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**DISCUSSION PAPER FOR THE ESTABLISHMENT OF TRAINING GUIDELINES
FOR IDENTIFICATION OF NEEDS AND COORDINATION OF ACTIVITIES**

(Submitted by UNEP IE)

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).

The proposed way ahead for implementation of the Training Strategy was discussed at the Interagency Coordination meeting held in Montreal, on 2-3 July 1996, and written comments from the Multilateral Fund Secretariat (MFS) and the implementing agencies (IAs) were incorporated in the information paper 'Modality for Implementation of Training Strategy' presented at the 20th meeting of the Executive Committee.

The main elements of the strategy and modalities for implementation are:

- Element 1: Ensuring Effective Coordination
Modality: Acting as focal point for the coordination of training activities UNEP will coordinate the development of background papers and training guidelines, and produce six-monthly reports on successes, lessons learnt and emerging needs;
- Element 2: Effective Identification of Training Needs
Modality: Regional Networks of ODS Officers will be the main vehicle for identification of training needs, and common approaches, by ODS officers.
- Element 3: Enhanced Use of Existing Infrastructure for Monitoring and Evaluation
Modality: UNEP will consolidate the evaluation of training activities from all IAs and bilateral agencies (BAs), as defined under the Monitoring and Evaluation Guidelines being prepared by the MFS, and produce an overall review and analysis of all training activities, through the six-monthly reports on successes, lessons learnt and emerging needs mentioned in element 1 above.
- Element 4: Development of Modular and Tailor Made Training Materials
Modality: UNEP will continue the ongoing exercise of preparing training modules and materials in consultation with all IAs and BAs, and will make this available through the OzonAction Information Clearinghouse.

As a first step towards implementation of the training strategy, this "Discussion Paper for the Establishment of Training Guidelines for Identification of Needs and Coordination of Activities" is being presented to the Executive Committee at its 21st meeting¹. This paper proposes a framework for the development of guidelines for stand-alone training activities (not directly related to investment projects).

Once developed, such guidelines will streamline and standardize the principles and procedures for identification, formulation, implementation and follow up of training activities (at the national and regional level, for sectoral and cross-sectoral issues). The guidelines will also include standard formats for training project proposals, final and follow up reports for training activities, and six-monthly training analysis and evaluation reports.

Through this discussion paper, UNEP is seeking the advice of the Executive Committee, to proceed with the development of the training guidelines as per the proposed framework. Such guidelines will be presented for approval at the 22nd meeting of the Executive Committee.

I. PROPOSED FRAMEWORK FOR GUIDELINES FOR IDENTIFICATION OF TRAINING NEEDS

The guidelines for identification of training needs under the Multilateral Fund should meet the following criteria:

- . ensure that the training is necessary for the country, region or sector, in order to meet the commitments under the Montreal Protocol;
- . ensure that the training coherently complements the national phase-out plans of the countries concerned, and reflects the Government strategies as contained in the Country Programmes and as proposed to meet the 1999 freeze target;
- . ensure that the training addresses, in a cost effective manner, the priority areas as defined by the Executive Committee;
- . ensure that all stake-holders have been appropriately involved in the identification process;
- . ensure the country's ownership of and commitment to the training objectives at the grass-root level.

Regional Networks of ODS Officers will be the main forum for identification of training needs by the ODS officers.

II. PROPOSED FRAMEWORK FOR GUIDELINES FOR COORDINATION OF TRAINING ACTIVITIES

The following criteria will be used in establishing the guidelines:

- . avoid duplication of efforts, and overlaps, and ensure consistency and cost-effectiveness;
- . successfully integrate all stake-holders into all relevant phases of identification, development, implementation and follow up of training activities;
- . ensure a common standard of quality in the products delivered;
- . ensure the creation and maintenance of a pool of common resources and the effective use of such resources by all stake-holders.

The main aspects covered by the guidelines will be:

1. Coordination at the Interagency level:
 - . IAs will 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;
 - . IAs and BAs should ensure that a final report is produced after each training activity, following the format for final reports for training activities which will be included in the training guidelines;

- . IAs and BAs should ensure that a report on follow up activities is produced 6 and 12 months after completion of a training activity, following the format for follow up reports for training activities which will be included in the training guidelines;
 - . UNEP will provide six-monthly status and evaluation reports of training activities, based on the six-monthly progress reports from the agencies (which will include evaluation of training activities from all IAs and bilateral agencies (BAs)) plus ad-hoc consultations with each agency, outlining key issues, successes, lessons learnt, etc.
2. Coordination between IAs, BAs and the country:
- . IAs, BAs and NOU/FPs will use, as far as possible, Regional Network meetings as fora for formulation, coordination and follow up of training activities;
 - . IAs and BAs should ensure that the NOU/FP is kept involved at all stages of the identification, formulation and implementation of the training project;
3. Coordination at the national level:
- . NOU/FPs should ensure that all relevant stake-holders are adequately identified and involved from the start of the project;
 - . NOU/FPs should ensure that all local resources are conveniently mobilized to leverage the support from the Multilateral Fund;
 - . NOU/FPs should ensure 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.