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**TRAINING GUIDELINES FOR IDENTIFICATION OF NEEDS
AND COORDINATION OF ACTIVITIES**

(Submitted by UNEP IE)

GUIDELINES FOR NON-INVESTMENT PROJECT TRAINING
PART I
IDENTIFICATION OF TRAINING NEEDS

I. INTRODUCTION

At its 19th Meeting, the Executive Committee decided, *inter alia*, that the preferred training strategy framework was Option 3: "Enhanced Coordination: Making Better Use of Existing Training Infrastructures", outlined in the *Training Strategy Options for the Phase Out of ODS Under the Multilateral Fund* (Decision 19/39).

At the 20th meeting of the Executive Committee, a way ahead for implementation of this option was proposed in the information paper "*Modality for Implementation of Training Strategy*".

The Executive Committee at its 21st meeting decided, *inter alia*, to request UNEP, in consultation with the Secretariat and the other implementing agencies, to proceed with the development of the training guidelines, in line with the framework proposed in the "*Discussion Paper for the Establishment of Training Guidelines for Identification of Needs and Coordination of Activities*", presented at such meeting (Decision 21/40).

These guidelines: Part I, "Identification of Training Needs", and Part II, "Coordination of Training Activities" are being presented for approval of the Executive Committee at its 22nd meeting, in accordance with Decision 21/40.

II. SCOPE

It is recognized that investment project specific training activities have always been and will continue to be the sole responsibility of the implementing agency managing those projects. Hence, such training is excluded from these guidelines.

This guidelines cover all non-investment project training plus training related to the implementation of Refrigerant management Plans, carried out by implementing agencies (IAs), including:

- a) sectoral and cross-sectoral training at the national level, including training in regulatory and legislative issues as well as training in monitoring and control of ODS consumption;
- b) sectoral and cross-sectoral training at the regional level;
- c) training as part of national Refrigerant Management Plans in LVCCs, whether carried out independently by one IA or jointly between two or more IAs.

All further references to "training" in these guidelines will relate to "non-investment project training". Bilateral agencies are also invited to develop and implement training projects in accordance with these guidelines.

III. GUIDELINES

The following principles and procedures shall be followed when identifying non-investment project training needs:

IAs and National Ozone Units (NOUs)/Focal Points (FPs) shall discuss, if applicable, proposals for non-investment project training activities at the relevant regional Network meeting before being submitted to the Executive Committee. The results or recommendations from such discussions shall be included in the training project proposal.

All proposals for non-investment project training activities shall include:

- 1) a section describing the different stake-holders involved in the training and their role in it.
- 2) a section describing how the activity complements the national phase-out plans, and reflects the Government strategies, as contained in the Country Programme and as proposed to meet the 1999 freeze target. There shall be specific indications as to the process for evaluation.

IAs and NOUs/FPs concerned will be jointly responsible to ensure that the training addresses, in a cost effective manner, the priority areas as defined by the Executive Committee;

All proposals for non-investment project training activities shall be presented as per the project proposal format attached as ANNEX II of these guidelines.

IAs shall ensure that these guidelines are known to the NOU/FP concerned when starting formulation of a national training activity and that the incentives and/or policy framework needed to ensure that the training will be put to good and continued effect are appropriately taken into account.

The NOU/FP shall send to the relevant implementing agency a Transmittal Letter to accompany any proposal to the Executive Committee for non-investment project national training activity, as per the format attached as ANNEX I to these guidelines.

IV. ISSUES TO BE CONSIDERED

Proposals for non-investment project training activities for countries that do not belong to any Network

All proposals for non-investment project training activities for countries that do not belong to any Network shall be prepared as per the same project proposal format, and discussed with the relevant agency.

When possible, the proposals shall also be discussed at the Network meetings to gain from experiences of others within the region. The results or recommendations of such discussions should be included in the project proposal.

Delays in the presentation of certain proposals for non-investment project training activities due to the timing of Network meetings

There may be additional delays in the presentation of certain proposals for non-investment project training activities due to the timing of Network meetings. This inconvenience can be overcome by early planning of non-investment project training activities, as well as UNEP informing all implementing agencies of the timing of Network meetings well in advance.

ANNEX I

TRANSMITTAL LETTER FOR NON-INVESTMENT PROJECT TRAINING PROJECT PROPOSAL

1. Sent by Official NOU/FP
2. Addressed to Multilateral Fund Secretariat, for the attention of the Chief Officer
3. Contents shall include:
 - . Country and National Coordinating Agency submitting the request
 - . Title of project and amount of funds being requested from the Multilateral Fund
 - . Short description of how the activity complements the national phase-out plans, and reflects the Government strategies, as contained in the Country Programme and as proposed to meet the 1999 freeze target.
 - . Government's commitment that the necessary incentives and/or policy instruments will be put in place in order to ensure continued application of the training following its completion.

Note: In the case of regional training the Transmission Letter shall be sent by the Official NOU/FP, of the host country.

ANNEX II

FORMAT FOR NON-INVESTMENT PROJECT TRAINING PROJECT PROPOSAL (maximum five pages long)

PROJECT COVER SHEET

COUNTRY/REGION:

SECTOR(S) COVERED:

PROJECT TITLE:

PROJECT DURATION:

PROJECT IMPACT:

PROPOSED BUDGET:

INCREMENTAL COST:

IMPLEMENTING AGENCY:

NATIONAL COORDINATING AGENCY:

PROJECT DESCRIPTION

1. Background: (maximum one page)

Brief description of the situation of the sector that is going to be addressed by the training: consumption, sector structure, main problems, etc. If more information needs to be provided about the sector, it shall be included in an annex.

Strategic framework for the course: how the activity complements the national phase-out plans, and reflects the Government strategies, as contained in the Country Programme and as proposed to meet the 1999 freeze target.

If applicable, Network meeting where the training project was discussed, and the recommendations coming out of these discussions.

If applicable, role of the training project within the Refrigerant Management Plan of the country concerned.

2. Objectives (maximum half a page):

Problems that are going to be addressed during the training. Long-term and short-term objectives of the activity.

3. Expected results (maximum half a page):

List the possible measurable and concrete outputs from the course, e.g., % of ODS consumption reduced, development of refrigeration phase out strategy and work plan, development of refrigerant management plan, etc., and how these results will be evaluated.

4. Target audience (maximum half a page):

Description of the profile of the potential participant in correspondence with the objectives of the training and in order to target the course to the needs of this audience, e.g., are the participants from a decision-making or an operating level, do they design or install, how big is the target audience in the country, how many will be covered by the training, etc.

5. Approach (maximum half a page):

Description of how the courses will be structured, e.g., presentations, discussions, demonstration, practices, field visits, round-tables, conferences, "train the trainer" approach, etc.

There shall be indication of the total number of courses expected to cover the whole of the target audience, duration of each course, and the number of participants in each course. Full title of training and support material shall also be provided

6. Time Frame (maximum half a page):

Proposed date/s for the course/s taking into account that a minimum of six months is needed, after approval of the project, to organize a training activity.

7. Cooperating partners and their role (maximum half a page):

National or international cooperating bodies, and their specific role within the project.

8. Supporting and follow up actions (maximum half a page):

Actions needed, if any, by the key players involved, to ensure that the objectives and the expected results of the course are achieved. Policy instruments needed in order to realize the full benefits of the training project. Actions proposed after the course, to ensure that the results of the activity are achieved, and to evaluate those results, and the time frame for these actions.

9. Detailed budget (approximately half a page):

A budget for a training activity must usually include the following elements:

- International expert/s: it is usually needed for the first of a series of training courses within the "Train the Trainers" approach. The subsequent courses would be handled by local consultants. It shall include fees plus travel.
- Local experts: They would be needed for the subsequent courses within the "Train the Trainers" approach. It shall only include fees, and these shall be in accordance with the local consultants fees as per UNDP's tables.
- Organization: this element is the cost of convening the course and the activity is usually carried out by the Government. It shall be in line with the local prices for fees, goods and services, and shall include renting of facilities and equipment, coffee breaks, supplies, etc.
- Equipment: equipment needed for the course, if it is the case; Usually, the necessary equipment exists in the country and the organizers have to identify an appropriate venue with the required facilities.
- Local travel: the cost of bringing participants from other parts of the country, if this is the case. Usually, the most cost-effective solution shall be chosen by moving the training venue to where the majority of participants are.
- Simultaneous interpretation and/or translation of training documents, if necessary.
- Photocopying: depends on the amount of material that will be distributed to the participants, and the local rates for photocopying.
- Printing and distribution of final report: Final reports are usually no more than 30 pages in length, with about 10 pages of annexes.
- Contingencies: a 10% of the total shall be included for contingencies.

GUIDELINES FOR NON-INVESTMENT PROJECT TRAINING
PART II
COORDINATION OF TRAINING ACTIVITIES

I. INTRODUCTION

These guidelines are part II of the "Guidelines for Non-Investment Project Training" and, together with part I, "Identification of Training Needs", are being presented for approval of the Executive Committee at its 22nd meeting, in accordance with Decision 21/40.

II. SCOPE

This guidelines cover all non-investment project training plus training related to the implementation of Refrigerant management Plans, carried out by implementing agencies (IAs), including:

- a) sectoral and cross-sectoral training at the national level, including training in regulatory and legislative issues as well as training in monitoring and control of ODS consumption;
- b) sectoral and cross-sectoral training at the regional level;
- c) training as part of national Refrigerant Management Plans in LVCCs, whether carried out independently by one IA or jointly between two or more IAs.

All further references to "training" in these guidelines will relate to "non-investment project training". Bilateral agencies are also invited to develop and implement training projects in accordance with these guidelines.

III. GUIDELINES

The following principles and procedures shall be followed for the coordination of non-investment project training activities:

1. Coordination at the Interagency level:

IAs shall use Interagency Coordination meetings for the coordination of formulation, implementation and follow up of training activities, as well as discussion of related status reports and information, background and policy papers.

UNEP will produce a separate report which will include any conclusions, decisions or recommendations reached in this respect;

IAs shall produce a final report after each training activity, following the format for final reports for training activities which is included as ANNEX I of these guidelines. A copy of such final report shall be forwarded to the MFS, other IAs, and UNEP;

- . IAs shall forward a copy of all presentations, training and background material used during training activities to UNEP's central registry/depository of training material;
 - . IAs shall produce a report on follow up activities 12 months after completion of a training activity, as per the format for follow up reports for training activities which is included as ANNEX II of these guidelines. A copy of such report shall be forwarded to the MFS and UNEP;
2. Coordination between IAs and the country:
- . IAs shall keep the National Ozone Units/Focal Point (NOU/FP) involved at all stages of the identification, formulation and implementation of the training project;
 - . IAs and NOU/FPs will use, as far as practicable, Regional Network meetings as fora for formulation, coordination and follow up of training activities.
- Reports of Network meetings produced by UNEP will have a separate section to include any decisions, conclusions, or recommendations resulting from such discussions;
- . IAs shall ensure that all support elements made available by UNEP in the framework of the implementation of the training strategy are taken into account in the development and implementation of training projects.
 - . IAs shall forward to the NOU/FP, the final and follow up reports of a given training activity, in enough numbers for further distribution to each participant.
3. Coordination at the national level:
- . NOU/FPs shall ensure that:
 - all relevant stake-holders are adequately identified and involved from the start of the project;
 - all local resources are conveniently mobilized to leverage the support from the Multilateral Fund; and that
 - the proposed training appropriately reflects the Government strategy as contained in the Country Programme report and as proposed to meet the 1999 freeze target.
 - . NOU/FPs shall forward to each participant a copy of the final and follow up reports of a given training activity.

ANNEX I

FORMAT FOR REPORT OF NON-INVESTMENT PROJECT TRAINING ACTIVITY (maximum 7 pages long)

TABLE OF CONTENTS

EXECUTIVE SUMMARY (maximum two pages)

Summary of the report, presenting each chapter in a few sentences. When the training is conducted in a language different from English, the report shall be in the original language, and an additional Executive Summary in English shall be included.

1. BACKGROUND (maximum half a page)

Executive Committee meeting where the activity was approved, national and international organizations that participated in the implementation and/or funding of the project, and their specific role.

Strategic framework for the course: how the activity complements the national phase-out plans, and reflects the Government strategies, as contained in the Country Programme and as proposed to meet the 1999 freeze target.

Brief description of the situation of the sector that is being addressed by the training: consumption, sector structure, main problems, etc. If more information needs to be provided about the sector, it shall be included in an annex.

2. OBJECTIVES (maximum half a page)

Problems that were being addressed during the training. Long-term and short-term objectives of the project.

3. EXPECTED RESULTS (maximum half a page)

Measurable and concrete outputs that were expected from the course, e.g., % of ODS consumption reduced, development of refrigeration phase out strategy and work plan, development of refrigerant management plan, etc.

4. PARTICIPANTS (maximum half a page)

Number and profile of participants, speakers, trainers and observers. Reference shall be made to ANNEX 10.2, containing the full list and contact information of participants, as well as ANNEX 10.3 containing the full list and contact information of speakers/trainers.

5. **METHODOLOGY** (maximum half a page)

Description of how the courses were structured, e.g., presentations, discussions, demonstration, practices, field visits, round-tables, conferences, "train the trainer" approach, etc.

6. **CONTENT** (maximum one page)

General description of the subjects covered by the presentations, with reference to ANNEXES 10.1, 10.4 and 10.5, as well as indication of how to obtain full copies of presentations as well training and background documents.

7. **RESULTS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED**
(maximum two pages)

Immediate results obtained from the course, as compared to the expected results stated in section 3. Evaluation of the course based on such results. Conclusions, recommendations and lessons learned

8. **FOLLOW UP ACTION PLAN** (maximum one page)

Actions proposed after the course, to ensure that the results of the activity are achieved and to evaluate those results, and the time frame and persons/organizations responsible for these actions. Expected additional results shall be indicated.

9. **EVALUATION BY PARTICIPANTS** (maximum half a page)

Description of how the course was perceived by participants, based on an evaluation questionnaire given to them. It shall include evaluation of content, trainers, training material, training methods and organization. The evaluation scale shall range from 1 to 5, with 5 as the best possible rating.

10. **ANNEXES**

10.1 **AGENDA**

10.2 **LIST OF PARTICIPANTS**

10.3 **LIST OF TRAINERS/SPEAKERS**

10.4 **LIST OF PRESENTATIONS**

10.5 **LIST OF TRAINING AND BACKGROUND MATERIAL**

ANNEX II

FORMAT FOR FOLLOW UP REPORT FOR NON-INVESTMENT PROJECT TRAINING ACTIVITY

(two pages maximum)

1. TITLE:
2. DATE WHEN ACTIVITY WAS COMPLETED:
3. INITIAL FOLLOW UP ACTION PLAN
(taken from the final report of the activity)
4. STATUS AND EVALUATION OF FOLLOW UP ACTION PLAN
(stating reasons and suggested solutions for problems and delays)
5. MODIFICATION TO FOLLOW UP ACTION PLAN (if any)