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THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Sixty-second Meeting
Montreal, 29 November - 3 December 2010

2010 CONSOLIDATED PROJECT COMPLETION REPORT

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Executive summary

1. The purpose of this report is to provide the Executive Committee with an overview of the results reported in the project completion reports (PCRs) received during the reporting period, i.e., since the 59th Meeting in November 2009. The total number of PCRs received for investment projects in the year 2010 decreased to 16 (compared to 23 in 2009) while the total number of PCRs still due on completed investment projects has increased from 21 to 22. For non-investment projects, the number of PCRs received in 2010 decreased from 78 to 54 and the number of outstanding PCRs increased from 106 to 115.
2. The decrease in the number of PCRs received for 2010 for investment projects is partly because of the decline in the number of PCRs due. Moreover, UNDP, UNEP, UNIDO and the World Bank did not follow fully the agreed delivery schedule for the first three quarters of 2010.
3. The 16 PCRs submitted on investment projects were reviewed with respect to phase-out achieved, implementation delays, and completeness of information and data consistency, overall assessment and lessons learned. A number of interesting lessons were reported. Some refer to the terminal phase-out management plan (TPMP) implementation, others to the refrigerant management plan (RMP), methyl bromide projects and various aspects of project implementation. A number of these lessons are presented in Annex II. A select number of these are summarized in section VII of this report.
4. Most of the 54 PCRs on non-investment projects contain substantial information and analysis. Lessons learned referred in particular to the implementation of RMPs, methyl bromide and TPMP implementation. A list of selected lessons learned is reproduced in Annex II. The full list is available on request and on the intranet of the Fund Secretariat in the evaluation section under PCRs. The implementing agencies did not this time report lessons learned from implementing multi-year agreements (MYAs).
5. The formats for terminal reports and extension requests for institutional strengthening (IS) projects approved at the 32nd Meeting of the Executive Committee continue to be used for renewal requests. While, the current submissions for renewal requests show some improvements in quality with regard to the level of detail and information provided on results achieved and planned future actions, many of the terminal reports and plans of action received continue to be of uneven quality and completeness. In order to allow timely reviewing and approval of extension requests, the agencies are encouraged to continue improving their quality control over the IS reporting.
6. A specific section of the report analyses relevant lessons learned through the PCRs. While no particular decision is required by the Executive Committee on the lessons learned, as they do not concern issues that have not yet been addressed by the Executive Committee, they provide interesting insight into project execution for all those preparing and implementing projects in the implementing and bilateral agencies, financial intermediaries, project management units (PMUs) as well as national ozone units (NOUs). Regional network meetings could be a useful forum for discussing lessons learned regarding the implementation of projects in the regions. The Fund Secretariat also takes them into account for the review of projects and phase-out agreements.
7. It is important to note that PCRs for MYAs have not been requested as there is no relevant format in place. In order to address this outstanding issue, a recommendation has been included for the Executive Committee to consider instructing the new Senior Monitoring and Evaluation Officer to give due priority to this issue.
8. The recommendations for the Executive Committee's consideration set out at the end of the document relate to the scheduling of next year's submission of PCRs by the agencies, further improvements in data consistency, the provision of missing information, the need to develop project

completion report formats for MYAs and the use of lessons learned reported in PCRs for future project preparation and implementation.

I. Introduction

9. The purpose of this report is to provide the Executive Committee with an overview of the results reported in the PCRs received during the reporting period, i.e., since the 59th Meeting in November 2009. A draft of the report was sent to the implementing agencies as well as the bilateral agencies. Comments received were taken into account when finalizing the report. PCRs scheduled for submission by the implementing agencies for 2011 are shown in Table IV in Annex I.

II. Overview of PCRs received and due

10. The total number of PCRs received for investment projects in the year 2010 decreased to 16 (compared to 23 in 2009) while the total number of PCRs still due on completed investment projects has increased from 21 to 22. For non-investment projects, the number received in 2010 decreased from 78 to 54 and the number of outstanding PCRs increased from 106 to 115.

11. The decrease in the number of PCRs received for 2010 for investment projects is partly because of the decline in the number of PCRs due. Moreover, UNDP, UNEP, UNIDO and the World Bank did not follow fully the agreed delivery schedule for the first three quarters of 2010 (see Table I in Annex I).

12. By 24 September 2010 UNDP, which implements by far the largest number of investment projects, delivered 2 compared to 3 PCRs on investment projects scheduled for submission by the end of September this year, and 11 compared to 21 PCRs on non-investment projects. UNEP submitted 23 compared to 67 PCRs on non-investment projects scheduled for submission by the end of September this year, and UNIDO sent 13 compared to 9 PCRs scheduled on investment projects and 4 PCRs on non-investment projects compared to 6 scheduled for submission by the end of September this year. The World Bank provided 1 compared to 5 PCRs on investment projects that were scheduled by the end of June this year.

13. Since the inception of the Multilateral Fund, implementing agencies and bilateral agencies have submitted, as of 24 September 2010, a total of 1,800 PCRs on investment projects and 870 PCRs on non-investment projects, representing 98.8 per cent (compared to 98.8 per cent last year) of PCRs due for all investment projects and 88.3 per cent (88.6 per cent last year) for all non-investment projects completed as of 31 December 2009.

14. Tables 1 and 2 below present more detailed data by agency including comparative figures for the previous two reporting periods.

Table 1

INVESTMENT PROJECTS OVERVIEW
(Except multi-year projects)

Agency	Completed projects up to December 2009	Total PCRs received for projects completed up to December 2009	PCRs still due	PCRs received in the reporting period		
				2008	2009	2010 ¹
France	15	11	4	2	0	0
Germany	19	19	0	0	3	N/A
Italy	6	6	0	1	N/A	N/A
Japan	6	6	0	0	1	N/A
Spain	1	1	0	N/A	1	N/A
United Kingdom of Great Britain and Northern Ireland	1	1	0	N/A	N/A	N/A
UNDP	886	883 ²	3	11	7	2
UNIDO	434	434 ³	0	4	10	13
United States of America	2	2	0	N/A	N/A	N/A
World Bank	452	437 ⁴	15	14	1	1
Total	1,822	1,800	22	32	23	16

¹ After the 59th Meeting of the Executive Committee (23 October 2009 to 24 September 2010).

² In addition, UNDP submitted 2 PCRs on cancelled projects and 2 PCRs for multi-year projects.

³ In addition, UNIDO submitted 1 PCR for a cancelled project, 9 cancellation reports and 9 PCRs for multi-year projects.

⁴ In addition, the World Bank submitted 2 PCRs on cancelled projects.

15. UNEP has the largest number of PCRs due (74 for non-investment projects), followed by the World Bank which has 15 PCRs due for investment and 4 for non-investment projects completed by the end of 2009. UNDP has three PCRs due for investment and 9 for non-investment projects. For several bilateral agencies, the combined numbers of PCRs still due for investment and non-investment projects range between 2 and 12 (see Tables 1 and 2).

Table 2

NON-INVESTMENT PROJECTS OVERVIEW
(Except project preparations, country programmes, multi-year projects, and ongoing projects like networking and clearing-house activities as well as institutional strengthening projects)

Agency	Completed projects up to December 2009	Total PCRs received for projects completed up to December 2009	PCRs still due	PCRs received in the reporting period		
				2008	2009	2010 ¹
Australia	20	8 ²	12	1	0	0
Austria	1	1	0	N/A	N/A	N/A
Canada	55	52	3	4	5	1
Denmark	1	1	0	N/A	N/A	N/A
Finland	5	5	0	0	0	3
France	22	14	8	0	0	1
Germany	52	49	3	4	4	8
Israel	1	1	0	N/A	N/A	N/A
Japan	8	8	0	0	N/A	N/A
Poland	1	1	0	N/A	N/A	N/A
Singapore	2	0	2	0	0	0
South Africa	1	1	0	N/A	N/A	N/A
Spain	2	2 ³	0	1	2	N/A
Sweden	4	4 ⁴	0	3	N/A	3

Agency	Completed projects up to December 2009	Total PCRs received for projects completed up to December 2009	PCRs still due	PCRs received in the reporting period		
				2008	2009	2010 ¹
Switzerland	3	3	0	N/A	N/A	N/A
UNDP	237	228 ⁵	9	32	28	11
UNEP	394	320 ⁶	74	13	31	23
UNIDO	104	104 ⁷	0	9	6	4
United States of America	40	40	0	N/A	N/A	N/A
World Bank	32	28	4	2	2	0
Total	985	870	115	69	78	54

¹ After the 56th Meeting of the Executive Committee (23 October 2009 to 24 September 2010).

² In addition, Australia submitted 1 project cancellation report.

³ In addition, Spain submitted 1 PCR for ongoing project.

⁴ In addition, Sweden submitted 3 PCRs for multi-year projects.

⁵ In addition, UNDP submitted 2 PCRs on transferred projects and PCR for multi-year project.

⁶ In addition, UNEP submitted 1 PCR for ongoing project and 4 PCRs for multi-year projects.

⁷ In addition, UNIDO submitted 3 PCRs for multi-year projects.

III. Analysis of project completion reports for investment projects

(a) PCRs received and due

16. The largest number of PCRs on investment projects was received from UNDP, particularly for foam and refrigeration projects. However, refrigeration is the sector with the largest number of PCRs due, followed by aerosol and foam projects. Refrigeration (6), aerosol (4) and foam (4) projects combined account for 64 per cent of the 22 PCRs still due from all agencies for investment projects completed by the end of 2009 (see Table II in Annex I). The backlog of PCRs on early investment projects completed by the end of 2001 has been eliminated and only two remain for projects completed before 2005.

17. The 16 PCRs received in the reporting period (23 October 2009 to 24 September 2010) represent projects completed in 11 countries.

(b) Ozone-depleting substance (ODS) phase-out achieved

18. ODS phase-out in the projects covered by the 16 PCRs is found to be as planned in most cases, the total phase-out reported being slightly more than the planned amount (see Table 3 below). However, information in the PCRs on phase-out achieved is in some cases incomplete when unit production and ODS consumption data before and after the conversion have not been provided (see also Table X in Annex I). Moreover, the ODS phase-out data reported in the PCRs are different in 3 of the 16 reports from the ODS data reported in the 2009 progress report. While this is in one case due to different rounding of figures, for 2 projects significant differences are noted, which are being clarified with the agencies concerned. However, the number of cases with such differences and the volume of differences is less than last year.

Table 3

ODS PHASED OUT BY PROJECTS WITH PCRS SUBMITTED

Agency	Number of projects	PCR		2009 progress report	
		ODP phase-out planned	ODP phased out	ODP phase-out planned	ODP phased out
UNDP	2	1.6	1.6	1.5	1.5
UNIDO	13	825.4	833.0	825.8	778.9
World Bank	1	181.3	181.3	181.3	181.3
Total	16	1,008.3	1,015.9	1,008.6	961.7

(c) Implementation delays

19. Out of 16 projects, 10 showed delays ranging from 12 months to 49 months; three PCRs were completed before the scheduled date; two PCRs were completed on time; and one PCR did not provide actual date of completion. In 50 per cent of the 16 projects, delays of more than 12 months occurred compared to 50 per cent of projects for which PCRs were received last year. Average delays reported in the PCRs in 2010 decreased to 15 months (from 24 months) and the average project duration decreased from 57 months to 49 months (see Table 4 below).

20. The limited number of PCRs covered in the analysis does not allow a discussion of any trend. Delays are most frequently attributed to the supplier (7), followed by the government (5), the implementing agency (3), external factors (2), and the recipient enterprise (1).

Table 4

IMPLEMENTATION DELAYS
(Total figures in brackets show last year for comparison)

Agency	Number of projects	Average delays as per PCRs (months)	Average delays as per 2009 progress reports (months)	Average duration as per PCRs (months)	Average duration as per 2009 progress reports (months)
UNDP	2	24.33	8.63	73.03	51.25
UNIDO	13	15.53	15.45	48.63	48.63
World Bank	1	-4.03	-4.03	32.47	32.47
Total	16 (14)	14.81 (24.21)	13.38 (25.87)	49.18 (57.10)	47.94 (58.70)

(d) Completeness of information

21. Key information was more regularly provided than last year, for example the list of annual consumption of ODS and substitutes was included in 81.3 per cent of the PCRs, compared to 64.3 per cent last year (see Table 5 below). Information still frequently is not complete, in particular with regard to annual consumption of ODS and substitutes (12.5 per cent of the PCRs compared to 35.7 per cent in 2009) and the list of capital equipment (6.3 per cent compared to 7.1 per cent in 2009).

Table 5

**INFORMATION PROVIDED IN INVESTMENT PROJECT COMPLETION REPORTS
RECEIVED DURING THIS REPORTING PERIOD**
(Figures in brackets show last year for comparison)

	Provided		Incomplete		Not provided		"Not applicable"*	
	Number of projects	Percentage %	Number of projects	Percentage %	Number of projects	Percentage %	Number of projects	Percentage %
List of annual consumption of ODS and substitutes	13	81.3 (64.3)	2	12.5 (35.7)	0	0.0 (0.0)	1	6.3 (0.0)
List of capital equipment	15	93.8 (92.9)	1	6.3 (7.1)	0	0.0 (0.0)	0	0.0 (0.0)
Operating cost details	2	12.5 (50.0)	0	0.0 (14.3)	0	0.0 (0.0)	14	87.5 (35.7)
List of destroyed equipment	4	25.0 (50.0)	0	0.0 (7.1)	0	0.0 (7.1)	12	75.0 (35.8)

* According to indications of implementing agencies

(e) Overall assessment and rating

22. During the reporting period, implementing agencies rated 56.3 per cent of projects as highly satisfactory, which is an increase from 14.3 per cent in the previous year; 37.5 per cent were rated as satisfactory, compared to 78.6 per cent in 2009, and 6.3 per cent as less satisfactory compared to 7.1 per cent reported in the year before (see Table 6 below).

Table 6

**NEW OVERALL ASSESSMENT OF PROJECT IMPLEMENTATION BY THE AGENCIES
IN THE NEW PCR FORMAT
(Figures in brackets show last year for comparison)**

Assessment	UNDP	UNIDO	World Bank	Total	Percentage of total %
Highly satisfactory	1	7	1	9	56.3 (14.3)
Satisfactory	1	5		6	37.5 (78.6)
Less satisfactory		1		1	6.3 (7.1)
Total	2	13	1	16	100.0

IV. Analysis of non-investment project completion reports**(a) PCRs received and due**

23. Fifty-four PCRs were received for non-investment projects, the majority of which are for technical assistance projects implemented mainly by UNDP and UNEP. UNEP has submitted fewer PCRs than in previous years, however the backlog of delayed PCRs has remained the same as last year. For bilateral technical assistance projects there are still 24 PCRs due, as well as 4 PCRs on training projects (see Table III in Annex I). This review does not include country programmes, project preparation, or UNEP's recurrent activities (including networking), which do not require PCRs as per decision 29/4.

(b) Funding, delays, phase-out and assessment

24. Total actual expenditures for all completed non-investment projects with PCRs were reported to be 91 per cent of the planned expenditures indicating some overall savings (see Table 7). These data need to be reconfirmed once the final financial figures become available.

Table 7

**BUDGETS, PHASE-OUT AND DELAYS REPORTED IN PCRS RECEIVED
FOR NON-INVESTMENT PROJECTS
(Figures in brackets show last year for comparison)**

Agency	Number of projects	Approved funds (US\$)	Funds disbursed (US\$)	ODP to be phased out (ODP tonnes)	ODP phased out (ODP tonnes)	Average delays (months)
Bilateral	16	2,247,665	2,110,624	234.95	202.86	27.21 (32.05)
UNDP	11	1,276,144	1,172,679	48.95	35.95	26.08 (20.21)
UNEP	23	1,435,500	1,110,530	47.01	40.80	21.23 (20.60)
UNIDO	4	1,464,647	1,452,057	245.00	245.00	11.18 (-1.53)
Total	54	6,423,956	5,845,890	575.91	524.61	23.19 (23.13)

25. The delays experienced in project implementation continue to show a great deal of variance. Out of 54 non-investment projects, 7 were completed before the scheduled date and 3 were completed on time. Delays were experienced in 43 projects ranging from one month to 79 months and one project did not report on the actual completion date. In 34 cases, or 63 per cent of the projects, delays of more than 12 months occurred. Eleven projects reported delays between 37 and 79 months. The agencies concerned were UNDP and UNEP, mainly for components of RMPs such as customs training, implementation and monitoring of recovery and recycling, technical assistance or demonstration projects, along with France, Finland, Germany and UNIDO.

26. UNDP shows an increase in average delays (26.08 months compared to 20.21 months last year). The average delay in UNEP's projects increased from 20.6 to 21.23 months, and delays in UNIDO's projects increased from -1.53 to 11.18 months. The overall average delays for non-investment projects is 23.19 months beyond the planned completion date, showing a minor increase compared with 23.13 months in 2009.

27. The difference in ODP phase-out planned and reported as achieved is almost entirely due to nine projects implemented by UNDP, UNEP, Finland and Germany for which the actual ODS phase-out was reported to be more or less than planned.

28. 16.7 per cent of the projects were marked as "highly satisfactory", which is less than last year (19.7 per cent); 57.4 per cent were rated as "satisfactory as planned" which is less than last year when this figure was 67.6 percent, and 22.2 per cent as "satisfactory though not as planned" which is more than last year when this figure was 7 per cent (see Table 8). The validity of such assessments can only be verified during evaluations. In several projects rated as "satisfactory though not as planned", no clear explanation for this rating has been provided. One out of 54 non-investment projects did not report any assessments.

Table 8

OVERALL ASSESSMENT OF NON-INVESTMENT PROJECTS BY AGENCIES
(Figures in brackets show last year for comparison)

Assessment	Bilateral	UNDP	UNEP	UNIDO	Total	Percentage of total %
Highly Satisfactory	1	1	3	4	9	16.7 (19.7)
Satisfactory or satisfactory and as planned	9	8	14		31	57.4 (67.6)
Satisfactory though not as planned	5	1	6		12	22.2 (7.0)
Unsatisfactory or less satisfactory						0.0 (1.4)
Not applicable	1				1	1.9 (1.4)
Not provided		1			1	1.9 (2.8)
Total	16	11	23	4	54	100.0%

(c) **Quality of information received**

29. Most PCRs for non-investment projects contain substantial information and analysis. However, the sections on causes of delays and corrective actions taken are often not provided. Usually governmental, agency and external factors are given as causes for delays.

30. Comments on draft PCRs have been provided by NOUs for 26 (48.1 per cent) of the 54 reports received, and by the implementing agency in 41 (75.9 per cent) of the 54 cases. This is a decrease compared to last year when 60 (84.5 per cent) of the 71 reports received contained comments from the implementing agencies. NOUs also commented less regularly than last year when they had done so in 37 (52.1 per cent) out of 71 cases.

(d) Institutional strengthening

31. According to decision 29/4, IS projects are providing terminal reports on the previous phase at the same time as requests for an extension (see Table 9).

Table 9

OVERVIEW OF INSTITUTIONAL STRENGTHENING REPORTING

Agency	PCRs on IS projects received before decision 29/4	Terminal reports received with extension requests for projects completed up to December 2009 ¹	Terminal reports received with extension requests in 2009 ²
France	1	0	0
Germany	0	3	0
UNDP	1	113	10
UNEP	10	287	58
UNIDO	2	21	8
United States of America	0	1	0
World Bank	7	22	2
Total	21	447	78

¹ Completed in the sense of a phase being completed.

² Excluding start-up projects where approval is only for one year. In those cases, no terminal reports are submitted.

32. At its sixty-first meeting the Executive Committee approved a revised format for reporting IS progress and requesting IS renewals. The format reflects the current reporting requirements; formulates common objectives for IS projects; and identifies related indicators. While previous submissions for renewal requests showed improvement in quality with regard to the level of detail and information provided on results achieved and planned future actions, many of the terminal reports and plans of action received were of uneven quality and completeness. The current format addresses this issue and helps collecting data about the role, position and functioning of the NOU within the national administration. In addition it provides information about the status of implementation of activities from the previous IS phase and planned activities for the requested phase. It also makes available financial data as well as indicators for a brief self-evaluation of IS performance.

33. The format aims at ensuring that agencies submit fully documented requests for renewals. This will allow for a better and timely processing, reduced delays and eventually, a higher rate of projects approved. The agencies are therefore encouraged to continue improving their quality control over the IS reporting and ensure that the results achieved, lessons learned and remaining issues are properly highlighted in the terminal reports. The agencies should also take note that IS renewal requests may be submitted six months in advance of the completion date for current phase to avoid disruption in the NOU staffing and activities covered by the IS project.

V. Schedule for submission of PCRs in 2011

34. The implementing agencies submitted, as in previous years, schedules for submission of PCRs due. Table IV in Annex I shows PCRs due for projects completed as of 31 December 2009 and takes into account the number of outstanding PCRs as of 24 September 2010. The implementing agencies will, in addition to the above schedule, submit PCRs in 2011 for projects completed during 2010.

VI. Improve consistency of data reported in PCRs and in annual progress reports

35. Decision 59/6(b)(i) requested implementing agencies, in cooperation with the Fund Secretariat, to establish full consistency of data reported in the PCRs, in the inventory and the annual progress reports by the end of January 2010. The Fund Secretariat provided all agencies with detailed information on data completeness and inconsistencies of PCRs received in comparison to the inventory and the progress reports. All cases of incomplete information and data inconsistencies in PCRs received in 2003 and 2004 have now been resolved, while this process still continues with UNDP and the World Bank (for some PCRs received in 2005) (see Table V in Annex I), with several agencies for PCRs received in 2006 (see Table VI in Annex I), the World Bank for PCRs received in 2007 (see Table VII in Annex I), several agencies for PCRs received in 2008 (see Table VIII in Annex I) and UNDP for PCRs received in 2009 (see Table IX in Annex I).

36. During the reporting period, 12 PCRs were received with incomplete information and 51 PCRs with data inconsistencies (see Table X in Annex I). Regarding PCRs with incomplete information, the number has decreased in line with the reduction in the number of PCRs received (12 PCRs compared to 24 PCRs last year). However, the total number of PCRs with data inconsistencies increased with the reduction of PCRs received (51 PCRs compared to 49 PCRs last year).

37. In order to improve consistency of data and facilitate the preparation of PCRs, agencies can, since July 2004, download key project data from the website of the Fund Secretariat. When indicating the project number or title the first page of the PCR forms will be automatically filled in with data from the Fund Secretariat's project inventory database, including actual data and remarks from the last progress reports. However, the continued high number of reports with inconsistencies appears to indicate that this facility is still not regularly used.

VII. Lessons learned on investment and non-investment projects

38. Lessons learned have been reported in a number of PCRs that offer important and useful insights into the various aspects of the project implementation process. They include a variety of reflections on the implementation of TPMPs and RMPs, sharing experiences and insight in the successes and failures in project implementation. Lessons learned represent a wealth of knowledge on the practical problems involved in project execution and the solutions the different countries have found to cope with them. While the edited texts of such lessons reported are contained in Annex II, a select number are summarized below under different headings. The full list from the PCR database is available on request, including those reported in PCRs received after the cut off date of 24 September 2010. This is also to be found on the intranet of the Fund Secretariat in the evaluation section under PCRs.

(a) Lessons from the assistance to phase-out methyl bromide

39. The methyl bromide phase-out project in Lebanon concluded that alternatives should be tailored according to the different pest pressures and the agricultural practices of the different cultivation regions. No alternative can be recommended for all situations and in all planting regions. Each alternative is region and situation specific. For the same reason and for flexibility considerations as well, no project should be built on a sole methyl bromide alternative. Even if proven to lead to good results in some counties, any methyl bromide alternative needs to be tested by the project and by farmers prior to being adopted, as the agricultural infrastructure might change from one country to another.

40. Furthermore, the Egypt project also concluded that methyl bromide alternatives need to be applied in the context of an integrated crop management (ICM) programme, which is a more global concept than the integrated pest management programme. All methyl bromide alternatives should be coupled to an integrated crop management programme in order to adequately assess the performance of

methyl bromide alternatives, reinforce their efficacy, guarantee high yields, lower production costs and reach healthier, environment friendly and sustainable agricultural practices. A project in Uruguay shares this point of view, indicating that alternatives need to be applied in the context of an ICM programme. The project further expresses that field demonstration sessions are excellent ways to communicate information to farmers and to convince them to adopt methyl bromide alternatives.

41. Relative to technology transfer, a project in Egypt developed a local alternative to methyl bromide by using cultivation on the rice straw to produce strawberry crops, with excellent results. The project suggests that cultivation of strawberries on straw bales can be adapted and further developed for other regions which have a similar range of soil-borne pathogens and conditions.

42. The fumigation project in Cuba concludes that the ability to adapt to local conditions is essential for the success of any alternative to methyl bromide.

43. The PCR on the technical assistance to comply with the phase-out of methyl bromide in Fiji reported some interesting lessons to share that may assist other projects in the phase-out task:

- (a) The principle driver towards successful compliance with the methyl bromide total phase-out has been the effective implementation of import regulations. This has restricted the availability of methyl bromide, ensuring that targets were met and forcing the adoption of alternatives. The regulation was put in place after alternatives had been identified;
- (b) The implementation of a Consultative Committee for the promotion of methyl bromide alternatives has provided a forum for the many stakeholders to discuss how to proceed and to work out any difficulties encountered, regulatory or technical. Also a Technical Working Group (TWG) was created, providing an excellent open forum for the consultant to access and inform the interested parties;
- (c) Within the TWG, a Drafting-in Committee provided a good representative body to provide input into the creation of codes of practice for methyl bromide alternatives. The process resulted in a set of codes of practice adapted specifically for Fijian conditions and working environment. The TWG concept could be used as a system for informing a wide group of stakeholders of methyl bromide alternatives, as part of a phase-out plan, with input from the participants to ensure these alternatives are accepted and established as safe and efficient processes;

(b) Lessons from the implementation of terminal phase-out management plans (TPMPs)

44. The TPMP project in Jamaica concluded that the main factors that contributed to project success were a strong government commitment to phase-out CFCs ahead of schedule, a dedicated NOU, an effective licensing/quota system for ODS imports and an active refrigeration association. Also contributing for success was a strong level of ongoing monitoring of activities done by the NOU and by the bilateral agency. The project further concludes that the flexibility to re-allocate funds proved to be a very useful mechanism, as it allowed the country to focus on emerging priorities.

45. The Croatia TPMP project shares some interesting lessons learned on the advantages and disadvantages of outsourcing the function of the PMU in the terminal CFC management plan. It concludes that the disadvantage of outsourcing lied on the fact that, while new ideas and needs arose during project implementation, the outsourced PMU tended to be unwilling to add new tasks or change its work plan, carefully following the established Terms of Reference of its contracts. The advantage of the outsourced system was that the PMU was keen to finalize the planned activities in order to receive the corresponding payment; this meant that the planned activities were, to a large extent, timely executed.

46. Fiji shares the following lessons for a successful implementation of the TPMP:
- (a) Close coordination with relevant Ministries for monitoring activities is an effective strategy for the timely submission of data and reports;
 - (b) Awareness campaign, including TV ads, other media advertisements and publications, are a very effective awareness raising strategy;
 - (c) Knowing your audience and their level of competency, is essential for any successful training activity;
 - (d) Continuous networking is very important for a successful outcome.

(c) Lessons from the implementation of refrigerant management plans (RMPs)

47. The RMP in Algeria concluded that training on equipment delivered through the project is essential, with particular emphasis on practical exercises and special sessions on troubleshooting in case of failure of equipment. Having dedicated theoretical and practical sessions during the workshops proved to be a good way to achieve the objectives of the workshop. Finally, cooperation and sharing expertise and experiences among all involved stakeholders, strengthens the results of the training.

48. The RMP of Nepal emphasises the importance of the active involvement of the service sector associations for a faster adoption of alternative technologies and greater credibility of the programme. Also critical for project success, is monitoring of retrofitting activities and follow-up training.

49. Related to the incentive programme for commercial and industrial refrigeration, the RMP project in Liberia points out that active participation of the industry in deciding the criteria to be applied for incentive allocation is essential for the programme to work. The existence of a good relationship between the industry and the NOU can be instrumental to encouraging the industry to participate in such a scheme.

50. Nicaragua suggests that early definition of the baseline helps to avoid project revisions while under implementation. Nevertheless, a positive outcome was that thorough monitoring and in-depth analysis of the data and information gathered by the project allowed the country to fine tune the baseline and to upgrade the RMP.

51. Sri Lanka has a very straight forward lesson to share from the RMP: effective monitoring leads to successful implementation of projects.

52. The Panama RMP customs training programme concludes that a cooperative atmosphere amongst involved institutions is critical for the success of the ODS licensing system. The training workshops contributed greatly to foster this supportive setting, suggesting the need to strengthen the cooperation among the different stakeholders, such as the NOU, the customs brokers established in the country, the Regional Intelligence Liaison Offices from the World Customs Organization and the Directorate of Public Revenue.

VIII. Action expected from the Executive Committee

53. The Executive Committee might wish to consider:
- (a) Taking note of the 2010 consolidated project completion report including the schedule for submission of project completion reports (PCRs) due and the lessons learned in Annex II;

- (b) Requesting implementing agencies and bilateral agencies concerned:
 - (i) To establish by the end of January 2011, in cooperation with the Multilateral Fund Secretariat, full consistency of data reported in the PCRs in the inventory and in the annual progress reports;
 - (ii) To provide, by the end of January 2011, the information still missing in a number of PCRs;
 - (iii) To clear by the end of January 2011 the backlog of PCRs on projects completed before the end of 2006;
- (c) Requesting that the Senior Monitoring and Evaluation Officer to address the issue of development of a completion report format for completed MYA projects as a matter of priority; and
- (d) Inviting all those involved in the preparation and implementation of projects to take into consideration the lessons learned drawn from PCRs when preparing and implementing future projects.

Annex I
STATISTICS

Table I

SCHEDULE FOR PLANNED SUBMISSION OF PCRS IN 2010 AND ACTUAL DELIVERY

	Schedule	Sector	Investment PCRs		Non-Investment PCRs	
			Schedule	Received	Schedule	Received
UNDP	October 2009	Fumigation		1		
	August 2010	Aerosols				1
		Refrigeration				1
	September 2010	Aerosols/MDIs			3	1
		Foam	2			
		Fumigation	1		4	1
		Halons			1	
		Phase-Out Plan		1		
		Refrigeration			12	6
		Solvents			1	1
Total			3	2	21	11
Status at September 24, 2010				-1		-10
	Schedule	Sector	Investment PCRs		Non-Investment PCRs	
			Schedule	Received	Schedule	Received
UNEP	December 2009	Technical Assistance			4	1
		Training			4	8
	March 2010	Technical Assistance			8	1
		Training			6	1
	May 2010	Technical Assistance			8	1
		Training			8	
	July 2010	Technical Assistance			9	
		Training			4	
	September 2010	Technical Assistance			7	9
		Training			9	2
Total			N/A	N/A	67	23
Status at September 24, 2010						-44
	Schedule	Sector	Investment PCRs		Non-Investment PCRs	
			Schedule	Received	Schedule	Received
UNIDO	April 2010	FUM	6	2FUM, 1SOL		
	May 2010	SOL	2			3TAS
	June 2010			1FUM		
	July 2010	REF	1		3	
	August 2010	HAL			2	1TAS
	September 2010	PHA		7FUM, 1PAG, 1SOL	1	
	October 2010	PAG	1			
	November 2010	FOA	1			
	December 2010	ARS	1			
	Total			12	13	6
Status at September 24, 2010				+4		-2
	Schedule	Sector	Investment PCRs		Non-Investment PCRs	
			Schedule	Received	Schedule	Received
World Bank*	March 2010	Halon (1)	2	1REF	--	
		Refrigeration (1)				
	June 2010	Foam (2) Solvent (1)	3		--	
Total			5	1	N/A	N/A
Status at September 24, 2010				-4		

* Table includes expected PCRs for projects completed up through December 2008 with outstanding PCRs (5 total) *minus* PCRs that will be submitted by 31 December 2009 (expected 12). The Bank will, in addition to the above schedule, be submitting PCRs in CY2010 for projects completed through 2009 and up to 30 June 2010.

Table II

**PCRS FOR INVESTMENT PROJECTS RECEIVED AND DUE BY IMPLEMENTING AGENCY, SECTOR AND YEAR
(FOR PROJECTS COMPLETED UNTIL THE END OF 2009)**

Agency	Sector	PCR(s) Received in:														PCR(s) Due in ¹							
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total	2004	2005	2006	2007	2008	2009	2010	Total
UNDP	Aerosol	1	-	9	4	11	-	-	4	3	5	2	-	-	39	-	-	-	-	-	-	1	1
	Foam	20	34	79	83	117	87	82	77	7	21	7	3	-	617	-	-	-	-	1	-	-	1
	Fumigant	-	-	-	-	-	-	-	-	-	-	1	2	-	3	-	-	-	-	-	-	-	-
	Halon	-	-	3	13	-	1	-	1	-	-	-	-	-	18	-	-	-	-	-	-	-	-
	Phase-Out Plan	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-	-
	Refrigeration	1	22	2	33	9	22	39	42	1	4	3	1	-	179	-	-	-	-	-	-	1	1
	Solvent	3	-	-	19	-	-	1	2	-	-	-	-	-	25	-	-	-	-	-	-	-	-
	Sterilant	-	-	-	-	-	-	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-	-
Total	25	56	93	152	137	110	122	126	11	31	13	6	1	883	-	-	-	-	1	-	2	3	
UNIDO	Aerosol	6	6	10	6	4	2	-	7	-	1	-	-	-	42	-	-	-	-	-	-	-	-
	Foam	8	22	3	22	11	15	11	14	8	2	1	1	-	118	-	-	-	-	-	-	-	-
	Fumigant	-	-	-	-	2	1	-	1	-	6	1	6	3	20	-	-	-	-	-	-	-	-
	Halon	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
	Process Agent	-	-	-	-	1	3	2	4	-	-	-	2	1	13	-	-	-	-	-	-	-	-
	Refrigeration	12	25	11	32	14	22	24	34	7	4	-	1	-	186	-	-	-	-	-	-	-	-
	Solvent	5	13	5	3	3	5	5	4	9	-	1	-	1	54	-	-	-	-	-	-	-	-
Total	32	66	29	63	35	48	42	64	24	13	3	10	5	434	-	-	-	-	-	-	-	-	
World Bank	Aerosol	4	6	6	-	1	-	2	5	2	-	-	-	-	26	-	2	1	-	-	-	-	3
	Foam	18	25	38	20	20	18	8	26	12	6	6	-	-	197	-	2	-	1	-	-	-	3
	Fumigant	-	-	-	-	-	-	-	-	1	-	-	-	-	1	-	1	1	-	-	-	-	2
	Halon	2	1	1	-	-	-	-	-	-	-	-	-	-	4	1	-	-	-	1	-	-	2
	Multiple Sectors	1	-	1	-	-	-	-	-	-	2	-	-	-	4	-	-	-	-	-	-	-	-
	Others	-	-	2	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
	Phase-Out Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	-	1	1
	Process Agent	-	-	-	-	-	-	1	1	-	-	-	-	-	2	-	-	-	-	-	-	-	-
	Production	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
	Refrigeration	18	24	22	26	15	16	12	21	9	7	1	-	1	172	-	1	-	-	1	-	-	2
	Solvent	15	4	3	1	-	-	-	3	-	1	-	-	-	27	1	-	-	-	-	-	-	1
Sterilant	-	-	-	1	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-	1	
Total	59	60	73	48	36	34	23	56	24	16	7	-	1	437	2	6	3	1	2	-	1	15	
Bilateral	Aerosol	-	-	-	-	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
	Foam	-	-	3	2	2	2	-	5	6	6	1	1	-	28	-	-	-	-	-	-	-	-
	Fumigant	-	-	-	-	-	-	-	-	-	1	1	-	-	2	-	-	-	-	-	1	-	1
	Halon	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
	Phase-Out Plan	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-	-
	Refrigeration	-	1	1	-	-	-	-	2	5	-	2	-	-	11	-	1	-	1	1	-	-	3
	Solvent	-	-	-	-	-	-	-	-	-	-	1	1	-	2	-	-	-	-	-	-	-	-
Total	-	1	5	2	3	2	-	7	11	7	5	3	-	46	-	1	-	1	1	1	-	4	
Grand Total		116	183	200	265	211	194	187	253	70	67	28	19	7	1,800	2	7	3	2	4	1	3	22

¹ 6 months after projects completion according to the Progress Report

Table III

**PROJECT COMPLETION REPORT RECEIVED AND DUE FOR NON-INVESTMENT PROJECTS
(FOR PROJECTS COMPLETED UNTIL THE END OF 2009)**

Agency	Sector	See PCR(s) Received so far for Year Due														PCR(s) Due in ¹											
		1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total	Before 1997	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
UNDP	Demonstration	-	-	5	-	-	6	1	2	-	-	-	-	-	14	-	-	-	-	-	-	-	1	1	-	-	2
	Technical Assistance	-	6	39	17	7	5	1	15	8	21	29	27	11	186	-	-	-	-	-	-	1	-	2	1	3	7
	Training	-	18	6	-	-	-	-	-	-	-	4	-	-	28	-	-	-	-	-	-	-	-	-	-	-	-
	Total	-	24	50	17	7	11	2	17	8	21	33	27	11	228	-	-	-	-	-	-	1	1	3	1	3	9
UNEP	Technical Assistance	9	53	3	18	22	18	5	6	1	7	7	8	8	165	-	1	1	1	1	2	4	5	9	15	10	49
	Training	8	34	1	2	21	15	20	10	5	4	7	25	3	155	-	-	-	-	-	3	2	2	5	9	4	25
	Total	17	87	4	20	43	33	25	16	6	11	14	33	11	320	-	1	1	1	1	5	6	7	14	24	14	74
UNIDO	Demonstration	-	-	-	6	7	3	3	3	-	-	-	-	-	22	-	-	-	-	-	-	-	-	-	-	-	-
	Technical Assistance	-	6	8	-	4	1	3	4	3	15	9	6	1	60	-	-	-	-	-	-	-	-	-	-	-	-
	Training	-	1	1	-	5	6	7	1	-	1	-	-	-	22	-	-	-	-	-	-	-	-	-	-	-	-
	Total	-	7	9	6	16	10	13	8	3	16	9	6	1	104	-	-	-	-	-	-	-	-	-	-	-	-
World Bank	Demonstration	1	-	-	-	-	-	-	-	-	1	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
	Technical Assistance	5	4	6	-	1	-	2	1	1	1	2	-	-	23	-	-	-	-	-	-	-	1	2	1	-	4
	Training	-	3	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-
	Total	6	7	6	-	1	-	2	1	1	2	2	-	-	28	-	-	-	-	-	-	-	1	2	1	-	4
Bilateral	Demonstration	5	5	12	-	3	1	1	-	2	-	-	1	-	30	-	-	-	-	-	-	-	-	-	-	-	-
	Technical Assistance	-	-	13	1	1	9	14	15	8	5	15	6	11	98	1	-	1	-	-	1	-	-	14	3	4	24
	Training	1	3	19	1	9	6	5	6	6	2	2	-	2	62	1	-	-	1	-	1	-	-	-	1	-	4
	Total	6	8	44	2	13	16	20	21	16	7	17	7	13	190	2	-	1	1	-	2	-	-	14	4	4	28
Grand Total	29	133	113	45	80	70	62	63	34	57	75	73	36	870	2	1	2	2	1	7	7	9	33	30	21	115	

¹ 6 months after projects completion according to the Progress Report

Table IV

**SCHEDULE FOR SUBMISSION OF OUTSTANDING PCRS IN 2011
(FOR PROJECTS COMPLETED UNTIL 31 DECEMBER 2009)**

UNDP	Schedule	Sector	Investment PCRs	Non-Investment PCRs
	September 2011	Investment	4	
		Technical Assistance		12
Total			4	12
Total PCRs Due as of 24 September 2010			3	9
UNEP	Schedule	Sector	Investment PCRs	Non-Investment PCRs
	November 2010	Technical Assistance		11
		Training		1
	December 2010	Technical Assistance		8
		Training		2
	January 2011	Technical Assistance		3
		Training		
	February 2011	Technical Assistance		6
		Training		4
	March 2011	Technical Assistance		6
		Training		5
	April 2011	Technical Assistance		5
		Training		3
	May 2011	Technical Assistance		3
		Training		2
	June 2011	Technical Assistance		6
		Training		3
	July 2011	Technical Assistance		3
		Training		2
	August 2011	Technical Assistance		
		Training		1
Total				74
Total PCRs Due as of 24 September 2010			N/A	74
UNIDO	Schedule	Sector	Investment PCRs	Non-Investment PCRs
	February 2011	FUM	2	
	April 2011	FUM	1	
	July 2011	FUM	3	
	September 2011	FUM	5	
	Total			11
Total PCRs Due as of 24 September 2010			N/A	N/A
World Bank*	Schedule	Sector	Investment PCRs	Non-Investment PCRs
	March	Methyl bromide (1)	2	1
		Halon (1)		
		Foam (1)		
	July	Methyl bromide (2)	2	2
		Halon (1)		
Phaseout Plan (1)				
September	Halon	1	--	
November	Aerosol (3) Sterilants (1) Refrigeration (1)	5	--	
Total			10	3
Total PCRs Due as of 24 September 2010			15	4

*Table includes expected PCRs for projects completed up through December 2009 with outstanding PCRs (18 total) *minus* PCRs that will be submitted by December 31, 2010 (expected 5). The Bank will, in addition to the above schedule, be submitting PCRs in CY2011 for projects completed through 2010 and up to June 30, 2011.

Table V

**SUMMARY OF PCRs RECEIVED IN 2005 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Canada		Germany		Japan		UNDP		UNEP		UNIDO		World Bank		Total	
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved
Incomplete Information	1	1	1	1	1	1	33	31			32	32	11	10	79	76
Solved as % of Total		100%		100%		100%		94%				100%		91%		96%
Data Inconsistencies																
Date Approved	3	3					3	3							6	6
Planned Date of Completion			1	1			15	15			2	2	2	1	20	19
Revised Planned Date of Completion	3	3			2	2	23	22	3	3			27	26	58	56
Date Completed	2	2	1	1	2	2	22	22	1	1	1	1	6	6	35	35
Funds Approved	1	1	1	1									6	6	8	8
Funds Disbursed	1	1					4	4			1	1	5	5	11	11
ODP To Be Phased Out							2	2					3	3	5	5
ODP Phased Out							4	4			1	1	3	3	8	8
Total	10	10	3	3	4	4	73	72	4	4	5	5	52	50	151	148
Solved as % of Total		100%		100%		100%		99%		100%		100%		96%		98%

Table VI

**SUMMARY OF PCRs RECEIVED IN 2006 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Australia		Canada		France		Germany		Japan		Poland		UNDP		UNEP		UNIDO		World Bank		Total	
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved
Incomplete	1	1	1	1	2		8	8					5	5	1	1	9	9	35	16	62	41
Solved as % of Total		100%		100%		0%		100%		N/A		N/A		100%		100%		100%		46%		66%
Data Inconsistencies																						
Date Approved	1	1			1		1	1											3	2	6	4
Planned Date of Completion	1	1	2	2	1									1	1				17	4	22	8
Revised Planned Date of Completion	1	1	5	5	1		4	4						3	3	1	1		43	8	58	22
Date Completed	2	2			2		3	3	1	1	1						1	1	5	3	15	10
Funds Approved			2	2	1		1	1											4	0	8	3
Funds Disbursed			4	4	1									1	1				4	0	10	5
ODP To Be Phased Out							2	2									1	1	5	2	8	5
ODP Phased Out			1	1	1		8	8	1	1							1	1	5	2	17	13
Total	5	5	14	14	8	0	19	19	2	2	1	0			5	5	4	4	86	21	144	70
Solved as % of Total		100%		100%		0%		100%		100%		0%		N/A		100%		100%		24%		49%

Table VII

**SUMMARY OF PCRs RECEIVED IN 2007 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Canada		France		Germany		UNDP		UNEP		UNIDO		World Bank		Total	
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved
Incomplete Information	2	2			7	7	26	26			3	3	10		48	38
Solved as % of Total		100%				100%		100%				100%		0%		79%
Data Inconsistencies																
Date Approved									1	1			1		2	1
Planned Date of Completion									1	1			1		2	1
Revised Planned Date of Completion	1	1					1	1			5	5	15		22	7
Date Completed			1	1	6	6	9	9	1	1	1	1	5		23	18
Funds Approved											1	1	3		4	1
Funds Disbursed									1	1			4		5	1
ODP To Be Phased Out			1	1	2	2	12	12	2	2	1	1	2		20	18
ODP Phased Out			1	1	7	7	12	12			1	1	1		22	21
Total	1	1	3	3	15	15	34	34	6	6	9	9	32	0	100	68
Solved as % of Total		100%		100%		100%		100%		100%		100%		0%		68%

Table VIII

**SUMMARY OF PCRs RECEIVED IN 2008 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Australia		Canada		France		Sweden		UNDP		UNEP		UNIDO		World Bank		Total		
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	
Incomplete Information	1	1	1	1					17	17	1	1	4	4	3		27	24	
Solved as % of Total		100%		100%						100%		100%		100%		0%		89%	
Data Inconsistencies																			
Date Approved									1	1			1	1	1		3	2	
Planned Date of Completion	1	1	1	1			1	1	2	2			2	2	1		8	7	
Revised Planned Date of Completion									6	6	3	3	1	1			10	10	
Date Completed	1	1			1				14	14					1		18	15	
ODP To Be Phased Out			1	1					12	12	2	2			1		16	15	
ODP Phased Out			1	1					14	14	2	2			1		18	17	
Total	2	2	3	3	1		1	1	49	49	7	7	4	4	5		73	66	
Solved as % of Total		100%		100%			0%		100%		100%		100%		100%		0%		90%

Table IX

**SUMMARY OF PCRs RECEIVED IN 2009 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Canada		Germany		Japan		Spain		UNDP		UNEP		UNIDO		Total	
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved
Incomplete Information	2	2	5	5					14	13	1	1	2	2	24	23
Solved as % of Total		100%		100%						93%		100%		100%		96%
Data Inconsistencies																
Date Approved									1	1					1	1
Revised Planned Date of Completion			3	3					3	3			1	1	7	7
Date Completed	1	1			1	1	1	1	8	8	1	1			12	12
ODP To Be Phased Out	1	1	2	2	1	1			4	4	2	2			10	10
ODP Phased Out	1	1	2	2			1	1	9	9			1	1	14	14
Funds Approved									1	1					1	1
Funds Disbursed	1	1							1	1	2	2			4	4
	4	4	7	7	2	2	2	2	27	27	5	5	2	2	49	49
Solved as % of Total		100%		100%		100%		100%		100%		100%		100%		100%

Table X

**SUMMARY OF PCRs RECEIVED IN 2010 WITH DATA PROBLEMS
(As of 28 October 2010)**

	Canada		Finland		France		Germany		Sweden		UNDP		UNEP		UNIDO		Total	
	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved	Problems with PCRs	Problems with PCRs Solved
Incomplete Information			1				3	3			5	5			3	3	12	11
Solved as % of Total				0%				100%				100%				100%		92%
Data Inconsistencies																		
Date Approved							1	1			1	1					2	2
Planned Date of Completion											3	3					3	3
Revised Planned Date of Completion	1	1	1				3	3	1	1	3	3	1	1	2	2	12	11
Date Completed							1	1			4	4					5	5
ODP To Be Phased Out					1		7	7			2	2					10	9
ODP Phased Out							4	4			4	4	1	1	3	3	12	12
Funds Approved													1	1			1	1
Funds Disbursed													5	5			5	5
	1	1	1	0	1	0	16	16	1	1	17	17	8	8	5	5	50	48
Solved as % of Total		100%		0%		0%		100%		100%		100%		100%		100%		96%

Annex II

LESSONS LEARNED REPORTED IN PROJECT COMPLETION REPORTS

A. INVESTMENT PROJECTS

- (a) Lebanon has some interesting lessons to share from the phase-out of methyl bromide for soil fumigation in strawberry production:
- (i) Methyl bromide alternatives should be tailored according to the different pest pressures and the agricultural practices of the different cultivation regions. Accordingly, no alternative can be recommended for all situations and in all planting regions. Each alternative is region and situation specific. For the same reason and for flexibility considerations as well, no project should be built on a sole methyl bromide alternative. Even if proven to lead to good results in some counties, any methyl bromide alternative needs to be tested by the project and by farmers prior to being adopted, as the agricultural infrastructure might change from one country to another. A given mode of application for a given alternative may lead to good results in one country but not in another. Accordingly, for a given alternative, the mode of application should be adjusted to the agricultural infrastructure of the country. Such testing should be conducted in the context of rigorous scientific field experimental trials;
 - (ii) Methyl bromide alternatives need to be applied in the context of an integrated crop management (ICM) programme, which is a more global concept than the integrated pest management programme. In fact, the real performance of methyl bromide alternatives can be masked and coupled to poor yields when inappropriate ICM practices are adopted such as the use of diseased plants, the contamination of freshly treated fields with infected soil or irrigation water, the occurrence of soil salinity as a result of excessive fertilizer use, or the observation of disease outbreaks and pesticide resistance as a result of improper pest identification and excessive use of inappropriate pesticides. All methyl bromide alternatives should, therefore, be coupled to an integrated crop management programme in order to adequately assess the performance of methyl bromide alternatives, reinforce the efficacy of the alternatives, guarantee high yields, lower production costs and reach healthier, environment friendly and sustainable agricultural practices;
 - (iii) Field demonstration sessions are excellent ways to communicate information to farmers and to convince them to adopt methyl bromide alternatives;
 - (iv) Projects should not only rely on international consultants, competent national consultants are crucial for project success, as they have good knowledge of the local conditions of agricultural production and can understand project requirements easily and are relatively readily available when needed; (LEB/FUM/34/INV/44, LEB/FUM/38/INV/52, LEB/FUM/41/INV/54, LEB/FUM/47/INV/62)
- (b) Field demonstration sessions are excellent ways to communicate information to farmers and to convince them to adopt methyl bromide alternatives. Alternatives need to be applied in the context of an ICM programme; (URU/FUM/34/INV/35)

- (c) The national phase-out of methyl bromide in horticulture and commodities fumigation of Egypt has the following suggestions to share with respect to technology transfer:
 - (i) The project developed a local alternative to methyl bromide, which is cultivation on the rice straw to produce strawberry crops and the results were excellent. Cultivation of strawberries on straw bales can be adapted and further developed for other regions which have a similar range of soil-borne pathogens and conditions;
 - (ii) The excellent contribution from the international consultants (particularly for grafting and rice straw) was important for the successful implementation of alternatives to methyl bromide under specific climate and environmental conditions;
 - (iii) Public awareness activities should be emphasized; (EGY/FUM/38/INV/86)
- (d) From Cuba the following lesson from the methyl bromide phase-out project:
 - (i) The ability to adapt to local conditions is essential for the success of any alternative to methyl bromide; (CUB/FUM/44/INV/29)
- (e) From Pakistan lessons from the CFC phase-out project:
 - (i) The experience in the phase-out of CFC-11 and CFC-12 in the manufacture of refrigeration equipment, underlines the lesson learned in many Multilateral Fund (MLF) conversion projects – that without policies to control ODS consumption/use and other signals from the Government of Pakistan, enterprises will opt for the profits they can make in the market with old technologies, than risk losing market share with new technologies. The timing of MLF assistance and accompanying national policy measures in a sector are as critical as the amount of MLF support provided; (PAK/REF/42/INV/59)
- (f) Bhutan terminal phase-out management plan has the following suggestions to share:
 - (i) Sector phase-out implementation requires adequate assistance to ensure success;
 - (ii) Project monitoring and regulations enforcement are key components for successful implementation;
 - (iii) Close cooperation with industry is essential for an effective retrofit programme;
 - (iv) Recovery of ODS refrigerants is essential to avoid emissions; (BHU/PHA/52/INV/11)
- (g) Mexico has reported some interesting lessons from the implementation of the umbrella project for terminal phase-out of CTC:
 - (i) Good working relationship between the implementing agency and the Government of Mexico and flexibility to make necessary adjustments in project implementation when needed, are crucial for project success;
 - (ii) Full counterpart dedication and allocating sufficient funds to hire and train the staff for project implementation and monitoring are vital;

- (iii) Strong government support, sound management structure and effective public awareness, are important elements for the sustainability of the phase-out of CTC in the solvent sector. (MEX/PAG/52/INV/133)

B. NON-INVESTMENT PROJECTS

- (a) Initial transition strategy for phase-out of CFC use in metered dose inhalers in Uruguay:
 - (i) In order to ensure a successful implementation of the transition strategy, it is of great importance to create a space where representatives from the Ministries of Public Health, Environment, medical doctors, pharmaceutical companies and the community, can come together and interact. This is also essential to promote the education of health professionals, patients and their families, in the contents and scope of a strategy for replacing CFC inhalers;
 - (ii) Engaging the help of a medical advisor from the Asthma and Allergy Service of the Hospital Maciel, Faculty of Medicine, has been instrumental for the successful organization of the activities held under the Plan of education/awareness of the transition strategy;
 - (iii) The establishment of alliances with health care institutions, such as the Pulmonary Care Centre, tend to enrich the process of implementing the transition strategy, presenting the opportunity to inform the users about the changes in the propellants and to advise and educate them on the proper use of the inhalers; (URU/ARS/38/TAS/40)
- (b) From Colombia the following lesson from the training programme:
 - (i) Cooperation of all parties involved in project implementation and sharing expertise, strengthens the results of the training programme; (COL/FUM/55/TAS/70)
- (c) The methyl bromide technical assistance project from Fiji has the following lessons to share, that may assist other methyl bromide phase-out projects:
 - (i) *Effective regulation of imports*: the principle driver towards successful compliance with the methyl bromide total phase-out has been the effective implementation of import regulations. This has restricted the availability of methyl bromide, ensuring that targets were met and forcing the adoption of alternatives. The regulation was put in place after alternatives had been identified;
 - (ii) *Consultative Committee*: the implementation of a Consultative Committee for the promotion of methyl bromide alternatives has provided a forum for the many stakeholders to discuss how to proceed and to work out any difficulties encountered, regulatory or technical. Also a Technical Working Group (TWG) was created, providing an excellent open forum for the consultant to access and inform the interested parties;
 - (iii) *Drafting-in Committee*: the Technical Working Group and the Drafting-in Committee provided a good representative body to provide input into the creation of Codes of Practice for methyl bromide alternatives. The process resulted in a

set of Code of Practice adapted specifically for Fijian conditions and working environment. The TWG was at first unfamiliar with the drafting process and, initially, it was a difficult task. Nevertheless, it proved possible for a diverse group of over 30 people to produce a first draft of the codes, that were later successfully refined through email and further meetings. The TWG concept could be used as a system for informing a wide group of stakeholders of methyl bromide alternatives, as part of a phase-out plan, with input from the participants to ensure these alternatives are accepted and established as safe and efficient processes;

- (iv) *Use of hydrogen cyanide fumigation in ships*: fumigation of ships with hydrogen cyanide is the method of choice for rapid treatment against disease-carrying pests, particularly rats. The process requires careful training and preparation to ensure it is carried out safely and effectively. With these precautions, it can be completed more quickly than methyl bromide treatment, an important consideration where rapid turnaround time ensures the ships return quickly to service;
 - (v) *Development of heat treatment unit*: the development of the heat treatment prototypes was difficult. A number of minor technical problems were encountered during set up in Fiji that, with hindsight, could have been better resolved before the unit, in kit form, was shipped to Fiji. Small malfunctions on site resulted in significant delays in time, as parts were sent in or defects rectified. The proposed second prototype will be tested under operational conditions *prior* to shipment; (FIJ/FUM/47/TAS/13)
- (d) When all stakeholders participate in the preparation and development of Project activities, the chances for sustainable results increase considerably; (STK/FUM/50/TAS/11)
- (e) Lessons learned from the terminal phase-out management plan (TPMP) in Jamaica:
- (i) As with the refrigerant management plan (RMP), the TPMP benefited from a strong government commitment to phase out CFCs almost five years ahead of the Montreal Protocol schedule, a very capable and dedicated National Ozone Unit (NOU), an effective licensing/quota system for ODS imports, and an active refrigeration association which promoted the phase-out of CFCs for several years prior to the TPMP. These factors helped not only to make the project a success – it was recognized as an exemplary project under the Montreal Protocol and received a prize from the Ozone Secretariat in 2007 – but also in ensuring that project timelines were met or close to being met. It is one of the few TPMP components not to have experienced any serious delays;
 - (ii) The flexibility to re-allocate funds under TPMPs proved to be very useful during the implementation of this project, as it allowed the country to focus on emerging priorities. For instance, at the time of project approval, the use of hydrocarbons as potential replacements to CFCs was not seen as particularly relevant and, thereby, training on hydrocarbons was not included in the work plan or budget. However, two years after approval, refrigeration technicians became more interested in exploring the hydrocarbon option and some retrofits to hydrocarbons in refrigeration and air conditioning began to be performed. Jamaica thus decided to re-allocate some funds towards a new Train-the-Trainer course focused on hydrocarbons and other emerging alternatives to CFCs.

Similarly, when changes within the Customs Department meant that many of the officials trained under the RMP were no longer available, some funds were re-allocated to conduct additional training of customs officers, an activity not originally foreseen under the TPMP;

- (iii) The project also benefited from a strong level of ongoing monitoring of activities by the NOU and the bilateral agency. At various points throughout the four-year life-time of the project, the Implementing Agency undertook missions to Jamaica during which visits were organized with technicians who received training and/or equipment through the project. Meanwhile, the NOU used the monitoring budget to contract local consultants to assess the results of various components of the projects (training of technicians, training of customs officers, use of equipment provided to technicians, awareness of Code of Good Practice etc.). This included surveying a statistically relevant number of technicians each time, so that regular feedback on activities was received by technicians on the training and equipment. This feedback allowed the NOU and the bilateral agency to adjust project activities as required to best suit current needs and to compile concrete information on the results of these activities, thereby ensuring a strong level of confidence among project partners; (JAM/PHA/37/TAS/16)
- (f) Lessons learned from the implementation of TPMP:
- (i) Close coordination with the relevant Ministries for the implementation of monitoring activities is an effective strategy for the timely submission of data and reports;
 - (ii) Implementing an awareness campaign which includes TV ads, other media advertisements and printed material, is a very effective awareness raising strategy;
 - (iii) The political commitment to the implementation of Montreal Protocol and a strong NOU, with dedicated staff to manage and coordinate the TPMP, were essential for timely implementation and project success; (KAM/PHA/53/TAS/15, KAM/PHA/57/TAS/19)
- (g) Lessons learned from the RMP in Algeria:
- (i) Discussion with the participants showed that more practical exercises are required with a special session on troubleshooting in case of failure of equipment. Therefore, training on equipment delivered through the project is essential. Moreover, availability of spare parts for equipment delivered through the project in the local matter is enough to ensure full usage of machine;
 - (ii) Cooperation and sharing expertise between all involved stakeholders strengthens the results of the training; (ALG/REF/37/TAS/55)
 - (iii) The training equipments, including MAC, were arranged well before the course started, which made the practical session successful. Having dedicated and practical sessions during the workshops proved to be a good way to achieve the objectives of the workshop; (ALG/REF/39/TAS/58)
 - (iv) Talks with the participants showed that more practical exercises are required. Having dedicated theoretical and practical sessions during the workshops proved

to be a good way to achieve the objectives of the workshop;
(ALG/REF/42/TAS/59)

- (h) Lessons from the refrigeration management plan of Nepal:
 - (i) Monitoring retrofitting activities and follow-up of further trainings through a local consultant on a timely basis is critical to the successful implementation of the project;
 - (ii) Active involvement of the service sector association helps in the faster adoption of alternative technologies and gives greater credibility to implementation of the programme; (NEP/REF/44/TAS/16)
- (i) From Nicaragua, lessons on the assistance in the design of policies and regulations:
 - (i) An early definition of the baseline would have helped to avoid project revisions while the project was being implemented. Nevertheless, the country has learnt to manage the control of ODS, which is supported on a solid legal framework and the training provided through the project;
 - (ii) The promotion of workshops among technicians should be based on presenting the social, environmental, legal and economic impacts of the phase-out of ODS and the importance of their role in the success of the Montreal Protocol. Indeed one of the desired results is to foster the creation of environmentally friendly enterprises;
 - (iii) Although some technicians do not have the appropriate infrastructure and equipment, it is still necessary to encourage the investment in basic tools, adoption of best practices and the use of ODS alternatives;
 - (iv) Close monitoring and in-depth analysis of the information gathered by the project allowed the country to recognize that the baseline needed to be fine tuned. This was a positive outcome that encourages the country to promote an upgrade of the RMP, filling gaps from the previous calculus; (NIC/REF/25/TAS/06)
- (j) From Sri Lanka:
 - (i) Effective monitoring leads to successful implementation of projects; (SRL/REF/32/TAS/18)
- (k) From the regional assistance to raise awareness:
 - (i) Involvement of the media is very important to convey information and raise awareness of the public on the importance of the Montreal Protocol and the compliance with the obligations under the Protocol;
 - (ii) Direct contact between ODS Officers and the media, facilitate the task of NOU to implement the action plan. (GLO/SEV/42/TAS/255, GLO/SEV/45/TAS/262)
