



**United Nations
Environment
Programme**

Distr.
GENERAL

UNEP/OzL.Pro/ExCom/92/6
1 May 2023



ORIGINAL:ENGLISH

EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-second Meeting
Montreal, 29 May to 2 June 2023
Item 6(a) of the provisional agenda¹

**FINAL REPORT ON THE EVALUATION OF REGIONAL NETWORKS OF
NATIONAL OZONE OFFICERS**

¹Document UNEP/OzL.Pro/ExCom/92/1

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ABBREVIATIONS

CAP	Compliance Assistance Programme (of UNEP)
CFC	Chlorofluorocarbon
ECA	Europe and Central Asia
ExCom	Executive Committee
GWP	Global warming potential
HCFC	Hydrochlorofluorocarbon
HFC	Hydrofluorocarbon
KIP	Kigali HFC implementation plan
LAC	Latin America and the Caribbean
MOP	Meeting of the Parties
MP	Montreal Protocol
NOO	National ozone officer
NOU	National ozone unit
ODP	Ozone Depleting Potential
ODS	Ozone Depleting Substance
RAC	Refrigeration and air-conditioning
RN	Regional Network
SDG	Sustainable development goal
Sida	The Swedish International Development Cooperation Agency
SMEO	Senior Monitoring and Evaluation Officer
TOR	Terms of reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
WB	The World Bank

EXECUTIVE SUMMARY

Background and scope

1. The Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol, at its 86th meeting, considered the results of the desk study contained in UNEP/OzL.Pro/ExCom/86/11. The Regional Networks are a service provided by UNEP as part of its annual Compliance Assistance Programme (CAP). Noting the high value of the regional networks to Article 5 countries, the Committee requested a second phase for the evaluation of regional networks of National Ozone Officers (NOOs), which would build upon preliminary results of the desk study and be presented as a synthesis report. It would consolidate and summarize the final evaluation findings, leading to recommendations for further improvement of the networks' performance and relevance for the beneficiary countries.

2. The scope defined in the terms of reference (TOR) as approved by the Executive Committee in UNEP/OzL.Pro/ExCom/86/11/Corr.1 covers the following seven thematic clusters: (a) network objectives and effectiveness of network meetings; (b) processes for planning and organizing network meetings; (c) process of information outreach and knowledge sharing; (d) process of lesson learning and feedback; (e) impact on achieving the United Nations Sustainable Development Goals (SDGs); (f) structure and organization; and (g) network efficiency. Moreover, two additional sections have been added: (h) gender mainstreaming and (i) impact of the COVID-19 pandemic on the work of the regional networks.

Methodology

3. The final phase of this evaluation included the requirement of field visits to go beyond the findings of the preliminary study. The Senior Monitoring and Evaluation Officer (SMEO) attended meetings in all the regions covered by the Regional Networks, namely Africa, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, and West Asia, between July 2022 and March 2023. Additional support for the evaluation was provided by two international consultants. The data collection covered the period 2020–2023. Most of the period was heavily impacted by the COVID-19 pandemic, hence the survey and questionnaires included questions on that experience and the related adjustments in the work of the regional networks.

4. The evaluation's findings are the product of a combination of both quantitative and qualitative research. The evaluation process included a desk review, mapping of stakeholders' analysis, preparation of an inception paper, on-line surveys and targeted questionnaires, interviews and focus groups with stakeholders. Meetings and interviews were held with (a) OzonAction programme: Management, regional coordinators and selected staff; (b) Multilateral Fund: Executive Committee Members (non-Article 5 and Article 5 countries) and Secretariat Management; (c) Ozone Secretariat: Management and staff; (d) development partners and implementing and bilateral agencies; and (e) National Ozone Officers.

5. The OzonAction team supported the evaluation process by facilitating outreach to ensure the effective dissemination of the online multilingual global survey to the 147 NOOs between September and October 2022, achieving a highly satisfactory response rate of 71 per cent. The survey was organized in thematic clusters aligned with the scope of the TOR; the aggregated analysis of the responses to the survey has informed the evaluation, in combination with the qualitative results from direct interaction in interviews and meetings.

Findings

6. Overall, the findings of this second and final phase of the evaluation corroborate the preliminary results from the desk study, confirming the stakeholders positive appreciation of the networks, and recognizing the key role and value of this programme. They are perceived as an effective and cost-efficient service that support Article 5 country implementation and compliance with the Montreal Protocol, contributing to build and strengthen national capacities for the achievement and sustainability of the Treaty's objectives. The networks have become an intrinsic component of the institutional governance mechanisms of the Montreal Protocol.

7. While confirming the good performance assessed by the previous desk study, this final phase of the evaluation has identified a few action areas which can contribute to sustain and further consolidate their achievements in strengthening capacity building for the compliance of the Montreal Protocol.

Network objectives and effectiveness of network meetings

8. The survey sent to the NOOs assessed satisfaction of NOOs regarding the effectiveness, performance and usefulness of the regional networks' meetings. Based on the aggregated responses for all regions, over 80 per cent of the respondents were either satisfied or very satisfied. Slight differences were found among different regions, but these cannot be considered statistically significant due to the different sizes of the regions concerned (e.g., Africa 54 countries, West Asia 11 countries).

Processes for planning and organizing network meetings

9. The satisfaction concerning the processes for planning and organizing network meetings, from the perspective of the NOOs, varies across the regions. While the NOOs seem satisfied with the functioning of the meetings overall, the preparation — both substantively and logistically — could be improved. The involvement of NOOs in preparing the agenda and selecting the issues to be addressed varies across regions, with some being satisfied while others indicating that the level of consultation could be launched at an earlier stage in the planning process, for their views and priorities to be better reflected in the final agenda. On logistics, a greater anticipation in confirming the venue and meeting dates would facilitate the participation of all invited attendees.

Process of information outreach and knowledge sharing

10. The role of the networks in facilitating information outreach and knowledge sharing is one of the key roles recognized by the NOOs. The majority of participants in the network meetings noted that they serve as a unique discussion forum where they can learn from each other and exchange experiences. Regional learning takes place through exchanging good practices and learning from others' implementation challenges, based on what is shared at the meetings. Furthermore, regular communication among the NOOs is established for mutual consultation and sharing of experiences in the periods between the meetings. The regional coordinators also maintain regular communication to NOOs between meetings.

Processes of lessons learning and feedback

11. The participation of the implementing and bilateral agencies and the secretariats as part of the regional meetings is an element that fosters exchanges between the agencies and the NOOs. It is an opportunity to identify regional challenges and success stories which can be shared and incorporated into project design and implementation. As such, the network meetings contribute positively to the sustainability of achievements through the sharing of lessons learned and their incorporation into project implementation through replication among countries. They also constitute an effective forum to promote south-south cooperation even further in the implementation of the Montreal Protocol.

Impact on achieving the United Nations Sustainable Development Goals (SDGs)

12. There is no conclusive finding on the inclusion of SDGs as part of the agenda in the network meetings. While there is recognition of the relevance of the SDGs as part of the 2030 Agenda, there are diverging views on whether this subject should be included as a recurrent theme in the network meetings. NOOs are experiencing an increased workload as a result of the implementation of the Kigali Amendment. There is no demand on their side to address issues beyond those directly related to the achievement of the Montreal Protocol and its amendments. SDG 5 on gender equality has been included on the agenda of network meetings since the adoption of the Multilateral Fund for the Implementation of the Montreal Protocol's operational policy on gender.

Structure and organization

13. The nominations to participate in network meetings are determined by each country. By attending the meetings in the different regions, the SMEO was able to observe a diverse typology of participants. Some countries that attend Executive Committee meetings regularly delegate participation in the network meetings to other staff of the National Ozone Unit, as a way of exposing them to the experiences in the region so that they can bring back the acquired knowledge for further implementation at the national level. NOOs have also indicated that, in order to promote greater involvement of national stakeholders from the climate change/energy efficiency area, OzonAction management could consider in the future to invite participants from both areas, the usual NOO and the new partners in national implementation. If implemented, this could require additional resources to ensure larger attendance at the meetings.

Network efficiency

14. The evaluation confirms that the regional networks are perceived as a very efficient mechanism to build and strengthen NOOs' capacities to effectively manage their national Montreal Protocol compliance programmes. At the meeting of the Asia and the Pacific network, a development partner indicated that the regional network programme had been the longest technical assistance programme funded by their bilateral agency for 17 years. This programme constituted a success story, worth the investment, as it clearly contributed in a sustainable manner to building long-term regional and national capacities to comply with the obligations under the Montreal Protocol. It is worth noting that the new practice, following the pandemic period, of delivering remote meetings and webinars, is seen as an efficient complement to enrich the work of the networks, yet it should not become the prevalent modality. Gains in efficiency could arise from improved planning and the management of administrative constraints related to travel and the procurement of services; earlier requests to service providers and travel arrangement could lead to lower prices for the final arrangements.

Gender mainstreaming

15. The evaluation has confirmed the consistent incorporation of the gender dimension in the agendas of the network meetings and the increased awareness of gender mainstreaming in project implementation in the countries, following the adoption of the Multilateral Fund's operational policy. Gender mainstreaming is addressed in the regional network meetings, with information presented from a diversity of perspectives, including resource persons, implementing agencies and NOOs, the latter sharing their national experiences on mainstreaming gender in their activities. The OzonAction programme has developed its gender strategy, including a dedicated page on their website.²

² <https://www.unep.org/ozonaction/ozonaction-and-gender-mainstreaming>

Impact of the Covid-19 pandemic on the work of the regional networks

16. Given the period covered by this evaluation, assessing the impact of the COVID-19 pandemic could not be avoided. While it certainly created a level of disruption of planned activities in all regions of the world, it can be said that OzonAction and its regional coordinators managed to seize the opportunities for modernization presented by the pandemic crisis. Necessity led to the massive introduction of virtual means to ensure business continuity under new modalities. The regional teams provided support to NOOs to familiarize them with the use of webinars and virtual meetings. This conversion to new modalities was key to maintaining communication and work within the regions among the NOOs. While in-person meetings continue to be the preferred option for all, virtual meetings and tools seem to be appreciated as a complementary modality allowing for more frequent interaction in the periods between main regional network meetings. The networks have enriched the tools available to them to maintain an open line of communication which facilitates real-time consultation among NOOs in facing challenges and sharing their experiences to address these.

Other findings

17. In preparing this evaluation, the SMEO noted the heterogeneity of the different business models underlying the operations of the different regional networks. The programme is headed by the OzonAction management in Paris, yet there is a substantial degree of delegation to the regional coordinators, in terms of actual modalities for implementation of their work programme. The closeness of the regional coordinators to the countries of their networks facilitates a good understanding of the needs of the network members, contributing to the successful achievements of the networks. Finding the right balance between autonomy and central control is a continued assessment between management and the regional coordinators. A degree of centralization is unavoidable considering the required clearance of administrative processes by headquarters.

Lessons learned and roadmap

18. Lessons learned during this evaluation indicate that the regional networks have performed very well during their three decades of existence, adapting to the needs of the countries to meet the compliance requirements for the achievement of the goals of the Montreal Protocol and its successive amendments. They have proven to be resilient and have ensured business continuity during the COVID-19 pandemic. No critical issue has been identified through this evaluation, noting the very satisfactory performance of the programme, as assessed by most of the stakeholders. Adjustments on specific issues can be made to reduce some risks and to build further synergies among the different regional networks. None of these would require structural changes to the current modalities of programme delivery.

19. The evaluation identifies the following actions for a roadmap that may contribute to the sustained and further improved good performance of the networks:

- (a) **Planning and organizing network meetings:** The OzonAction management could develop a common plan, including clear process milestones and related guidelines for meeting preparation — from agenda-setting to logistics — to improve planning and coordination. Consultation process for agenda-setting should start at an earlier stage to ensure all stakeholders' views to be addressed and duly integrated in the final agenda;
- (b) **Outcomes of the meetings and follow-up on recommendations:** The OzonAction management could provide overall guidance to the regional coordinators to facilitate a common format for final reports, which would include the final agenda and a gender- disaggregated list of participants. The report would also inform on progress made in implementing previous meetings' recommendations and would include the latest recommendations to be monitored at the next meeting. It could be posted within a month

after the completion of the activity on the OzonAction Portal. Such a harmonized approach would facilitate the identification of common issues of interest for all Article 5 countries which could be given priority by the OzonAction teams in developing further targeted support based on the outcomes of the meetings;

- (c) **Cross-fertilization among regions:** The OzonAction could further promote inter-regional exchanges, beyond geographical location, based on thematic issues of common interest for experience-sharing (e.g., illegal trade). Inter-regional collaboration could include, inter alia, the creation of a common pool of expert resources from all regions and the possibility of remote participation in meetings from distant regions. On exceptional basis, the organization of a global event may be considered, when duly justified, noting that it may mobilize a large amount of resources and efforts;
- (d) **Broadening the group of participants in network meetings:** The OzonAction may wish to explore ways to ensure the participation of relevant stakeholders for addressing the new challenges ahead for completing HCFC phase-out while addressing HFCs phase-down, with the support of the NOOs in identifying the key partners with whom they would be working at national level for achieving the scheduled compliance with the Montreal Protocol;
- (e) **Inclusion of SDGs in the agenda:** SDGs should continue to be addressed in the agenda, but limited to the issues deemed which are a priority for NOOs. The CAP programme has already mapped the SDGs related to the Montreal Protocol and they could further contribute to capacity building on these areas at the demand of NOOs;
- (f) **Gender mainstreaming:** The meetings should continue to include gender as a regular agenda item, strengthening the operationalization of gender mainstreaming in the work of the NOOs and include recommendations for ensuring progress in implementation at national level, in empowering women in Montreal Protocol-related sectors;
- (g) **Implementing and bilateral agencies:** The participation of implementing and bilateral agencies is an intrinsic part of the value of the regional networks, which provide the technical environment where agencies and NOOs can interact and address their common projects. The meeting agendas could provide more space for interactive working sessions which contribute to the sharing of experiences among countries in a region and help learning from each other;
- (h) **Continued development of virtual modalities:** A final note to highlight how reactive and adaptive the networks have been in facing the impact of the COVID-19 pandemic on their work. The regional networks' teams transformed the crisis into an opportunity, by leapfrogging from the previous status quo to an advanced use of communication technologies, thus ensuring the delivery of the programme. The regional networks should keep developing the virtual modalities and tools as a cost-effective complement to the regular in-person meeting modalities.

RECOMMENDATION

20. The Executive Committee may wish:

- (a) To note the final report on the evaluation of regional networks of national ozone officers (NOOs) contained in document UNEP/OzL.Pro/ExCom/92/6;
- (b) To consider the findings, lessons learned and proposed actions resulting from the evaluation referred to in subparagraph (a) above;

- (c) To further note with appreciation:
 - (i) The high-quality work of the OzonAction programme and its regional networks, as well as the dedication of the NOOs, and encourage them to keep maintaining these standards in the long-run;
 - (ii) The positive contribution of the implementing and bilateral agencies through their participation in the network meetings and encourage them to keep attending on a regular basis, and to develop further interactive sessions with NOOs;
 - (iii) The regular presence of the Multilateral Fund Secretariat and encourage it to continue its participation in the network meetings, for the benefit of NOOs in implementing the Montreal Protocol;
 - (iv) The regular presence of the Ozone Secretariat and encourage it to continue its participation in the network meetings, for the benefit of NOOs in implementing the Montreal Protocol;
- (d) To encourage OzonAction to consider and use the findings, lessons learned and proposed actions of this evaluation when planning for and delivering the work of the regional networks; and
- (e) To consider requesting the Senior Monitoring and Evaluation Officer to undertake periodic evaluations of the regional networks, at dates and a frequency to be determined by the Executive Committee, to keep assessing the programme's performance.

FINAL REPORT ON THE EVALUATION OF REGIONAL NETWORKS OF NATIONAL OZONE OFFICERS

I. Introduction

21. This report builds upon the desk study on regional networks, which covered the period 2008-2020, and evaluated the performance of the regional networks since the previous evaluation in 2007.³ The present report closes the 4th evaluation of the networks since they were created as a technical assistance programme by the Swedish International Development Cooperation (Sida) in 1994 for South-eastern Asia.⁴

I.1 Objective of the second phase of the evaluation

22. At its 86th meeting, the Executive Committee approved the terms of reference for the second phase of the evaluation of the regional networks of NOOs.⁵ The objective, building upon the findings of the desk study, is to assess the relevance of the networks to the implementation of the Montreal Protocol.⁶ The second stage of the evaluation aims at complementing the findings of the desk study with updated information collected directly from the networks meetings. The final evaluation would propose practical recommendations for further enhancing the performance of the regional networks.

23. A field approach, with in-person attendance at the meetings of the networks in all the regions, was requested to complement the preliminary findings of the desk study, to be validated through participatory approaches with stakeholders and meeting participants.

I.2 Scope and methodology

Scope

24. The scope of the evaluation covers all the regional networks and sub-networks.⁷ The thematic scope is structured around the areas that were defined in the terms of reference, as follows:

- (a) Networks' objectives and effectiveness of network meetings
- (b) Processes for planning and organizing network meetings
- (c) Process of information outreach and knowledge sharing
- (d) Processes of lesson learning and feedback
- (e) Impact on achieving the United Nations SDGs
- (f) Structure and organization
- (g) Network efficiency

25. Since the adoption of the Multilateral Fund's operational policy on gender mainstreaming, the evaluation reports of the Fund systematically include a section on the gender dimension, which is addressed independently from the evaluation question on SDGs. Furthermore, the evaluation also

³ UNEP/OzL.Pro/ExCom/86/11

⁴ References to previous evaluations are found in Annex II.

⁵ Decision 86/10

⁶ UNEP/OzL.Pro/ExCom/86/11/Rev.1, paragraph 8

⁷ Regional network membership is found in Annex I.

considers the impact of COVID-19 pandemic on the work of the networks. The analysis by thematic clusters is presented in section II of the present report.

Methods and data collection

26. The methodology combines qualitative and quantitative methods. Information was gathered through an online global survey sent to the 147 NOOs, targeted questionnaires sent to stakeholders, focus groups and interviews. The SMEO attended the meetings organized by the regional networks in all regions, between July 2022 and March 2023.⁸

27. Focus groups and interviews with participants were held in the different regions, and on the margins of governing bodies' meetings in Montreal.⁹ Additional online and telephone interviews were held on ad hoc basis when relevant. Interviews took place with the variety of stakeholders, including bilateral and implementing agencies, officials from the Ozone and Multilateral Fund secretariats as well as NOOs, and resource persons at the regional meetings.

28. The SMEO held working sessions with participants in all regions when she attended the regional network meetings. Additionally, the evaluation commissioned a case study of the Latin America and Caribbean (LAC) networks, the results of which have been consolidated in this aggregated report.¹⁰ All regional findings have been consolidated by thematic cluster for a global strategy for the regional networks, beyond regional specificities.

29. A series of surveys were sent at different stages of the evaluation. A first round involved the head of OzonAction and all the regional coordinators of the networks, who were sent qualitative questionnaires which paved the way to fine-tune the next phases for the global survey. Their responses contributed to the design of an online multilingual survey addressed to all 147 NOOs, structured around the thematic clusters defined in the TOR.

30. The rate of response to the online survey was highly satisfactory, with 71 per cent of respondents. The online data, in combination with the qualitative information gathered during the meetings and interviews, have created a reliable basis to channel the voice and views of the NOOs as the ultimate beneficiaries of the regional networks.

31. The advanced draft was shared for comments with the OzonAction team and the Multilateral Fund Secretariat. The comments received were considered when finalizing the report, as part of the usual internal quality assurance process.

32. In concluding the evaluation, this synthesis report presents aggregated findings by thematic areas. Based on the lessons learned, a few actions are proposed for the networks to maintain their high-quality results in addressing the new challenges ahead to support compliance in achieving and sustaining in the long-run the goals of the Montreal Protocol.

33. The SMEO would like to thank all those who dedicated their time and generously shared their experiences, knowledge, and expertise during the preparation of the evaluation, in particular the NOOs, while hoping that the results of this evaluation will be of utility for all of the stakeholders engaged in achieving the goals of the Montreal Protocol.

⁸ See Annex II.

⁹ Meeting of the Parties and Executive Committee meetings.

¹⁰ The design of the case study for LAC took account of the preliminary results from the surveys and missions held in the other regions. It served the purpose of testing the preliminary findings before the finalization of the evaluation.

II. Thematic findings

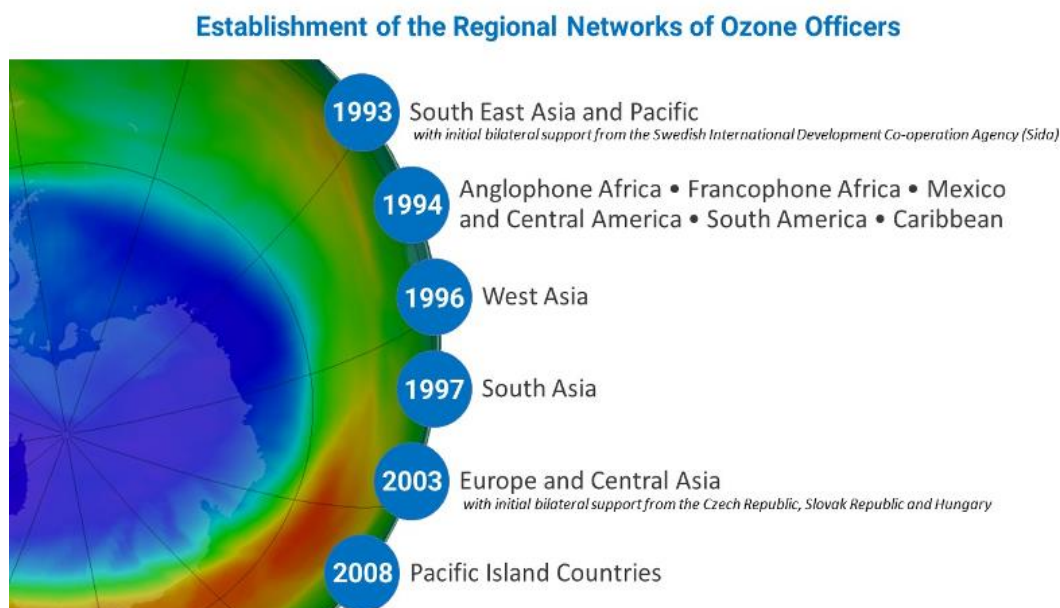
34. This section presents the findings resulting from the second phase of the evaluation, based on the surveys, questionnaires, focus groups and interviews for all regions, and inputs from one regional case study. The evaluation results indicate that findings and lessons learned are valid for all regions and do not require distinctions among them in identifying the roadmap of recommendations to continue performing outstandingly in the years to come.¹¹ The synthesis covers the seven areas defined in the terms of reference. In addition, as it is done for all evaluations of the Fund, the gender component is addressed separately. Finally, reference is made to the impact of the COVID-19 pandemic, which coincided chronologically with the period analyzed in this second phase of the evaluation.

II.1 Networks' objectives and effectiveness of network meetings

35. The networks were created in 1993 as a bilateral technical assistance programme by Sida for Asian countries, to foster the implementation of the Montreal Protocol (MP) through capacity building. It was inspired by the networking of national MP focal points in the Nordic countries. This programme was the most long-lasting and successful programme of bilateral technical assistance funded by Sida and implemented with UNEP, for 17 years.

36. The success of the first regional network convinced the Multilateral Fund to financially support the mechanism as part of UNEP's work programme. The networking service progressively expanded to eventually cover all Article 5 country Parties between 1993 and 2008, the youngest network being the one for the Pacific Island Countries. They delivered as requested through the successive work programmes and plans, based on proposed activities and approved funding. The combination of a 3-year strategy and an annual workplan sets the framework against which the networks plan and deliver their work and achieve their goals.

Figure 1: Chronology of world coverage by regional networks (*)



(*) Source : [UNEP CAP OzonAction web page](#)

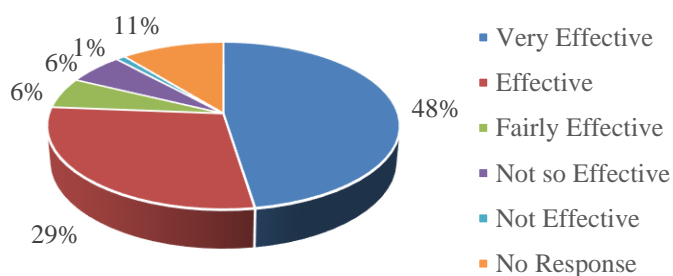
¹¹ One regional case study was undertaken for the Latin America and the Caribbean, based on preliminary findings from the other regions. The analysis has been merged as part of the overall evaluation report, which covers all regions without distinction.

37. There is a general consensus about the need for the regional networks to continue supporting the NOOs, as a core instrument for the implementation and compliance of the Montreal Protocol and its related amendments. During the meetings, the implementing and bilateral agencies as well as the secretariats indicated that for them this regional set-up was a very cost-effective way to keep in contact with the countries and discuss issues related to project implementation and compliance with many countries in a few days. Meetings cover not only project-related issues but also other issues covered by the UNEP/CAPs clearinghouse mandate, inter alia compliance, reporting and capacity building.

38. Based on the survey, the NOO's identified the following areas as defining the key functions of the regional networks: a) to provide a platform for NO/MP officers¹² to share knowledge, experiences, lessons learned and best practices about the implementation of the Montreal Protocol at the national level; b) to assist NO/MP officers with technical support and capacity building to enhance the performance and skills of the NO/MP officers; c) to provide updates on the latest decisions of the Executive Committee and (d) briefings on the latest information by the Secretariat on policy issues and guidance for projects preparation and implementation. All those objectives aim to assist Article 5 countries to achieve and sustain their compliance of the goals of the Montreal Protocol.

39. The views expressed by the NOOs in response to the evaluation confirm the general appreciation of the regional networks as an instrument that has been of critical value to articulate and consolidate the implementation of the Montreal Protocol over the years in the regions and the countries. The countries face a diversity of situations at the regional, sub-regional and national level and, accordingly, have different needs regarding the support they expect from their own regional network. The OzonAction regional teams have developed different modalities for the organization of their work, the frequency and type of meetings, and issues of interest for their agendas, based on the priorities of their respective regions. Each network has its own consultative mechanism to develop its activities based on the priorities expressed by its membership. Seventy-seven per cent of the respondents considered the regional networks to deliver their work either effectively or very effectively.¹³

Figure 2: Assessment of regional networks' effectiveness



40. Qualitative information gained through interviews with NOOs identified thematic priority issues, already addressed in the meetings, on which they would like to keep learning more systematically during the regional network meetings and through the CAP services to complement the benefits from the networks.¹⁴

41. Participants in one region indicated their interest in learning from other distant regions.¹⁵ There is interest in potential exchanges among regions to learn from others' experiences. The best-case current configuration brings together sub-networks within a common larger region. NOOs further indicated that it

¹² Some networks are using the term "Montreal Protocol Officer" instead of National Ozone Officer.

¹³ All graphics and charts are based on the responses to the global survey sent to 147 NOOs.

¹⁴ Thematic issues as proposed by the NOOs are listed in Annex III.

¹⁵ Latin America to learn from Asian experiences on measures to combat illegal trade.

would be very enriching to convene joint meetings of different regions, to address issues of common interest and contribute to south-south cooperation.

42. **In summary, NOOs are very satisfied regarding the effectiveness of the work of regional networks in achieving objectives, and they highly value the quality of their relationship with their counterparts in the CAP regional teams. Other stakeholders, such as implementing and bilateral agencies, and the secretariats, also considered their participation in the regional meetings to be a cost-effective approach to contributing to the implementation of the goals of the Protocol. The organization of inter-regional meetings have also been suggested as being a positive way to foster south-south cooperation and to scale-up good practices.**

II.2 Planning and organizing network meetings

43. The planning process to ultimately deliver the regional meetings requires a considerable amount of coordination and anticipation. The schedule of meetings is set around the dates of meetings relevant to the Montreal Protocol, such as the Meeting of the Parties, Open-Ended Working Groups, the Executive Committee and Inter-Agency Coordination meetings. The schedule also takes into account the local constraints in each region (e.g., elections, seasonal holidays, etc.).

44. On the timeliness and purpose of the meetings, the majority of NOOs who do not attend the governing bodies' meetings appreciated attending the regional network events shortly after, benefitting from the debrief on decisions taken. The regional network meeting provides a platform for the participants to analyze together the implications of the latest decisions for their countries and region. A few participants who participate regularly in the governing bodies' meetings expressed a preference for holding the network meetings in the run-up towards Meetings of the Parties or Executive Committee meetings. In the end, it is a cycle; as one participant mentioned, regional network meetings happen always either before or after the meetings of the governing bodies, so it does not make a difference.

45. The evaluation finds that there is no common approach in the processes for organizing the meetings; each region has its own dynamics and consults with its members to a greater or lesser extent. Accordingly, the responses to this question vary. Some respondents are satisfied as it is, others are of the view that the consultation comes too late in the process, with limited possibilities to have a real impact on defining the agenda. The evaluation could not identify a unique process flow applied on a standard basis in the different regions, as a business process to be followed.

46. In order to ensure the presence of the secretariats, it would be advisable to have a more advanced planning in informing of dates and venue, to ensure availability of the staff and compliance with administrative travel rules. Some regions already implement mid-term planning, but consulting with their members about future hosting possibilities, include up to two-years volunteering to host events. However, this is not a general practice. It would facilitate share the global draft proposal of meetings with the secretariats and agencies in advance, if a consolidated draft plan would be available from OzonAction management. This would require collective coordination among the different regions to propose a consolidated draft plan for the following 12 months.

47. In a few cases, the coordination of sub-networks in the preparation of joint meetings faced some delays in definition of the final agenda and the confirmation of the venue. Consultations involve not only the countries in the regions but also all those who contribute to the contents of the agenda (e.g., secretariats, bilateral and implementing agencies, resources persons). Accommodating all the constraints may be challenging. Ultimately, the coordination between the OzonAction management and the regional teams has proven to be very effective in resolving all issues that may appear during these processes, leading to successful delivery of the meetings.

48. Regarding the preparation of outcomes and recommendation of the regional network meetings, all regions prepared final meeting reports and recommendations. Methods vary, with some networks proceeding cumulatively on a daily basis and consolidating at the end, while others prepare all recommendations at a final session. However, the process could benefit from a greater transparency about how these final outputs and recommendations feed into the next meetings and activities of the network.

49. The draft recommendations prepared at the meeting are usually consolidated through post-meeting consultation, sharing the draft report to receive comments. It would be useful to set a timeline for the final report and recommendations, including a gender-disaggregated list of participants, and to post it in the OzonAction Portal. It would give visibility to the achievements and to the expressed priorities and suggestions in the different regions. In some regions, the meetings start by reviewing the implementation of the recommendations from previous meeting.

50. Based on the NOO's survey, there is satisfaction of the participants at regional level; it would be worth for the OzonAction programme to give more visibility to the achievements resulting from the regional meetings' recommendations, sharing good practices and success stories among the regions. Recommendations vary in their language, more formal in some regions than others, yet they usually set some direction for the next meeting, including the proposal by a country member to host the next meeting. In larger regions, an advanced calendar planning for several subregional meetings is also proposed at the joint meeting, for consideration of the participants. This is included in the final report of the joint meeting.

51. In summary, participants are generally satisfied with the organization of the meetings, but some improvement in confirming the dates and venues of the meetings would avoid some logistical problems. In some cases, the late confirmation of dates and venues have resulted in non-attendance. The contents of the agenda could be consulted with NOOs, the secretariats and the agencies at an earlier stage in the process. Interactive working sessions could be favoured over lecture-type presentations, for the greater benefit of the NOOs and the implementing agencies. Processes for preparing the recommendations and following up in subsequent meetings should be explained and applied systematically in all regions. The final meeting report, inclusive of agenda and gender disaggregated list of participants, together with meeting's recommendations, could be posted within a month after the event on the OzonAction portal, for greater visibility and global outreach.

II.3 Information outreach and knowledge sharing

52. The NOOs value the role of regional networks for information sharing with a high degree of satisfaction, as shown in table 1 below. In their current format, regional networks perform satisfactorily as sources of information for the NOOs, particularly with regard to new developments on policy issues, science and technology, customs, and national regulations, aimed at achieving the Montreal Protocol's goals.

53. The regional networks facilitate the dissemination of knowledge on the requirements of regulatory policy frameworks related to the implementation of the Protocol, through the regular participation of officials from the Ozone Secretariat and the Multilateral Fund Secretariat. Information outreach is a key dimension of the agendas of regional network meetings; 88 per cent of the respondents considered the information shared at the regional meetings either useful or very useful for their work. The meetings also include the presence of regional partners who share information on regional and sub-regional harmonization or coordination issues of relevance for the work of the NOOs.

Table 1: NOO's appreciation of information received at the regional network meetings

Regional Network	Very relevant	Relevant	Fairly relevant	Not so relevant	Not relevant
Multilateral Fund Secretariat	65	21	3	1	-
Ozone Secretariat	69	18	3	1	-
Implementing Agencies	55	35	3	1	-
Bilateral Agencies	46	31	10	2	-
NO/MP Officers	50	30	7	1	-
Other invited experts/resource persons	41	40	5	5	-

54. The regional network meetings are also used to share capacity-building and information sessions through field visits and back-to-back targeted training workshops. These activities give NOOs access to facilities and provide information on technologies that may be relevant for their own work when they return to their countries. During these visits, not only do the NOOs benefit from direct learning about existing technologies, but they can also share among themselves about their own experiences in this regard. This fosters the sharing of good practices and potential solutions to challenges.

55. The previous desk study¹⁶ noted that the high turnover of NOOs posed a challenge to ensuring the continuity of knowledge shared at the network meetings. The regular training of NOOs (assistant NOOs), a separate CAP service, is sometimes delivered back-to-back with regional network meetings. When the new NOOs attend both the main regional network meeting and the training for new officers, they combine exposure to the more experienced community and their own induction process to quickly integrate and become fully operational members of the networks. The turnover rate is a national issue that cannot be changed by the regional networks; yet, their continued support to shorten the learning curve of the new NOOs helps build capacity through knowledge sharing.

56. In summary, the regional networks are a cornerstone in the architecture of institutional support to the implementation of the Montreal Protocol, as the forum for all NOOs to exchange information and share experiences among themselves, while benefitting from regular updates from other stakeholders — secretariats, experts, implementing agencies, development partners — to keep abreast of the latest relevant information for the development and management of the Montreal Protocol programme at national level.

II.4 Lessons learning and feedback

57. The regional network meetings are the most favorable moment for exchanges between the countries, the implementing and bilateral agencies and the secretariats. The face-to-face discussions, alongside the core presentations on the agenda, are opportunities to address issues linked to project design, monitoring and implementation, as well as to obtain clarification on evolving guidance to the countries. It is also the time for the secretariat and agencies to receive feedback from the countries in a different context, which is an enabling environment for constructive exchanges, and to work together on addressing possible issues of interest for the countries.

58. The agendas of the meetings include working sessions, usually but not always separated by sub-groups in large joint network meetings. The working sessions are times for an exchange of experiences among NOOs, sometimes reporting on both national and regional experiences that are of interest for all the participants. NOOs have also indicated that in their view south-south cooperation within the regions should be expanded by promoting exchanges through joint meetings with regional networks/sub-networks from

¹⁶ UNEP/OzL.Pro/ExCom/86/11

more distant regions. Instead of focusing on common membership in a region, these events could be organized around thematic issues of interest, for example the issue of combatting illegal trade of controlled substances, which was mentioned by all regions as being one of their main concerns.

59. Implementing agencies and bilateral agencies play an important role in providing expertise. The possibility of gathering all of the NOOs in a given region represents an important cost-effective opportunity for them to obtain feedback on issues such as policy measures, project implementation and the coordination of regional, sub-regional and country initiatives.

60. Participants confirmed that the process of lesson learning and feedback happens not only during the regional meetings but also continues between meetings, through social media, Facebook, e-mails and WhatsApp groups used to frequently consult each other. During the meetings, NOOs exchange experiences on programme and project implementation challenges and successes, learning from each other in sharing specific case-studies and reporting on the implementation of specific projects.

61. In summary, it can be said that by ensuring lesson learning and feedback among key stakeholders — of which NOOs are the centre — the networks constitute an effective institutional instrument to ensure the sustainability of the Montreal Protocol’s achievements. More can be done in connecting not only sub-regions within a larger region but also in connecting more distant regions, to promote south-south cooperation through the sharing of experiences on issues of common interest to implement the Protocol and its amendments.

II.5 Impact on achieving the Sustainable Development Goals (SDGs)

62. In contrast with other dimensions assessed in this evaluation, the results concerning the perception of NOOs concerning the inclusion of SDGs in the work of the networks vary significantly across the regions. For decades, the Montreal Protocol community has successfully developed its knowledge and savoir-faire in a silo approach, focused on the core business of ODS-related substances in the first instance, and other substances following the evolution of the Protocol and its successive amendments. From an environmental point of view, the issues at stake were successfully addressed through a win-win combined economic and technological approach, uncoupled from the broader issue of sustainable development.

63. The implementation of the Protocol has had many positive effects, including a contribution to reducing potentially harmful emissions of greenhouse gases and thereby combatting climate change. Yet, there has been no explicit intention to address the broader issue of sustainable development as part of the role of the NOOs. The inclusion of SDGs in the networks’ agenda is consistent with the evolution of the Protocol itself. While the subject was not part of the original set of issues expected to be addressed to support the implementation of the Montreal Protocol in its early years, the perception has now changed, with an opening towards SDG 5 (gender)¹⁷ and SDG 13 (climate change) among others. The majority of respondents to the global survey (79 per cent) considered SDGs to be an important issue to be included in the networks’ agenda. They would be particularly interested in addressing the ozone-climate change nexus and how this may impact their responsibilities and work as NOOs, rather than addressing all SDGs. The respondents also assessed the usefulness of twinning workshops back-to-back to the main regional networks to be very useful (74 per cent).

64. It is worth noting that within the Ozone regime, the concept of sustainability has been circumscribed to the specific achievements of the Montreal Protocol, aimed at ensuring that the Protocol’s achievements are sustainably maintained in the mid and long-term. If the SDGs and the linkages between the implementation of the Montreal Protocol and the 2030 agenda become a regular agenda item to be

¹⁷ The gender dimension in the work of the networks is addressed at the end of this section II of the evaluation.

covered in the network meetings, attention should be paid to the different meanings of the word “sustainability”, as it is often used under the Montreal Protocol regime.¹⁸

65. In summary, the NOOs welcome the inclusion of SDGs as part of the agenda for cases in which it brings added-value to the delivery of their work as NOOs. They do not see a need for including SDGs systematically as a regular item in the agenda of the meeting. They would be open to include them on ad hoc basis, if countries in the regions would express a specific interest directly related to their NOO’s responsibilities. This would be identified through the preliminary consultation phase to define the contents of the agenda.

II.6 Structure and organization

66. There is consensus that the network constitutes a relevant forum to facilitate the joint participation of both ozone and energy efficiency actors, and that it is instrumental to discuss the challenges posed by the preparation and implementation of Kigali HFC implementation plans (KIPs) and the phase-down of HFCs in the years to come. Measures to extend invitations to a larger audience should be encouraged. This is something to be considered by the OzonAction management and its regional teams, to assess whether such a broadening of their target audience would require additional resources. The regional teams have already started to do so, within the existing resources.¹⁹ The respondents also assessed the usefulness of twinning workshops back-to-back to the main regional networks to be very useful (74 per cent).

67. NOOs were consulted regarding possible changes in the structure and organization of the regional networks. In general, the preferred option in terms of format and duration is an in-person meeting of no less than 3 days and up to 5 days, with a mix of main sessions and field visits, or back-to-back training. Joint meetings are welcome, yet the sub-regions appreciate maintaining their own smaller meetings, in addition to a joint meeting for the region. The language issue is important, and in the case of joint meetings interpretation is a requirement to facilitate working together.²⁰ The possibility of inter-regional meetings was also mentioned as a way to increase exchanges of experience and benefit from success stories of regions at more advanced stages regarding new compliance challenges.

68. Concerning time management during the regional meeting itself, in several regions concern was expressed about insufficient time allocation for working sessions and discussions, outside the plenary. Participants appreciate the space for sharing experiences together. Reference was made, in some cases, to meetings which were longer in the past, giving more space than the current model, which in general is an average of three days for the main meeting. Organizing back-to-back meetings, such as training of NOOs or field visits, is a way of compensating for the short timeframe of the main meeting, by giving participants the possibility of spending more time together while benefitting from experiences of common interest. The thematic meetings and field visits are highly rated by the respondents.

69. In summary, there is consensus among NOOs that in-person meetings are the preferred option, twice a year, with a complement of virtual meetings for thematic short meetings or briefings, and back-to-back training when applicable. There is demand for increasing inter-regional exchanges to learn on others experiences, fostering south-south cooperation. Concerning the attendance of the meetings, nominations are made by the countries, in some cases sending technical operational NOOs or assistants NOOs, sometimes sending the NOOs who also attend the meetings of the Executive Committee. NOOs have also indicated that it would be helpful to enlarge attendance so as to bring

¹⁸ UNEP/OzL.Pro/ExCom/86/10

¹⁹ The respondents also assessed the usefulness of twinning workshops back-to-back to the main regional networks to be very useful (74 per cent). Decision 91/42 supports the preparation of twinning workshops as a pilot experience. It is not related as such to the funding for meetings of the regional networks.

²⁰ Interpretation carries additional costs for the meetings.

their national partners with whom they will be working on energy-efficiency matters relevant to the Protocol.

II.7 Network efficiency

70. The regional networks are perceived as a very efficient programme, considering the return on investment, even though a financial analysis was not included within the scope of the evaluation. The efficiency of technical programmes is difficult to assess through evaluations, in particular with regard to attributing results to interventions. Notwithstanding these methodological limitations, the qualitative results collected during the process tend to consider the programme to be an efficient approach to building capacity. It has been shown to create a global network of skilled national officers achieving the objectives of the Montreal protocol. The network of NOOs has often been seen as an effective example that other multilateral environmental agreements would want to replicate. The regional network programme has built long-term capacity through incremental funding and sustained results. A development partner referred to the regional networks as the longest technical assistance programme funded by their country, for 17 years, with a high level of satisfaction with regard to the programme's accomplishments.

71. In some regional networks (e.g., Europe and Central Asia) the regional teams have developed innovative approaches in collaboration with non-Article 5 countries which have hosted regional network events and facilitated field visits to technological facilities, which were much appreciated by the participants. These are creative ways to stretch the boundaries of what can be offered during the regional network events, at no additional cost, aligned to SDG 17 and the promotion of partnerships to achieve sustainable development.

72. A measure for more efficient resource use would be to better handle some logistical challenges in preparing the events. The regional teams follow the internal administrative guidance to deliver the CAP Programme, aligned to administrative framework under which they operate under the UNEP. There may be specific aspects related to the characteristics of the regional networks event which could be reported by the regional coordinators to Management, to facilitate the preparation overall guidance to help reduce risks and difficulties in ensuring the final delivery network meetings. Earlier planning and a clear timeline would benefit all stakeholders, by reducing the risk of non-attendance due to logistical issues and potentially reducing costs, with lower prices for travel tickets, as well as a better bargaining position for the regional team with service providers (e.g., hotels and catering services). It would also make it easier to plan the participation of resource experts, secretariats, and agencies in advance, and provide time for consultation on an agreed agenda that would take into account the priorities of the NOOs and the availability of resource persons.

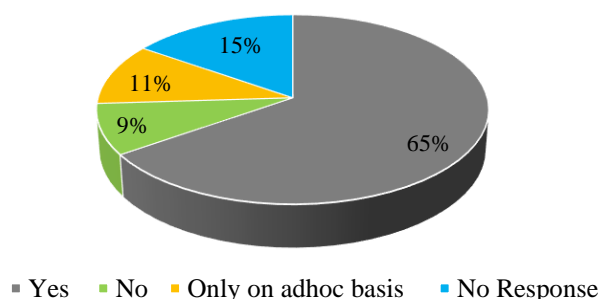
73. In summary, the networks have proven to be an efficient technical assistance programme. The issuance of a harmonized guidance prepared by the OzonAction management, based on the experiences reported by the regional coordinators, could serve as planning tool to improve efficiency and reduce risks.

II.8 Gender mainstreaming in the work of regional networks

74. In attending the regional network meetings, the SMEO could observe that all meetings included an item on gender, fostering gender-sensitization for the NOOs to address the issue in their work. Presentations on the gender dimension were made by all type of participants, including representatives of the secretariats, implementing agencies, gender experts, OzonAction staff and the NOOs themselves. A variety of perspectives were shared, providing relevant information for the use of NOOs in their daily work. The agencies have also prepared publications and tools to address gender, and the Multilateral Fund Secretariat has consistently communicated about its operational policy on gender mainstreaming in the different meetings.

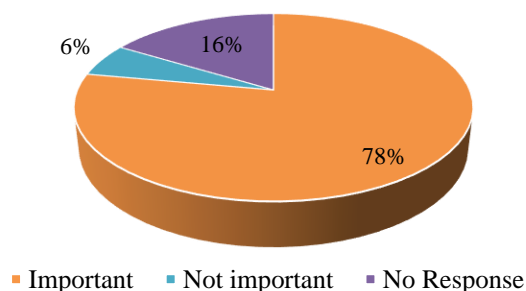
75. While the regional networks are including the item in the meeting agendas, in line with the prevalence of gender policies in the United Nations system and keeping in mind the Fund’s operational policy on gender mainstreaming, only 65 per cent of respondents among NOOs considered that it should be a recurrent agenda item. As shown in figure 3 below, another nine per cent did not find it necessary, 11 per cent considered that it could be included on an ad hoc basis and the remaining 15 per cent did not respond:

Figure 3: Inclusion of gender as a regular agenda item



76. However, there is a more positive perception of the role of the regional networks in assisting the NOOs in mainstreaming gender in the work of NOUs to implement the Montreal Protocol. Figure 4 shows that 78 per cent of total respondents considered the role of the regional network to be either very important, important, or fairly important in this regard. Only a marginal six per cent of respondents considered the issue to be not important and 16 per cent of respondents did not respond.

Figure 4: Relevance of Regional Networks for gender mainstreaming



77. **In summary, it can be said that there is reasonable support for including gender as part of the issues to be covered under the work of the regional networks. Examples were given of the positive impact on women’s empowerment in RAC sectors through the creation of regional associations and the development of training for female technicians. NOOs also indicated that it would be useful for them to receive clearer guidance on how to include the gender dimension in project proposals, noting that it is now a requirement for the Multilateral Fund’s projects.**

II.9 Impact of the COVID-19 pandemic on the work of regional networks

78. The pandemic disrupted the model of delivery for the regional networks. After an initial slow-down while coping with the immediate transition to lockdowns and the impossibility of travel, the OzonAction team put in place alternative means to organize virtual meetings and working sessions on specific topics of interest. They also assisted the NOOs in transitioning to the new modalities. In some regions, efforts were made to offer interpretation during the virtual sessions, so that there would be no language barrier that would exclude any NOOs from the work.

79. The NOOs clearly expressed that, after the pandemic, the model of two in-person meetings per year was the preferred option. However, the virtual meetings can now be added as part of the regular interaction modalities. The regular webinars, at a reduced cost compared to in-person events, offer the opportunity to meet more often and to dedicate shorter events to specific thematic issues of interest to the participants. This is being used in particular in the current run-up to KIP implementation to address relevant issues of concern for all NOOs. In this regard, twinning workshops, thematic seminars, and other similar activities can be used to promote knowledge and facilitate the identification and integration of key stakeholders.

80. In summary, learning from the COVID-19 pandemic experience, the networks appeared to be resilient and ready to adapt to challenges. The introduction of virtual tools and the training provided to the NOOs to use them have accelerated the introduction of these communication technologies. These new technologies facilitate the work of the networks, but they should not replace or be seen as reducing the need for in-person meetings. The regional networks should continue being a unique discussion forum for knowledge and experience-sharing galvanized by the unique dimension of human relationships. Lessons learned from the pandemic period confirmed the high value of presential meetings, and the usefulness of the virtual tools to support the work of the networks, in particular during the periods between the regional network main meetings.

III. Lessons learned and roadmap

81. Beyond the overall consensus on the usefulness of the programme and appreciation of its current functioning, the evaluation has identified possible actions as a roadmap to sustain and strengthen even further the good performance of the regional networks:

- (a) **Planning of the meetings and agenda-setting:** The regional networks as a programme could benefit from the design of a common planning process to streamline the different milestones involved in organizing a regional network meeting. The OzonAction management could prepare guidelines for the regional teams — from agenda setting to logistics — to facilitate better planning and coordination. Consultation process for agenda- setting could start at an earlier stage to ensure all views to be considered;
- (b) **Outcomes of the meetings and follow-up on recommendations:** The regional OzonAction teams could harmonize the methods for preparing, approving and following up on the implementation of the recommendations emanating from the regional networks' meetings. This would contribute to measure progress on regional actions as defined by the countries during the meetings, facilitating the identification of knowledge gaps and the definition of priorities for each region. The OzonAction management could provide overall guidance to the regional coordinators to facilitate a common template for the preparation of final reports, which would include the final agenda and a gender-disaggregated list of participants. The report would also inform on progress made in implementing previous meetings' recommendations and would include the latest recommendations to be monitored at the next meeting. The final report could be posted within a month after the completion of the activity on the OzonAction Portal;
- (c) **Cross-fertilization among regions:** NOOs advocated for enlarging the exchange among regions; the exchange of experiences would not necessarily be based on geographical proximity but rather on sharing common concerns (e.g., control of illegal trade). A common pool of expert resources from all regions and the possibility of remote participation in meetings from distant regions could facilitate the exchange of experiences among the different networks;
- (d) **Broadening the group of participants in network meetings:** While the NOOs are cautious about expanding their own area of responsibilities and taking on a potentially overwhelming workload, they suggest that participation be extended to other stakeholders, inviting counterparts from the energy-related sector to attend the regional network meetings, in order to ensure the effective implementation of the Kigali Amendment;
- (e) **Inclusion of SDGs in the agenda:** NOOs recognize the relevance of SDGs, which are already addressed in their national development plans. If included in the agenda as a regular item, the presentation should address the linkages between specific SDGs and the implementation of the Montreal Protocol, to keep the focus on the objectives of the regional network, and building the capacities of NOOs for implementation at the national level;
- (f) **Gender mainstreaming:** The inclusion of gender in the agenda on a regular basis is already happening, driven by the OzonAction team. It leads to increased awareness and exchanges of experiences facilitating replication in other countries, through the sharing of good practices;
- (g) **Implementing and bilateral agencies:** The participation of implementing and bilateral agencies is an intrinsic part of the value of the regional networks, which provide the technical environment where agencies and NOOs can interact and address their common

projects. The meeting agendas could provide more space for interactive working sessions which contribute to the sharing of experiences among countries in a region and help learning from each other;

- (h) **Continued development of virtual modalities:** A final note to highlight how reactive and adaptive the networks have been in facing the impact of the COVID-19 pandemic on their work. The regional networks' teams transformed the crisis into an opportunity, by leapfrogging from the previous status quo to an advanced use of communication technologies, thus ensuring the delivery of the programme. The regional networks should keep developing the virtual modalities and tools as a cost-effective complement to the regular in-person meeting modalities.

82. This final evaluation completes the fourth evaluation of the regional networks since 1994. It may be worth undertaking similar exercises every five years, for the Executive Committee to be informed on a regular basis.

Annex I

REGIONAL NETWORKS OF NOOs—MEMBERSHIP AND REGIONAL COORDINATION (*)

AFRICA		EUROPE AND CENTRAL ASIA 11 countries	LATIN AMERICA AND CARIBBEAN			ASIA AND THE PACIFIC			WEST ASIA 11 countries
ANGLOPHONE 28 countries	FRANCOPHONE 26 countries		CENTRAL 9 countries	SOUTH 10 countries	CARIBBEAN 14 countries	PACIFIC ISLAND COUNTRIES 14 countries	SOUTHEAST ASIA 11 countries	SOUTH ASIA 13 countries	
<i>Coordinator:</i> Patrick Salifu	<i>Coordinator:</i> Yamar Guissé	<i>Coordinator:</i> Halvart Koppen	<i>Coordinator:</i> Marco Pinzon		<i>Coordinator:</i> Donnalyn Charles	<i>Interim Coordinator</i> Pipat Poopeerasupong		<i>Interim Coordinator</i> Elisa Rim	<i>Coordinator:</i> Khaled Klaly
Angola Botswana Egypt Eritrea Eswatini, Kingdom of Ethiopia Gambia, Republic of the Ghana Kenya Lesotho Liberia Libya Malawi Mauritius Mozambique Namibia Nigeria Rwanda Seychelles Sierra Leone Somalia South Africa South Sudan Sudan Tanzania, United Republic of Uganda Zambia Zimbabwe	Algeria Benin Burkina Faso Burundi Cameroon Cape Verde Central African Republic Chad Comoros Congo Congo, Democratic Republic of Cote d'Ivoire Djibouti Equatorial Guinea Gabon Guinea Guinea Bissau Madagascar Mali Mauritania Morocco Niger Sao Tome and Principe Senegal Togo Tunisia	Albania Armenia Bosnia and Herzegovina Georgia Kyrgyzstan Moldova, Republic of Montenegro North Macedonia Serbia Turkey Turkmenistan	Costa Rica Cuba Dominican Republic El Salvador Guatemala Honduras Mexico Nicaragua Panama	Argentina Bolivia, Plurinational State of Brazil Chile Colombia Ecuador Paraguay Peru Uruguay Venezuela	Antigua and Barbuda Bahamas Barbados Belize Dominica Grenada Guyana Haiti Jamaica Saint Kitts and Nevis Saint Lucia Saint Vincent and the Grenadines Suriname Trinidad and Tobago	Cook Islands Fiji Kiribati Marshall Islands Micronesia, Federated States of Nauru Niue Palau Papua New Guinea Samoa Solomon Islands Tonga Tuvalu Vanuatu	Brunei Darussalam Cambodia Indonesia Lao People's Democratic Republic Malaysia Myanmar Philippines Singapore Thailand Timor-Leste Vietnam	Afghanistan Bangladesh Bhutan China India Iran, Islamic Republic of Korea, Democratic People's Republic of Korea, Republic of Maldives Mongolia Nepal Pakistan Sri Lanka	Bahrain Iraq Jordan Kuwait Lebanon Oman Qatar Saudi Arabia Syrian Arab Republic United Arab Emirates Yemen
OTHER PARTICIPANTS/OBSERVERS (8)									
		Azerbaijan, Belarus, Kazakhstan, Russian Federation, Tajikistan, Ukraine, Uzbekistan							State of Palestine
BILATERAL PARTNERS (13)									
Germany	Canada France Switzerland	Romania Poland Croatia	Canada European Commission Germany United States	Canada European Commission Germany United States	Canada Germany United States	Australia New Zealand	Australia Sweden	Japan	France Germany Japan

(*) Source: OzonAction (as of 30 April 2023)

Annex II

**REGIONAL NETWORK MEETINGS ATTENDED BY THE SMEO
(JULY 2022 – MARCH 2023)**

Regional Network	Date and venue of the meeting	Link to the webpage of the meeting
Asia and the Pacific: South Asia (SA), Southeast Asia (SEA) and Pacific Island Countries (PIC)	17-19 July 2022, at Kevin Sathorn Hotel, Bangkok, Thailand	Joint Meeting of the South Asia (SA), Southeast Asia (SEA) and Pacific Island Countries (PIC) Networks of National Ozone Officers, Bangkok, Thailand, 17-19 July 2022 Ozonation Meeting Portal (ozonationmeetings.org)
West Asia	11-16 September 2022 at Radisson Blue Dubai Waterfront Hotel, Dubai, United Arab Emirates	Thematic Technical and Coordination Meeting on the Development and Adoption of Standards as required under the Kigali Amendment, Dubai, United Arab Emirates, 11-12 September 2022 Ozonation Meeting Portal (ozonationmeetings.org)
		West Asia Network Meeting for National Ozone Officers, Dubai, United Arab Emirate, 15-16 September 2022 Ozonation Meeting Portal (ozonationmeetings.org)
Europe and Central Asia	20-22 September 2022 in Prague / Cheb, Czech Republic	Europe & Central Asia Meeting on Czech Republic's Montreal Protocol experience and the preparation of Kigali HFC implementation plans (KIPs) in Prague/Cheb, Czech Republic, 20-22 September 2022 Ozonation Meeting Portal (ozonationmeetings.org)
Africa - Anglophone and Francophone	3-5 October 2022 in Nairobi, Kenya	Joint Network Meeting of African Ozone Officers and the planning meeting for Africa's KIP preparation, Nairobi, Kenya, 3-7 October 2022 Ozonation Meeting Portal (ozonationmeetings.org)
Latin America and the Caribbean	14-24 March, in Panama City, Panama	Joint Network Meeting of Latin America and the Caribbean National Ozone Officers

Annex III

THEMATIC PRIORITIES IDENTIFIED BY NOOs FOR THE AGENDA OF REGIONAL NETWORK MEETINGS

- Waste disposal: green customs and regional centres
- Disposal of refrigerators and AC equipment
- Gas contamination: cross-border dialogues, identification of gases at the borders and destruction
- Illegal trade: strengthening legal cooperation
- Customs, compliance and enforcement
- Training of technicians and certification schemes
- Combined training with other Multilateral Environmental Agreements (MEAs) to which the countries are Parties (e.g., Stockholm and Basel Convention) to address illegal transportation of chemicals
- Thematic workshops to overcome technology challenges related to the Kigali Amendment
- Technical capacity building on energy efficiency & identification of best practices for technology convergence
- Industry standards and usage of equipment using flammable, low-GWP refrigerants
- Measures for transition to substances and technologies with low-GWP (natural refrigerants)
- Data collection and reporting
- Methodology for Inventory of HFC equipment
- National cooling action plans
- Linkages between Paris Agreement and Kigali amendments
- Sharing experiences on KIP preparation and preparing for HFCs phase-down
- Sharing experiences on Reduce Reuse Recycle (RRR) networks for HCFC and HFCs
- Sharing experiences on ODS alternatives surveys and lessons learned
- Reporting on gender mainstreaming

Annex IV

A TYPOLOGY OF REGIONAL NETWORK MEETINGS (*)

REGIONAL NETWORK MEETINGS

ABOUT THESE MEETINGS

Networking provides a platform for Montreal Protocol operational focal points (National Ozone Units, or NOUs) from developing countries to exchange experiences, develop their skills and tap the expertise of their peers in both developing and developed countries.

The main activities of the Regional Networks include (indicative list only):

- Main and follow-up Network meetings;
- Thematic workshops;
- Contact group meetings and Informal Compliance Advisory Groups;
- Direct country-specific assistance and South-South/North-South cooperation;
- Electronic discussion groups (e-fora);
- Cooperation with relevant regional Ministerial/intergovernmental processes and economic/trade fora on the ozone layer protection issues;
- Support for regional information, education and communication initiatives;
- Regional and sub-regional initiatives and mechanisms to prevent illegal trade in ODS.

The above activities are implemented by the staff of the Regional CAP teams, under the overall coordination of the Head of Branch in Paris, using resources approved in UNEP's Compliance Assistance Programme (CAP) budget. Relevant Paris CAP staff are also involved as necessary. The UNEP Regional Directors provide political support.

DESCRIPTION OF NETWORK MEETINGS

A major component of the Networking service are the medium- to large-sized intergovernmental meetings known as Regional Network meetings. UNEP's annual Business Plan under the Multilateral Fund mandates CAP to both organise and participate in these meetings, and the Fund's Executive Committee expects UNEP to have sufficient staffing at these fora to adequately service the needs of the participants and to participate in the substantive discussions.

The Network meetings comprise one of the major compliance assistance services provided by UNEP under the Multilateral Fund and they are a platform on which the Secretariats and Implementing Agencies have come to rely to facilitate their own work. It is therefore essential that UNEP CAP participates in these meetings with the right type of staff and in a number commensurate with the responsibilities involved.

There are three types of Network meetings held each year in *each region*:

- One Main Network meeting involving all countries in the region (this meeting is sometimes held jointly with the main meeting of another Regional Network);
- One or more thematic meeting or contact group meeting involving a sub-set of the countries in the region, depending on needs.

The Main meetings are large and have full international participation. These typically include representatives of:

- National Ozone Units (NOUs)
- High level dignitaries from the host government
- Bilateral agencies (developed countries)
- Resource persons from industry, UNEP's Technology and Economic Assessment Panel, or other government agencies (e.g., Customs)
- Ozone Secretariat and Multilateral Fund Secretariat

- Staff and consultants of the other Implementing Agencies (UNDP, UNIDO, World Bank)
- UNEP CAP staff, both to organise the meeting and to provide substantive inputs.

CAP'S ROLE IN NETWORK MEETINGS

UNEP CAP is the organiser of the meetings, in cooperation with the NOU of the host government. For each of these meetings, UNEP CAP is responsible for inter alia:

- Developing the agenda and all meeting documents/presentations;
- Making multiple presentations during the meeting and participating to ensuing discussions;
- Overseeing and facilitating the meeting;
- Moderating or co-moderating certain sessions and parallel working groups;
- Making opening and closing addresses for the meeting;
- Contact with high-level officials from the host country (e.g., Ministers) who may open / close the meeting;
- Giving interviews to members of the press which typically participate in opening sessions;
- Organising and participating in bilateral sessions with specific countries (Ozone Secretariat; addressing compliance difficulties related sessions outside of the main meeting);
- Note taking during the meeting and producing the final report and recommendations;
- Using time in the margins of the meeting to follow up on the implementation of projects directly implemented by UNEP with specific countries and/or agencies;
- Making all logistical arrangements including negotiating hotel rates/bookings for participants, identifying and securing the workshop venue, meals, cocktails travel of participants, etc.;
- Paying out hand-carried DSA during the meeting;
- Handling any unforeseen circumstances related to participants (troubleshooting).

MAIN NETWORK MEETINGS

Description:	Annual meeting to share information and experiences, address compliance challenges, and provide a platform for interaction between international agencies and Secretariats and developing countries. Because of the international participation, Main Network meetings may have interpretation if required
UNEP role:	Prepare, organise, and manage the meeting as part of UNEP's implementation of the Regional Networks as per UNEP's approved CAP work plan. UNEP OzonAction is expected to participate in every meeting at an appropriate and sufficient level
Organised by:	OzonAction Regional CAP team, in cooperation with the host government (via SSFA)
Frequency:	1 time/year for each Network
Venue:	Rotates between host countries
Duration:	Usually 4-5 days
Participants:	Developing country Network members (National Ozone Units), Implementing Agencies (UNDP, UNIDO, WB), bilateral agencies, Multilateral Fund Secretariat, Ozone Secretariat, technical experts/resource persons, industry associations. About 30-90 participants attend these meetings
UNEP participation:	The <i>minimal</i> UNEP participation in these meetings is 4: (a) Regional Network Coordinator (b) Another professional staff member from the Regional CAP team (c) One general staff member from the Regional CAP team. In some meetings, the Head of Branch may participate, and depending on the specific substantive issues being considered by the meeting, <i>additional</i> CAP professional staff from the regions and/or Paris may be requested to participate as well.

THEMATIC MEETINGS

Description:	Meetings addressing specific themes that have been identified as priority by the Main Network meeting
UNEP role:	Prepare, organise, and manage the meeting as part of UNEP's implementation of the Regional Networks as per UNEP's approved CAP workplan. UNEP OzonAction is expected to participate in every meeting at an appropriate and sufficient level
Organised by:	OzonAction Regional CAP team
Frequency:	Variable (2-4 per year) per Network
Venue:	Different venues
Duration:	Usually 2-4 days
Participants:	Developing country Network members (National Ozone Units). Occasionally bilateral agencies and implementing agencies participate. About 25-30 participants attend these meetings
UNEP participation:	The <i>minimal</i> UNEP participation in these meetings is 3: (a) Regional Network Coordinator (b) Another professional staff member from the Regional CAP team or from the Paris team (c) One general staff member from the Regional CAP team. Depending on the specific substantive issues being considered by the meeting, <i>additional</i> CAP professional staff from the regions and/or Paris may be requested to participate. <i>OzonAction management</i> typically does not participate in thematic meetings.

TRAINING OF NOUS

Besides Network Meetings, the Regional CAP teams organise training for National Ozone Officers. These workshops focus on the orientation of new National Ozone Officers. They provide them with fundamental knowledge and information tools that enable them to support their governments in meeting the commitments agreed by all countries under the Montreal Protocol.

(*) *Note:* This information is based on an internal document prepared by OzonAction for the evaluation.

Annex V

INFORMATION REFERENCES USED FOR THE EVALUATION

Sources of information	Title
Multilateral Fund Secretariat (http://www.multilateralfund.org)	
UNEP/OzL.Pro/ExCom/91/7	Update on the status of the second phase of the evaluation of regional networks of National Ozone Officers
UNEP/OzL.Pro/ExCom/90/10	Update on the status of the second phase of the evaluation of regional networks of National Ozone Officers
UNEP/OzL.Pro/ExCom/91/31	Projects recommended for individual consideration (Technical Assistance): Twinning of Ozone Officers and National Energy efficiency policymakers to support Kigali amendment objectives
UNEP/OzL.Pro/ExCom/91/72	Report of the ninety-first meeting of the Executive Committee
UNEP/OzL.Pro/ExCom/86/11	Desk study on the evaluation of regional networks of national ozone officers (NOOs)
UNEP/OzL.Pro/ExCom/86/11/Corr.1	Terms of reference for the second phase of the evaluation of regional networks of NOOs
UNEP/OzL.Pro/ExCom/86/10	Revised desk study on the evaluation of the sustainability of the Montreal Protocol achievements
UNEP/OzL.Pro/ExCom/52/9	Final report on the evaluation of the Compliance Assistance Programme (CAP)
UNEP/OzL.Pro/ExCom/33/7	Final report on the Evaluation of Regional Networks (March 2001)
UNEP/OzL.Pro/ExCom/30/8	Desk study on the evaluation of regional networks (February 2000)
Other sources	
OzonAction	Table of regional networks – <u>all regions and membership</u>
UNEP and Sida(2002)	<u>Networking Counts</u> : Building bridges for a better environment
Surveys/Questionnaires/Interviews	
Questionnaires to Regional Coordinators - June-July 2022	
Global survey to 147 National Ozone Officers – September-October 2022	
Questionnaires/interviews to Officials of UNEP - Ozone Secretariat, OzonAction and Multilateral Fund (Between July 2022 and March 2023)	
Focus groups and interviews with stakeholders – National Ozone Officers, Resource experts, country representatives (Between July 2022 and March 2023)	
Interviews with NOOs of the Latin America and Caribbean regional networks and regional case-study (January – March 2023)	
Other documents and websites	
UNEP/OzonAction	https://www.unep.org/ozonaction/networks https://www.unep.org/ozonaction/events https://www.ozonactionmeetings.org/ozonaction-meeting-portal
Regional Networks by region/subregion	https://www.unep.org/ozonaction/networks/africa https://www.unep.org/ozonaction/networks/asia-and-pacific https://www.unep.org/ozonaction/networks/europe-central-asia https://www.unep.org/ozonaction/networks/latin-america-and-caribbean https://www.unep.org/ozonaction/networks/west-asia
UNIDO	<u>Guide on gender mainstreaming</u> in Montreal Protocol projects (2015)
UNEP OzonAction publications and portal on gender mainstreaming	Portal and publications available at: https://www.unep.org/ozonaction/ozonaction-and-gender-mainstreaming Women in the Refrigeration and Air Conditioning Industry Gender Mainstreaming in the Montreal Protocol: Experiences in Latin America and the Caribbean Poster on Gender Mainstreaming in Montreal Protocol Women in Cooling - A Worldwide Survey
Ozone Secretariat	https://ozone.unep.org/