per cent of new technical assistance requests implemented by Network members. In 2020, the CTC initiated new activities whereby members can offer expertise and benefit from collaboration. These activities include targeted webinars, technology clinics, regional technology briefs, pro bono research and the Youth Climate Innovation Labs.

(k) *Monitoring, evaluation and reporting*: The first independent review encouraged the CTCN to enhance the monitoring and evaluation of its projects to capture and report their outcomes in a simple manner that also provides quantitative and objective information on the overall impact of its technical assistance. The CTCN was advised to report to the Advisory Board its performance through quarterly dashboards on progress made on strategic key performance indicators. It was also encouraged to perform an ex-post evaluation a few years after the completion of the projects to demonstrate their impacts and assess their sustainability and replicability. The second review noted that the CTCN had refined its monitoring and evaluation system to enhance the consistency of its reporting and better demonstrate the effectiveness of CTCN activities and measure their impacts. It had also developed an M&E dashboard on its website for storing, aggregating and disseminating data on the impact of technical assistance.

5. Some of the above experiences and lessons learned may be useful in informing the operationalisation of the global coordination entity as well as the regional and subregional support centres.
