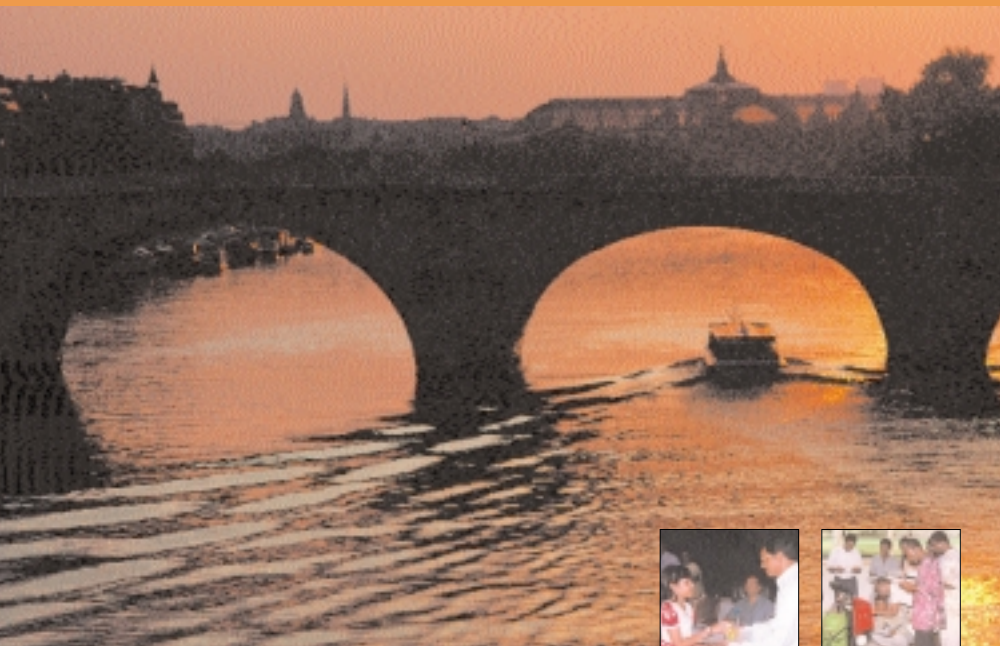


Building bridges for a better environment



Networking Counts

Montreal Protocol Experiences in Making
Multilateral Environmental Agreements Work





Foreword



It is one of UNEP's proudest achievements to have led the international effort to protect the Earth's ozone layer. Negotiated under our aegis, the Montreal Protocol on Substances that Deplete the Ozone Layer has proven to be one of the most successful treaties of its kind and has been rightly regarded as a model for other international multilateral environmental agreements (MEAs). There is much that can be learned from the ozone story for other areas of international environmental action, including climate change, persistent organic pollutants, biodiversity, and desertification.

Acknowledging the achievements of the existing Networks, I would urge support for creating a Regional Network in the Countries with Economies in Transition. These countries, not yet part of the Networks sponsored by the Multilateral Fund, would need additional assistance to successfully convert to ozone-friendly technologies. It is the responsibility of the international community to support them in this difficult task to safeguard the integrity and continued success of the Montreal Protocol.

Over the last ten years, UNEP has supported a particularly innovative and dynamic structure, the Regional Networks of Ozone Officers. These "People" Networks, now numbering eight, have helped National Ozone Units (NOUs) in more than 100 developing countries to overcome the often difficult challenges they face in complying with the Montreal Protocol. The Networks can be credited with ensuring more rapid ratification of the Protocol and its amendments, expediting more effective and timely adoption of national legislation on ozone depleting substances, and enhancing the countries' compliance with the ozone regime. It is no exaggeration to say that, by facilitating the exchange of ideas and experiences between NOUs, the Regional Networks have contributed to making the Montreal Protocol the strong and adaptable regime it is today.

At UNEP, we believe that Regional Networking can be used as an effective model for the implementation of other MEAs and, therefore, deserves greater attention by the international community. The continued health of the ozone establishment, and its adaptability in the face of new challenges, acts as a shining example of what the international community can achieve in global environmental protection.

Klaus Töpfer,
Executive Director, UNEP
UN Under-Secretary General



Networking where the action is: Michael Waite, former Network Manger (center back), Rajendra Shende, Head DTIE Energy & OzoneAction Branch (standing right) and SEAP Network members inspect refrigeration servicing in Vietnam.

Produced by Sida (Swedish International Development Cooperation Agency) and the OzonAction Programme, Division of Technology, Industry and Economics, United Nations Environment Programme.

UNEP staff leading this project: Mrs Jacqueline Aloisi de Larderel, Rajendra Shende, Jim Curlin, Andrew Robinson, Nancy Wachira

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Special thanks to Jérémy Boubié Bazye, Ludgarde Coppens, Abdul Elah Al-Wadaee, Steve Gorman, Thanavat Junchaya, Ingrid Kökeritz, Marco Pinzon, Alejandro Ramirez and Geoffrey Tierney.

Graph on page 6 courtesy of NOAA/Climate Monitoring & Diagnostics Laboratory.

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Introduction



The Vienna Convention for the Protection of the Ozone Layer and its Montreal Protocol belong to the pioneering generation of international environmental agreements. The science-based concerns over ozone depletion in the 1970s resulted in concerted political action from governments around the world and ultimately led to the proceeding establishment of the Vienna Convention in 1985. Although the Convention contained no commitments for member countries to reduce the use or production of ozone depleting substances (ODS), it provided a workable framework for enhancing international co-operation to protect the ozone layer.

Within two years, in September 1987, the Second Conference of the Parties to the Vienna Convention concluded the negotiations of the Montreal Protocol on Substances Depleting the Ozone Layer. Built on the framework of the Vienna Convention, the Protocol includes binding time targets for action and a step-wise schedule to phase out ODS. It came into force a little more than a year later, in January 1989, after 29 countries and the European Economic Community (EEC) – representing approximately 82 percent of world ODS consumption – had ratified the treaty. Since then, the Protocol has seen five adjustments (1990, 1992, 1995, 1997, and 1999) and four amendments: London (1990), Copenhagen (1992), Montreal (1997), and Beijing (1999), each of which strengthened the time targets with either earlier phase-out schedules or by adding new ODS to be controlled.

A groundbreaking feature of the Montreal Protocol was the establishment of the financial mechanism that includes the Multilateral Fund. The financial mechanism is based on the principle of 'common but differentiated responsibility' and it recognises that developing countries need assistance so that the phase out process does not affect their fragile and fledgling economies. The mechanism therefore provides for financial and technical assistance and an information clearinghouse function to enable developing countries to meet their compliance

commitments under the Protocol. Such a financial mechanism was of a pioneering nature, evident from the fact that it was agreed to as early as 1990, two years ahead of the 1992 Rio Earth Summit. Notably, such assistance is neither limited to the transfer of technologies from the North to the South nor to assistance to convert ODS-using factories, but also includes provisions for strengthening institutional and human capacity in developing countries.

UNEP initiated the unique experiment of Regional Networks of Ozone Officers as part of its mandate as Implementing Agency of the Multilateral Fund. 'Collective learning by sharing while doing' was the basic tenet of the Regional Networks at the start. As the global community was implementing the Protocol - which was the first time a multilateral environmental agreement (MEA) included time-bound global actions - the world needed innovative tools to make the treaty work. UNEP's Regional Networks filled that niche: they enhanced multilateral co-operation to enable the developing countries to meet their compliance obligations under the Protocol.

Regional Networking

Regional Networking provides a regular, interactive forum for officers in National Ozone Units (NOUs) to exchange experiences, develop skills, and share knowledge and ideas with counterparts from both developing and developed countries. Through regular meetings, e-mail fora and on-going dialogues, Networking helps ensure that NOUs have the information, skills and contacts required for managing national ODS phase-out activities successfully.



The Multilateral Fund supports the Regional Networks of Ozone Officers, each of which is co-ordinated by a Regional Network Co-ordinator (RNC). The Networks are managed and organised by UNEP's Division of Technology Industry and Economics (DTIE) OzonAction Programme, which has team members located in Paris and four of UNEP's Regional Offices. There are presently eight such Networks in Southeast Asia and the Pacific¹, West Asia, South Asia, South America, Central America, the Caribbean, English-speaking Africa and French-speaking Africa². Developed countries also participate in the Network meetings, mainly to provide support and advice, but also to receive new ideas from their counterparts in the South.

The Networks have proven to be an effective and efficient tool in expediting the implementation of the Montreal Protocol and its subsequent adjustments and Amendments in developing countries. By facilitating the exchange of information and experience, the Regional Networks allow participating countries to learn from each other, brainstorm innovative regional solutions, and enhance regional co-operation in enforcing the ozone regime. Some of the most notable results of Regional Networking are accelerated ratification of the Protocol and its Amendments, earlier development of national ODS legislation and other policy measures, more regular data reporting, and improved compliance with the ODS phase-out schedules.

The Regional Networks of Ozone Officers have now become a core institution under the Multilateral Fund, and many of the implementation processes under the Fund are now integrally linked to them. The Networks now play a key implementation role by providing a vital missing link between policy-making at the international level and measures and actions needed at the national level.

The innovative regional networking approach under the Montreal Protocol can serve as a model for implementing other environmental conventions. The Rio Conference in 1992 gave birth to three MEAs: the UN Framework Convention on Climate Change, the UN Convention on Biological Diversity, and the UN Convention to Combat Desertification. In 2001, the countries of the world finalised their negotiations on another milestone environmental regime, the Stockholm Convention on Persistent Organic Pollutants. These MEAs could benefit from instituting their own regional networks, as an efficient and cost-effective way of moving ahead in promoting sustainable development and in safeguarding the implementation of the MEAs.

The purpose of this booklet is to:

- Examine the evolution of the Regional Networks and the progress they have achieved in implementing the Montreal Protocol.
- Assess the achievements and portray the remaining challenges of the Protocol, and see how the Networks could be used to address them.
- Share the lessons of the Montreal Protocol Networks with the wider international community, so that their experiences can be used for the benefit of designing better and more effective instruments for the promotion of sustainable development.

¹ Supported by the Government of Sweden.

² South and Central America and the Caribbean share a common RNC.



Small groups - strong linkages: French Africa network meeting, Conakry; Guinea break out session





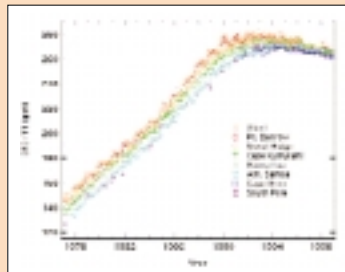
Successes and challenges of the Montreal Protocol



At the heart of the Montreal Protocol lies the concept of gradual reduction of the production and consumption of ODS around the globe. Article 2 of the agreement spells out clear and time-targeted schedules for the phase out of various categories of ODS. According to the principle of 'differentiated but shared responsibilities', these schedules are different for the developed and developing world but ultimately reach the same objective. The Protocol gives developing countries (Article 5 countries) a grace period of 10 years to achieve compliance with the phase-out schedules of the developed countries. The schedules have been tightened over time through five subsequent adjustments and four amendments, each of which is recognised as a separate international agreement: the London Amendment (1990), the Copenhagen Amendment (1992), the Montreal Amendment (1997), and the Beijing Amendment (1999). In addition, a Multilateral Fund was established under Article 10 of the Protocol as part of the financial mechanism to aid by loan or grant developing countries with meeting their compliance obligations.

The achievements of the Montreal Protocol are impressive. Already by 2001, production of the first substances controlled under the agreement, chlorofluorocarbons (CFCs), had fallen by nearly 95% in industrialised countries; production of halons – the other original controlled substance – had fallen by 99.8%. Developing countries, whose participation in the treaty in 1987 was only minimal, have since joined the Protocol in large numbers. As of July 2002, the Montreal Protocol has been ratified by nearly all Governments of the world: 183 countries out of 189 member states of the United Nations. The Parties to the Montreal Protocol have allocated US\$ 1.3 billion as of July 2002 to permanently eliminate the annual consumption 159,000 ODP tonnes and production of 52,000 ODP tonnes of ODS in 135 developing countries. In 1999, almost all of those countries met their first compliance target, i.e. the freeze in consumption and production of CFCs at a specific base-line level.

The scientific evidence of the benefits for the environment is clear. The total combined concentration of ozone-depleters in the lower atmosphere peaked in 1994 and is now slowly declining. The scientific community now believes that a similar peak has been reached in the depletion of the stratospheric ozone, although there has been as yet no closure of the ozone layer hole. The recovery of ozone layer should start in the next one or two decades, and is predicted to be completed by the middle of this century.



Not yet there, but recovery is on the way: Reduction in stratospheric concentration of CFC-11 over time

Although the Montreal Protocol is 'succeeding', it is not yet a final 'success'. What still remains to be done?

- After the phase out of more than 159,000 ODP tonnes of controlled substances in developing countries, roughly the same amount of ODS remains in use in those countries. The remaining quantity - largely composed of CFCs used in refrigeration servicing, and methyl bromide in agriculture - is found in multitudes of small and medium sized firms, farmers and other users, spread widely across sectors and geographic regions. The dispersion of the small and medium-sized users, many of whom work in the informal economic sector, significantly complicates the task of the remaining phase-out. Strong country ownership will be needed in targeting and regulating these users effectively.



- **Less substantive assistance is available for the developing countries now, as the developed world has moved ahead with its phase-out schedules.** The Montreal Protocol derived great momentum and belief in success from the early action of the industrialised countries. Over time, however, this also led to the weakening of the institutional memory in developed countries and the partial loss of their capacity to provide meaningful assistance and know-how to the developing world in its effort to phase-out ODS. For the developing countries this means that they now will have to focus increasingly on mobilising their own resources instead of relying on the advice of the North.
- **Not enough attention was given initially to institutional strengthening in developing countries and to creating appropriate incentives for formulation of effective government policies.** The Multilateral Fund primarily concentrated its efforts on converting individual manufacturing enterprises and large-scale industries. Perhaps because these efforts stood out as a more concrete, easier, and technologically-oriented tasks with clear milestones. In many countries, especially in the developing world, the governments and the high-level policymakers were not on board from the very beginning of the Protocol, which resulted in lack of government ownership to create policies and institutional frameworks to support the phase-out.

With these challenges ahead, the Networks of Ozone Officers, originally funded by the Multilateral Fund primarily for improving obligatory data collection, gain particular importance as the vehicles for promoting and demonstrating individual country ownership of this MEA. The Networks have evolved and proven to be vital for sharing the policy tools and know-how of the more experienced Network members to their peers in the region which are less further along in their implementation of the Protocol. Success stories describing this type of experience sharing proves that achieving meaningful progress under difficult and often complicated conditions in developing countries on a global environmental issue is feasible. These stories highlight that the Networks have significantly contributed to the improved efficiency and speed of implementation of this MEA, for relatively modest inputs of resources.



Laying the foundation: First meeting of the Regional Network for English-speaking Africa. Dr Omar El-Arini, Chief Officer of the Multilateral Fund Secretariat (6th from left), Michael Waite, former Network Manager (7th from left), Mrs. Jacqueline Aloisi de Larderet, DTIE Director (8th from left).

Fostering country ownership of the MEA

Implementation of any MEA starts at the national level.

First of all, the Government should designate a Ministry, Department, or Agency responsible for the MEA, and within it, a Montreal Protocol focal point (i.e. the 'National Ozone Unit', or NOU) that has the responsibility, mandate and status required to carry out the daily work of implementing the international agreement at the national level. By doing so, the Government demonstrates ownership of the implementation process, which is instrumental in ensuring success of the MEA.

Under the Multilateral Fund, assistance is provided to countries to strengthen the capacity of government institutions to prepare and implement the Country Programme. These 'Institutional Strengthening' resources establish and sustain the Montreal Protocol focal points (i.e. NOUs). The NOU's Ozone Officer is responsible for the Institutional Strengthening project.

National Ozone Unit (NOU)

A dedicated government unit in a developing (Article 5) country that is responsible for managing the national ODS phase-out strategy as specified in the Country Programme to comply with the Montreal Protocol. NOUs are established and supported through Institutional Strengthening projects under the Multilateral Fund. The NOU is the main national focal point for this MEA and is the primary channel through which international ozone protection assistance flows to stakeholders in the country.

A sound starting point for the activities of a focal point is in its own backyard.

The first step is the preparation and adoption of the national strategy to comply with the treaty, known as the Country Programme under the Montreal Protocol. This involves identification of ODS sources, sectoral uses, and end-consumers. The Country Programme also includes suggestions for the development of a regulatory framework that would eventually result in the establishment of adequate national legislation. The Regional Network can be a very useful resource for the person drafting the Country Programme, as his/her peers in the region can provide best practices and lessons learned, and can also provide model legislation, which can be adjusted by the focal point for their national circumstances. Through Networks, national legislation can be drafted and approved faster and with better regional co-ordination, and result in uniform approaches and harmonised policies and laws.

While preparing the Country Programme and national legislation, the focal point should work to secure wide support for its activities at the domestic level before soliciting support from the national government. Identifying and engaging relevant national stakeholders is also an important step in ensuring effective domestic networking and success.

Securing support from the national government. It is most desirable that the national government should be supportive of its NOU from the very beginning. In such cases, the NOU is in an excellent position to move rapidly with identifying stakeholders, and agreeing with them, through the development and application of firm government policies on measures to phase out ODS. However, developing country governments are often plagued by a multitude of immediate and demanding economic and social problems other than ozone protection. Therefore, the NOU may have to take a lead in the process and demonstrate its ingenuity in canvassing support from its own government. There are many examples of such skilled lobbying, such as using of broad public awareness campaigns to force the issue on the political agenda, or applying international pressure on the highest government levels.

Reaching out to small and medium-sized enterprises in Malaysia

After learning about the approaches used by other Network members, Malaysia started implementation of the Montreal Protocol by establishing a National Steering Committee, which was chaired by the Malaysian Department of Environment (DOE) and included all relevant Ministries, industry representatives and NGOs. Industrial Working Groups were established for each sector, with the task to report ODS use and make recommendations on how to phase out ODS use in their sectors. Each Group was facilitated by an officially appointed Chairperson and included, among other stakeholders, the ODS suppliers. Based on the recommendations of the Working Groups, the DOE introduced a requirement that all importers and dealers should provide a regularly up-dated list of their customers and the quantities of the ODS purchased by them. Building on this work and the feedback from the Working Groups, the DOE drafted an import permit system, and developed ODS regulations and guidelines for several industrial sectors. The Working Groups also assisted the DOE in launching various public awareness activities, which were in part sponsored by the suppliers. In short, from the very beginning Malaysian Ozone Unit was able to establish an interactive dialogue process with the national stakeholders, which resulted in early identification of efficient phase-out measures and policies.

Domestic Networking in India

India saw the benefits of the Networking concept early on and its applicability to the national context. India's Ozone Cell is advised by an empowered Steering Committee representing all related line ministries. The Ozone Cell can be said to 'straddle' a large number of Ministries, engaging them, as well as some industry associations. It is supported by four Standing Committees on Technology and Finance, Small Scale and Informal Sector, Monitoring and Evaluation, and Implementation of ODS Phaseout Projects. The Ozone Cell is considered to be a prestigious environment in which to work, which makes it easy to attract well-qualified staff. In short, India shows an example of an effective way of domestic networking and outreach on ODS issues.

Identifying and engaging national stakeholders. It is advisable that an advisory body of stakeholders, in the form of a Steering Committee, or an Inter-ministerial Commission is formed at an early stage with the support of the national government. Its membership should be drawn from a variety of government agencies, business associations, and other relevant institutions. The commitment of the government makes it easier for the focal point to identify all the relevant stakeholders on the national level and to engage them in meaningful participation in the advisory body. In the case of the Montreal Protocol, such advisory bodies were used to engage national stakeholders in a dialogue about the methods and policies necessary to promote ODS phase out and helped in identifying ODS producers, consumers and traders, as well as location, type and magnitude of ODS use.

The membership of these advisory bodies typically include:

- **Government:** Ministries of Finance/Planning, Industry, Agriculture, Commerce, Science and Technology, Defence, Customs Authorities.
- **Business:** Associations of refrigeration manufacturers and technicians, importers, Chambers of Commerce, industrial groups and associations, refrigeration servicing firms, hotel associations.
- **Opinion-leaders and policymakers:** Parliamentarians, non-governmental organisations, think tanks and research institutions, the press and mass media.

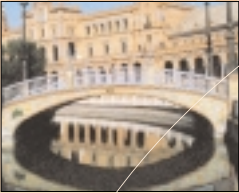
Quite naturally the progress made by focal points varies from country to country for a variety of reasons. From the example of the Montreal Protocol we learn that the NOUs that were able to solicit strong government support and build a dialogue with the domestic stakeholders advanced faster and further than other NOUs. The Regional Networks enhance the effectiveness of the work of the Ozone Officers under Institutional Strengthening projects and provide a mechanism to spread the lessons and expertise of these innovative 'early achievers' to NOUs in other countries who seek new ideas. Interaction with colleagues has proven important in building the capacity of the Ozone Officers to identify sources and uses of ODS, evaluate ODS alternatives and options, and conduct awareness-raising campaigns.



Searching for links: Mr. Mohammad Idi Maleh, Ozone Officer from Nigeria, during a Network meeting.



Bridging the gap: African Network members and others during methyl bromide demonstration projects



Where it all started: The first Regional Network - SEAP

In early 1992, an experienced Swedish officer, familiar with the ODS phase out programme and approach in Sweden and at the time residing in Bangkok, initiated a pilot regional workshop funded by the Swedish International Development Co-operation Agency (Sida) to investigate potential interest in creating an information-sharing network in South East Asia. This idea originated from the experience of the Nordic countries of Denmark, Finland, Iceland, Norway and Sweden, which had formed an informal and highly productive network of their NOUs. The result was that the ASEAN member countries at that time, namely Malaysia, Thailand, Singapore, Indonesia, the Philippines and Brunei, together with neighbouring Laos, Vietnam and Myanmar, and three developed countries,³ expressed strong support for the idea of such a network. Following the addition of Fiji, which provided a link into the Pacific Island States, the group became known as South East Asia and Pacific Network (SEAP).

The formation of this first Network was based on the following premises:

- Recognition of the importance of informal collaboration and experience sharing between regional Ozone Officers,
- Desire to further North-South co-operation through knowledge transfer, not only during the Network meetings but also in-between them,
- Belief that valuable lessons and success stories can be extracted and passed on from those that had already started the phase-out to those who are about to do it.

The Network thus provided an open and collegial forum where Ozone Officers were free to discuss their difficulties and where everyone had something to learn from others. Network meetings and in-between communication also provided opportunities for informal «peer-to-peer» problem solving and seeking of advice. Since the Southeast Asian nations were facing similar kinds of challenges in the phase out, there were clear incentives to learn from the example of countries more advanced in the implementation of the Montreal Protocol.

The first operative Network meeting took place under UNEP DTIE's OzonAction Programme in June 1993 and led to the creation of a permanent institutional structure supporting continued sharing of experience and ideas within the network. It was organised around two bi-annual Network meetings complemented by informal contacts among Network participants in-between the meetings. The first meeting was to identify and discuss the problematic issues that the participants considered of importance in their work and involved sharing information on actions planned or taken in each country. The second meeting was to follow up on the recommendations and decisions of the first meeting and to set the agenda for the next annual meeting. The Swedish officer became the first Network Manager under the OzonAction Programme, and she then received the mandate to promote similar Regional Networks in other parts of the world.

The Value of Regional Networking: Examples of Achievements from SEAP

- Malaysia capitalised on the experiences of Australia and Sweden when formulating its legislation on highly ozone-depleting aerosols and foams. Starting from 1994-99, Malaysia banned the use of such ODS as aerosols, fire extinguishers, and foam blowing agents (except for less damaging though transitional HCFCs). This gave Malaysia, which was already praised as a good and early national level networker, an early start and provided a positive example to other members of the Network.



A guiding torch: Ingrid Kökeritz, the first Network Manager

- Through the SEAP Network, Malaysia offered other ASEAN countries its experience of tackling ODS consumption in small and medium-sized enterprises by adopting a «bottom-up» participative approach. Several Network members visited Malaysia to study this experience. Malaysia also visited Viet Nam to give advice in connection with the preparation of Vietnam's Country Programme.
- After the Philippines presented its blueprint for ODS phase out, the Country Programme, at one of the Network meetings, Thailand was motivated to adopt the same ambitious target deadline of 1996 for phasing out the use of CFC in refrigerator manufacturing.
- Laos prepared a manual to facilitate its own ratification of the Protocol and shared this resource with Myanmar through the Network. Myanmar then used the manual for its internal briefing, resulting in Myanmar ratifying the Protocol within five months of becoming a Network member.
- The SEAP region as a whole has shown considerable and early progress in the development of crucial ODS import/export licensing systems as illustrated in the box below. This achievement can be attributed to a large degree to the informal sharing and assistance provided through the Regional Network.

Improving Import/Export Controls

Monitoring and controls on imports and exports of ODS is crucial in any ODS regime. In the SEAP Network there was an interesting transfer of ideas and systems combining experience from Australia, New Zealand, Sweden, Malaysia, Thailand, Singapore and the Philippines.

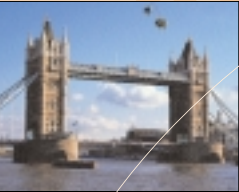
- At the 1994 SEAP Network Meeting, the participants concluded that it would be useful to collect the combined experience of the network countries that had some type of import/export control system (Australia, New Zealand, Sweden, Malaysia, Thailand, Singapore and the Philippines). In all these countries, the legislation had both good features and certain areas for improvement, a comparative analysis of which could serve as a basis for developing a functional import/export control system. As requested by the network, UNEP agreed to approach the Multilateral Fund to publish this collective experience.
- The resulting publication, 'Monitoring Imports of Ozone-Depleting Substances - A guidebook', among other things suggested that an import/export licensing system should contain direct reporting requirements so that more reliable import/export data can be collected. UNEP found the publication to be of wider interest than just for the SEAP Network and decided to distribute it worldwide. As proposed by Poland, it was also recommended by the 1997 Meeting of the Parties to the Montreal Protocol for use by countries that sought more information on these issues. The same Meeting decided that all Parties should introduce import/export licensing systems to control ODS trade (Montreal Amendment).

- The collective experience of the SEAP Network was used in 1997 as a basis for a UNEP workshop in Uganda for English-speaking Africa to develop a model on import/export controls, and for the development of UNEP resource manual on establishment import/export licensing systems. This latter publication is now being used by countries around the world, including countries within SEAP (the latest example being Brunei Darussalam).
- The SEAP Network has then gone on step further by organising a joint workshop for ozone and customs officers in Jomtien, Thailand. This workshop has in turn resulted in initiating regional co-operation between NOUs and customs agencies, through workshops help back-to-back with SEAP network meetings.

The SEAP experience demonstrated that the Networks can be very successful in transferring knowledge among government officers in developed and developing countries, from North to South, from South to South and in fact even from South to North. This process also helped to engage new stakeholders and actors, such as customs officers.

Cooperation created through informal communication: SEAP Network members share a light moment in between business





Networks blossom and multiply

Convinced of the usefulness of the first Network sponsored by Sida, the Multilateral Fund subsequently supported creation and operation of Regional Networks in other parts of the world. The second Network to be created was the one for Latin America. This expansion came about as the result of the efforts of integrating the networking objectives into the overall goals and daily operations of the OzonAction Programme. The OzonAction Programme, led by the Head of UNEP DTIE's Energy and OzonAction Branch, creates enabling conditions in developing countries through information exchange, training, institutional strengthening and preparation of Country Programmes. Through the Network Manager, the Networks were integrated with these other services and ultimately emerged as a comprehensive package that strengthens the capacity of developing countries to make decisions about policies, technologies and strategies needed to implement the Protocol. The role of the Network Manager was also crucial in inspiring and organising other regional Networks, and in ensuring their successful integration into the enabling activities of the OzonAction Programme. Each Network is overseen by a Regional Network Co-ordinator (RNC) who is the engine and the organiser of that particular Network.

The Multilateral Fund and the Government of Sweden support the cost of operating the Networks, with Sweden supporting the SEAP Network and the Fund supporting all of the rest. The operational costs comprise the two annual meetings of each Network, including the travel and per diem expenses of the Ozone Officers for attending the meetings, the salary and associated costs of the RNC and Network Manager, and provision of his/her office. The Networks also benefit from the policy advice, training manuals, handbooks, case studies, technology source books produced under the clearinghouse of the OzonAction Programme. A number of developed countries also play an important role as peer advisors:

South East Asia and Pacific - Australia and Sweden.
 South Asia - Netherlands and United Kingdom.
 West Asia - France and Germany.
 Central and South America, and the Caribbean - Canada and U.S.
 English-speaking Africa - Germany,
 French-speaking Africa - France and Switzerland.

Thus the Networks reinforce the commitment from the North to support the implementation of the Montreal Protocol - an experience that could be also useful in the context of other MEAs.



The financing required cost-efficient use of the Network centres, which meant that a larger number of countries had to be organised into each network. Discussion groups could not be kept small, and the 'facilitator' (the RNC) has to attend to a fairly large and diverse group of Ozone Officers. The RNC for Africa in Nairobi oversees two networks, one for the English-speaking and one for French-speaking Africa, each with some 25 members. The whole of South and Central America, including the Caribbean, is administered by one RNC stationed in Mexico. The South and East Asia Network, with its RNC in Bangkok, also encompasses a very large region with great disparities in sizes and conditions: China, India, Nepal, Maldives, etc.

In the larger context of sustainable development, the Network Manager's work on ozone protection is enhanced through his/her interaction with other members of the Energy and OzonAction Branch and other DTIE Units. The Network member countries benefit immensely by such an arrangement. For example, the Network Manager is able to organise back-to-back meetings on the transfer of technologies that benefit both the Montreal Protocol and Kyoto Protocol on Climate Change. The Networks have also invited representatives of the Basel Convention and DTIE Chemicals Unit to discuss synergies between the activities of the Montreal Protocol and the Stockholm Convention on Persistent Organic Pollutants.

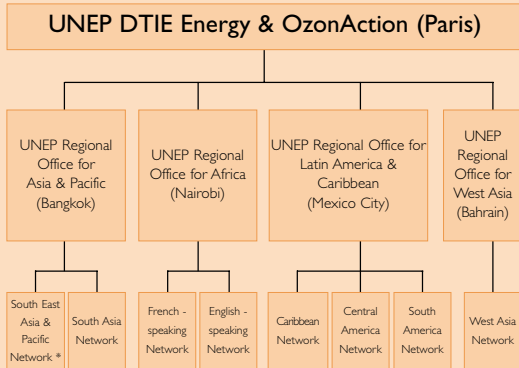
Cost effectiveness has also been achieved by operating the Networks through UNEP's Regional Offices, which provide infrastructure support and serve as their centres of operation. The RNCs are based in the respective Regional Offices, i.e. the Regional Office for Asia and Pacific (Bangkok), Regional Office for Africa (Nairobi), the Regional Office for West Asia (Bahrain) and the Regional Office for Latin America and Caribbean (Mexico City).



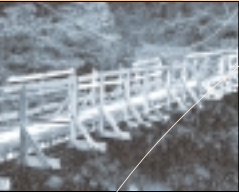
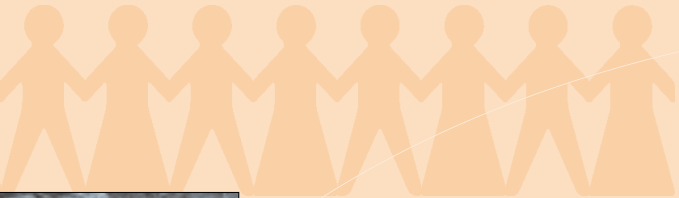
Large and small countries holding hands: Meeting of the South Asia Network in Nepal, 1999. Geoffrey Tierney, former Network Manager (seated, 4th from right) and Thanavat Junchaya, RNC (standing, 2nd from left).

"Regional Networks have provided UNDP with a valuable opportunity to meet with national ozone officers and discuss ways to better assist them in meeting their compliance targets. Discussions held in a friendly and pleasant atmosphere have helped to resolve data discrepancies and accelerate project implementation, exchange experiences on substantive issues and find ways to improve national Montreal Protocol programming in general. They also provide the opportunity for NOUs and implementing agencies working in a country to discuss coordination of programming efforts and identify future challenges so as to best serve the compliance needs of a country."

Suely Carvalho - Chief, Montreal Protocol Unit, UNDP



* Funded by the Government of Sweden



How Regional Networks help MEAs work

Networks can replicate useful models and results from one member country to the other as the following examples illustrate.

Improving outreach to the domestic stakeholders. At a Caribbean Network meeting, Jamaica shared the experience of involving the Jamaican Trade Association in the phase out programme. As a result, the Networks requested that the Trade Association make a presentation on how they operated at the meeting in December 1999 hosted by Jamaica. The presentation was well received and at that same meeting Guyana requested that a member of the Jamaican Trade Association be funded by UNEP to visit Guyana and address the trade community there. The outcome of this modest venture was that Guyana formed a similar association and moved to a phase out similar to the Jamaican model.

Improving ratification of the Montreal Protocol's Amendments. The Networks were instrumental in ensuring speedy ratification of the Montreal Protocol's numerous Amendments. At every Regional Meeting the RNC makes an effort to encourage country representatives to speed up ratification proceedings, and at the main annual meeting the Ozone Secretariat participates actively by providing legal information and follow-up. It is known that the level of ratification is much lower in the regions without a Regional Network.



Relaying messages at all levels: Awareness raising in India

Achieving success in ODS licensing. Eight out of ten countries of the West Asia Network have adopted licensing and quota systems as a result of regular experience sharing and information exchange at their Network meetings. Similar results were achieved in other Networks (see the report from Africa in Appendix).

Raising awareness. Lebanon shared its success stories on awareness projects on a voluntary basis, and via commercial sponsorships, with other Network members benefiting in their own awareness campaigns. Such exchanges of awareness projects are also common in other Networks.

Promoting local expertise and South-South co-operation in international projects. Ozone Officers recommended at one of the Network meetings that Implementing Agencies (UNDP, UNEP, UNIDO and the World Bank) use experts from the region to work on the implementation of the projects approved by the Executive Committee of the Multilateral Fund. As a result, the Ozone Officer of Bahrain was selected as the UNDP/UNEP consultant for preparing CFC phase-out programme for the refrigeration sector in Yemen. An expert from the region was also selected for Kuwait. Other examples of South-South co-operation facilitated by the Networks include:

- Zimbabwe's Ozone Officer was requested to help his Zambian counterpart in gaining lost momentum and invigorating the institutional strengthening project.
- In the economic and political wake of the recent regional conflict, Burundi needed assistance to revitalise key activities. Consequently, the Ozone Officer of another Francophone country, Senegal, was requested to help out. Senegal's Ozone Officer visited Burundi and helped his counterpart with the Country Programme, Refrigerant Management Plan, and Institutional Strengthening projects.



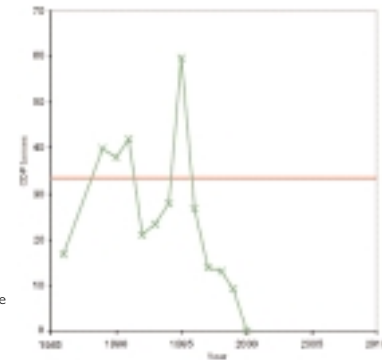
- Haiti, a late joiner to the Montreal Protocol that only ratified in March 2000, urgently needed assistance to 'jump-start' its national strategy to comply with the treaty. The Ozone Officer from the Dominican Republic (which shares the same island as Haiti) was identified as the most-cost effective and relevant source of assistance. The Dominican Republic Ozone Officer worked closely with his Haitian counterpart to help speed Haiti's implementation of its Country Programme and reach compliance. The use of local expertise helped to increase local ownership and provide better-adjusted adaptation measures.

Bringing ozone issues to the national political agenda. Members of a Network may find themselves divorced from the political decision-making apparatus. Such a situation may spur NOUs motivated by experiences and ideas of the others to remarkable achievements in 'generating ownership from within.'

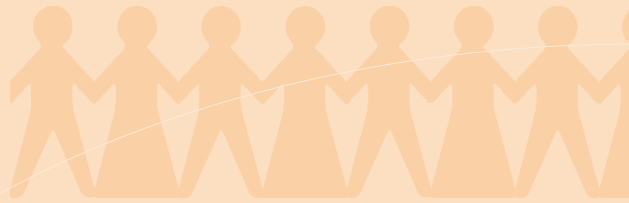
- The Networks established for South America, Central America and the Caribbean succeeded in scheduling one of their Network meetings back-to-back with a Ministerial meeting. As a result, a ministerial declaration further confirming the place of ozone protection on the political agenda was issued in support of the Ozone Officers.
- The ozone issue was included in the agenda of a meeting of the Executive Council of the Arab Ministers Responsible for the Environment (CAMRE), and a decision was adopted to urge Arab countries to come in compliance with the Montreal Protocol, and to co-operate on the implementation of the phase out strategies within the West Asia Network.
- The issues related to the implementation of the Montreal Protocol were introduced and discussed during meetings of the African Ministers Conference on Environmental (AMCEN) to obtain high-level commitment from African countries.

Building ozone ownership on the regional level. The Gulf Co-operation Council (GCC) became an institutional member of the West Asia Network. The GCC Secretariat therefore requested the RNC of the West Asia Network to report on the compliance status of member countries of the Network, thus strengthening the regional ownership of the Montreal Protocol implementation and providing additional impetus for improved compliance in the region. This particular example of engaging a regional organisation as a Network member can be used as a valuable lesson for other MEAs.

Improving two-way interaction between international decision-makers and local implementers. The Ozone Officers of three countries of the West and South Asia Network regularly participate in the meetings of the Executive Committee of the Multilateral Fund, which is its top policy and decision-making body. This allows achieving better co-ordination and improving the relevance of international policy making to the local level.



When zero is good: Trend in CFC Consumption: Fiji, as member of the original SEAP Network, has become the first country to report zero consumption in 2000



Lessons learned

The Networks of Ozone Officers provide numerous examples of achieving success through regional co-operation. They also present lessons of how such co-operation can be improved. Such experiences should be applied to the larger purpose of promoting sustainable development through Multilateral Environmental Agreements.

Interaction increases self-confidence and motivation of the officers. Many of the officers face difficult challenges in their work, in some cases because of insufficient support both from their own governments and from the donors and international implementing agencies. The biannual Network Meetings provide a psychological push to overcome these challenges. The meetings are informal and create a 'club' atmosphere, where success is appreciated and rewarded. Prestige among the officers grows and increases overall ownership of programmes and policies.

Networks should not include too many countries or representatives. The SEAP Network consists of ten developing and two developed countries. That is probably an optimum size for a network, since large groups tend to lose the much-appreciated informality of the «club» atmosphere. Because of the funding constraints some of the Networks remain very large. However, bearing in mind that Network costs are very low in comparison with the total investment in the phase out, it may be worthwhile to invest in smaller Networks. This consideration should be taken into account when and if contemplating similar arrangements for other MEAs.



Small islands, large cooperation: Catalina Mosler, former RNC for Latin America and the Caribbean (center, seated), with Network members

Agenda of a Network meeting should be balanced. To balance the information flows and keep the meeting effective, the agenda should not be overloaded and should represent the interests of participating NOUs. Without a careful design, developed country representatives and international organisations participating in the Network meeting can dominate the agenda, thus endangering the «ownership» of the meeting by the core developing country participants. To avoid such situation, the meeting can be split into two parts: one where the officers can interact with the representatives of the Implementing Agencies and the Secretariats, and one for the Ozone Officers from both developing and developed countries. Thus the developing country officers will be able to receive support and guidance from the international actors during the first part and engage in a free exchange of ideas and discussion of their problems during the second part of the meeting.

The Networking activity should be well integrated with a technology and policy information clearinghouse. To be most effective, the Networks of Ozone Officers cannot work in isolation; they need to be complemented by other forms of support through Institutional Strengthening type-projects, an information clearinghouse and training. The Networks are part of an integrated package of assistance provided to NOUs.

Leadership by example should be encouraged. It is advisable to try to find a shining star, a well-developed and resourceful Ozone Officer who can share his/her experience with others. Special efforts in coaching and supporting such an exemplary Ozone Officer should be offered so that the person becomes comfortable in the leadership position and can fully share their ideas and expertise with other partners in that region.



The issue should be put on the political agenda. Although it is common for Ministers of Environment to attend Network meetings organised in their own countries, under favourable circumstances it is advisable to hold Network meetings back-to-back with those of the Ministers of the Environment. This allows bringing the issue on the regional political agenda and gives impetus to the Ministers to elevate its status relative to other domestic affairs. Membership by regional organisations in the Networks should also be considered for the same purpose, as a particularly important way to generate ownership and greater political attention.

Developed countries should preserve their institutional memory and capacity to assist developing countries. In the case of the Montreal Protocol, developed countries are rapidly losing their institutional memory and capacity to assist developing countries because of their earlier phase out schedules. An important lesson for other MEAs is that long grace periods for developing countries introduce the risk that developed countries will not keep the necessary personnel and ideas active to be able to assist developing countries in their

implementation of the MEA. The North however should see it as part of its responsibility to preserve some necessary capacity to offer advice to the South. Even if the purpose of the Networks will be South-South co-operation, the need for North-South knowledge exchange remains high.

There should be more interaction between those who negotiate the MEA and those who implement it. One of the greatest problems faced in moving from negotiations on an MEA to its implementation is the 'change of guard' that usually takes place at this juncture. Those who negotiate the MEA depart from the scene once it is time to implement. A new grass-roots cadre is assumed to do that job. They do not share the experience of the negotiation and thus do not have the insight into the motives for arriving at the legal framework guiding implementation. Thus, the two-way traffic between policy-makers and implementers is crucial in turning an MEA into a living instrument.



Zero emission is goal: Refrigerant recovery and recycling demonstration in Ghana

"Regional Networks have assisted UNIDO in providing information on countries they are covering and facilitated contacts with high-ranking officials from Article 5 countries. This allowed for speedy treatment of pending issues in addition to fostering closer relations with the countries. Network meetings have contributed to a better understanding of the countries' problems through face to face discussions with ozone officers and, importantly, their supervisors, which proved to be very helpful since such opportunities are rather rare. In addition, Network meetings provided for a for discussions and exchange of views with both ozone officers and Implementing Agencies (IAs), not to forget the opportunity to coordinate -on the spot- activities among IAs in the same country. Finally, Regional Networks have certainly helped in better understanding the decisions taken by the Excom/Parties and have thus assisted IAs in carrying their tasks, particularly in view of the many decisions and new trends."

Mr. Si-Ahmed, Chief Methyl Bromide Unit, Montreal Protocol Branch, UNIDO



A checklist for an actor



We finally offer a recipe of action points that you as a decision-maker in your country may wish to use to implement and benefit from the MEA as a means of securing sustainable development:

1. **When ratifying a Multilateral Environmental Agreement, decide from the start which Ministry should have the primary responsibility for that agreement - preferably the Ministry of Environment.** Alternatively decide which is the sectoral ministry likely to be most engaged: Agriculture, Industry, Trade and Development, etc., and place the Focal Point within that sectoral ministry.
2. **Wherever you place the Focal Point, give it a clear mandate and authority.** One way of reinforcing a mandate is to secure a Steering or Advisory Committee that includes all relevant ministries. Through it, create a link between the Environment Ministry and a central, resource-deciding Ministry or unit like the Office of the President or Vice-President, the Ministry of Finance, or the Ministry of Planning and Investments. Only then will you be able to move forward.
3. **Having created adequate domestic conditions for implementation, stimulate Networking within your region.** In so doing, try to benefit from already existing regional organisations such as SADC, IGGAD, ECOWAS, SAARC, ASEAN, MERCOSUR, etc. Such combinations can ensure that implementation can come up at regional Ministerial meetings, underlining achievements of the Networking and soliciting further support for the Networks.



Establishing communication links: Geoffrey Tierney, former Network Manger (right), and Jeremy Bazze, RNC for Africa (center), at a meeting of French-speaking Africa Network in the Gambia

4. **Learn from the experiences of the Montreal Protocol NOU.** Find out who is the Montreal Protocol NOU in your country and inquire about their experience in implementing the Montreal Protocol. The NOU might be able to share with you their perceived benefits of regional networking and might be able to offer advice on hosting MEA Network in your country. An ozone officer might be a member of the prestigious Executive Committee of the Multilateral Fund who can explain the process of designating large-scale multinational assistance. An update on the compliance status can give you an idea of whether the NOU in your country is effective. All of these will give you a valuable insight on how to design institutional structures for the implementation of your MEA.
5. **Consider opportunities for synergies between MEA units in your government.** Do not actually merge them by placing the whole responsibility on the same officer(s), but link them organisationally under one roof. Thus, you may be able to benefit from the success and experience of the Montreal Protocol and develop more flexible and co-operative institutional structures. Feel free to ask the UNEP RNC for models on how this has been done in other countries (there is in fact at least one dozen organisationally combined Ozone/Climate units in the developing world).
6. **Take the initiative to organise a joint meeting of ministers responsible for the environment, justice, agriculture, and trade to look at the matter of illegal activities/non-compliance that may be taking place, and at other implementation issues.** It is advisable to inform the Ministry of Finance about this initiative to ensure their full support and endorsement.



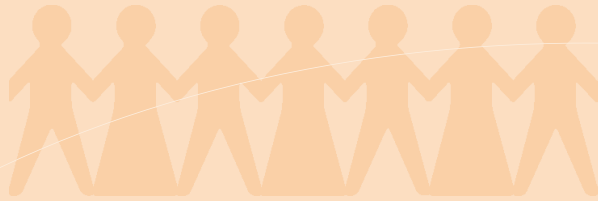
7. **Offer to host a pilot regional meeting of Environment Ministers and officials** to cover the issues of the Climate and Stockholm Conventions, which can discuss how to use Montreal Protocol experiences to take forward the recommendations of the World Summit on Sustainable Development.
8. **Suggest a competition for the most effective awareness raising campaign.** The campaign will help to determine best approaches to reach out to the general public, including important decision-makers and to generate their support for the implementation of the Multilateral Environmental Agreements.
9. **Finally, create linkages between the Focal Point and those who contributed to negotiating the MEA.** The implementers must have the benefit of having an insight into the ambitions and outcomes of the MEA negotiations. The negotiators, who are likely to be requested to report at annual or biannual Meetings or Conferences of the Parties, must know the real world of the implementers at national levels. This is another essential element of domestic and international networking.

If you proceed in this way, your opportunities of utilising existing financial mechanisms such as the Global Environment Facility, the Clean Development Mechanism of the Climate Convention, and the Global Mechanism of the CCD will also increase.

We wish you good luck and believe you will find such initiatives rewarding!



Joint developments: a Regional Strategy for CFC phase out in Pacific Island Countries (PIC) was designed by UNEP Networks, the South Pacific Regional Environment Programme (SPREP), Australia and New Zealand.



Appendix

The Role of Networks in Speeding up Adoption of ODS Legislation in Africa

One example of the role of Network and Institutional Strengthening activities on the establishment of legislation and licensing systems is the African region. During the follow up (second biannual) meeting of August 2000 in Mali, a workshop on establishment of legislation was organised. Six groups were requested to share their views on how to establish legislation, what kind of measures to give priority, what mechanisms to use to obtain governmental approval most effectively, etc. The composition of the groups was mixed and included both experienced and newly created NOUs from the same sub-regions. Thus, the NOUs with less experience had the opportunity to learn from countries with legislation in place and apply their approaches when establishing their own one. As a result, the number of countries working on legislation in Africa between 1999 and 2001 significantly increased:

- **Before 2000:** 20 countries reported activities on establishment of legislation. The number of countries that officially reported a licensing system in place was 5.
- **During 2000:** 33 countries reported activities on establishment of legislation. 8 of them had already a licensing system in place.
- **During 2001:** 39 countries reported activities on establishment of legislation. 17 of them had already a licensing system in place.

This improvement on the number of countries with a licensing system would not have been possible without the repeated presentations and discussion on legislation and licensing systems during the Network meetings.



Language of smiles Jeremy Bazye, RNC for Africa, (center) with members of the Regional Network for English-speaking Africa

The Network Assists Compliance: the Example of Peru

The day before the Main Regional Meeting for Latin America in the Dominican Republic in April 2002, a pilot meeting was organised to assist countries out of compliance of the region to achieve compliance and to assist them to prepare its report to the implementation committee. UNDP and UNEP attended the meeting (all the agencies and the secretariats were invited) and each country had the opportunity to present its situation using the following structure:

- Current compliance status and problems faced
- Action plan proposed
- Group discussion

The countries received this initiative very positively and established specific implementation commitments to expedite their activities and ensure sustainable compliance.

The following summarises Peru's presentation and the discussions:

Current compliance status and problems:

Currently all ODS are controlled by the licensing system established by the NOU in 2000. An updated plan of imports with annual reduction was prepared and every import has to be approved by the NOU. Although this control system was established, the country was out of compliance with the freeze of CFC during 1999 due to the following problems:

1. **Timing of activities.** The application of the legislation started late. When the legislation was approved the importers were already increasing their stocks in view of the future reductions of allowed imports. This increase on the imports during 1999 and 2000 could not be controlled by the National Ozone Unit and was the cause for the non-compliance of Peru.



2. The second problem identified by the NOU was that although the legislation was approved, the customs officers were not applying it. Many problems appeared in the field when the country tried to apply the legislation. Currently there is a national customs training project approved that will start implementation soon. The NOU expects it to help to keep control on the imports based on the licensing system established.
3. The third problem was that the phase out expected from the R&R project had not been achieved yet. The R&R project has not given the results expected as the price of the CFC 12 is very low (US\$3/kg) and the technicians do not have any economical incentive to do the additional work that represents the recovery and recycling.
4. Finally, the NOU considered that there has not been a system to monitor the implementation and sustainability of the projects implemented. The NOU considered that the project should be monitored during implementation and after completion in order to ensure that the systems established by the projects are used in the future.

Action Plan:

After identifying the above problems and analysing the reasons for non-compliance, the NOU of Peru prepared the following action plan to achieve compliance:

1. Establishment of additional control measures to improve the legislation and to ensure its correct application.
2. Organisation of workshops to raise awareness on the legislation approved to facilitate its application.
3. Establishment of monitoring systems on the Recovery and Recycling project, the training projects and the imports of ODS.
4. Completion of an ongoing investment project where the substantive activities were completed and the facility was not to be closed, in order to reflect the phase out of that has occurred but has not been accounted for in the consumption reported.

Discussion:

After the action plan was presented all the participants provided advice to implement it and provided the different modalities of assistance where these activities could be included. The main conclusions of the discussion were:

1. The NOU should give priority to close the investment projects completed and not closed, as they will represent an automatic reduction on the consumption reported.
2. UNEP should assist the NOU to immediately implement its customs training in order to expedite the correct application of the licensing system and the control on the ODS imported.
3. Concerning the monitoring system proposed by the NOU, UNEP confirmed that this can be included in the RMP review that Peru requested to UNEP and provided advice on the requisites that Peru has to comply to present the request of funds for this project to the 37th ExCom Meeting. Through the RMP review, Peru will be able to implement the monitoring activities included in its business plan.
4. Concerning the additional measures and the additional awareness of the legislation that Peru considers necessary to facilitate its application, UNEP reminded the country that this activity could also be covered in the review of the RMP.

Peru benefited from this executive meeting with the advice of other countries in the region with similar problems and from the experience of the programme officers of the agencies. The discussions were technical rather than political, therefore Peru could present in detail the problems and everybody worked to find a common goal. In order to prepare this meeting, Peru had the opportunity to think about a concrete action plan to achieve compliance. After the meeting, Peru presented a request of funds for the preparation of its RMP review and the request is being considered for approval by the Multilateral Fund Secretariat. Peru knows exactly what is required and therefore how to focus its RMP.



About the UNEP DTIE OzonAction Programme

Nations around the world are taking concrete actions to reduce and eliminate production and consumption of CFCs, halons, carbon tetrachloride, methyl chloroform, methyl bromide and HCFCs. When released into the atmosphere these substances damage the stratospheric ozone layer. Nearly every country in the world - currently 183 - has committed to phase out the consumption and production of ozone depleting substances (ODS) under the Montreal Protocol. Recognizing that developing countries ("Article 5 countries") require special technical and financial assistance to meet their commitments under the treaty, the Parties established the Multilateral Fund and requested UNEP, along with UNDP, UNIDO and the World Bank to provide the necessary support. UNEP also supports ozone protection activities in Countries with Economies in Transition (CEITs) as an implementing agency of the Global Environment Facility (GEF).

Since its inception in 1991, the UNEP DTIE OzonAction Programme has strengthened the capacity of government National Ozone Units (NOUs) and industry in developing countries to make informed decisions about technologies and policies required to implement the Montreal Protocol. The Programme has supported ODS phase-out at national, regional and international levels by delivering the following need-based services:

Information Exchange Clearinghouse

Provides information tools and services to encourage and enable decision makers to make informed decisions on policies and investments required to phase out ODS. The Programme has developed and disseminated to NOUs over 100 publications, videos, and databases that include public awareness materials, a quarterly newsletter, a web site, sector-specific technical publications as well as guidelines to help governments establish policies and regulations.

Training

Builds the capacity of policy makers, customs officials and local industry to implement national ODS phase out activities. The Programme promotes the involvement of local experts from industry and academia in training

workshops and brings together local stakeholders with experts from the global ozone protection community. UNEP has conducted 39 training activities at the regional level and 71 at the national level.

Networking

Provides a regular forum for officers in NOUs to meet to exchange experiences, develop skills, and share knowledge and ideas with counterparts from both developing and developed countries. Networking helps ensure that NOUs have the information, skills and contacts required for managing national ODS phase out activities successfully. UNEP currently operates 8 regional/sub-regional Networks involving 114 developing and 9 developed countries.

Refrigerant Management Plans (RMPs)

Provide countries with an integrated, cost-effective strategy for ODS phase out in the refrigeration and air conditioning sectors. RMPs assist developing to overcome the numerous obstacles to phase out ODS in the critical refrigeration sector. UNEP DTIE is currently providing specific expertise, information and guidance to support the development of RMPs in 62 countries.

Country Programmes (CPs) and Institutional Strengthening (IS)

Support the development and implementation of national ODS phase out strategies especially for low-volume ODS-consuming countries. The Programme has assisted 100 countries to develop their CPs and 96 countries to implement their IS projects.

In 2002, UNEP restructured its programme in order to better respond to the evolving needs of developing countries during the compliance period. Its overall vision and work strategy was reoriented into the Compliance Assistance Programme (CAP). A major feature of the CAP strategy is to move away from a disparate project management approach towards integrated and direct implementation of the programme using a team of professionals with appropriate skills and expertise. UNEP has now regionalised the delivery of the programme and services by placing its regional offices at the forefront to assist the countries in the region.

About the UNEP Division of Technology, Industry and Economics

The mission of the UNEP Division of Technology, Industry and Economics is to help decision-makers in government, local authorities, and industry develop and adopt policies and practices that:

- are cleaner and safer;
- make efficient use of natural resources;
- ensure adequate management of chemicals;
- incorporate environmental costs;
- reduce pollution and risks for humans and the environment.

The UNEP Division of Technology, Industry and Economics (UNEP DTIE), with its head office in Paris, is composed of one centre and four units:

- The International Environmental Technology Centre (Osaka), which promotes the adoption and use of environmentally sound technologies with a focus on the environmental management of cities and freshwater basins, in developing countries and countries in transition.
- Production and Consumption (Paris), which fosters the development of cleaner and safer production and consumption patterns that lead to increased efficiency in the use of natural resources and reductions in pollution.
- Chemicals (Geneva), which promotes sustainable development by catalysing global actions and building national capacities for the sound management of chemicals and the improvement of chemical safety world-wide, with a priority on Persistent Organic Pollutants (POPs) and Prior Informed Consent (PIC, jointly with FAO).

- Energy and OzonAction (Paris), which supports the phase out of ozone depleting substances in developing countries and countries with economies in transition, and promotes good management practices and use of energy, with a focus on atmospheric impacts. The UNEP/RISØ Collaborating Centre on Energy and Environment supports the work of the Unit.
- Economics and Trade (Geneva), which promotes the use and application of assessment and incentive tools for environmental policy and helps improve the understanding of linkages between trade and environment and the role of financial institutions in promoting sustainable development.

UNEP DTIE activities focus on raising awareness, improving the transfer of information, building capacity, fostering technology cooperation, partnerships and transfer, improving understanding of environmental impacts of trade issues, promoting integration of environmental considerations into economic policies, and catalysing global chemical safety.



For more information about these services please contact:

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This booklet describes a particularly innovative and dynamic institutional structure to assist developing countries under the Montreal Protocol on Substances that Deplete the Ozone Layer: the Regional Networks of Ozone Officers. Financially supported by the Protocol's Multilateral Fund and the Government of Sweden, and managed by the United Nations Environment Programme, these 'people' networks have strengthened the capacity of National Ozone Units (NOUs) in more than 114 developing countries and helped improve compliance with the treaty. This booklet describes the Networking concept, shares experiences and lessons learned, and explains how Networking could assist with the implementation of other multilateral environmental agreements.



Building bridges for a better environment

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Regional Networks

