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COMITE EXÉCUTIF  
DU FONDS MULTILATÉRAL AUX FINS  
D'APPLICATION DU PROTOCOLE DE MONTRÉAL  
Soixante-dix-septième réunion  
Montréal, 28 novembre – 2 décembre 2016

**PLAN D'ACTIVITÉS DE LA BANQUE MONDIALE  
POUR 2017-2019**

1. Le présent document contient le plan d'activités de la Banque mondiale pour 2017-2019<sup>1</sup> et inclut: les activités prévues pour l'élimination des substances appauvrissant la couche d'ozone (SAO) durant la période 2017-2019; les indicateurs de performance du plan d'activités; et des recommandations soumises à l'examen du Comité exécutif. On trouvera ci-joint l'exposé du plan d'activités de la Banque mondiale pour 2017-2019.

**OBSERVATIONS DU SECRÉTARIAT**

2. Le Tableau 1 indique la valeur annuelle des activités figurant dans le plan d'activités de la Banque mondiale

<sup>1</sup> Un projet de plan d'activités de la Banque mondiale pour 2017-2019 a été examiné à la Réunion de coordination interinstitutions (IACM) tenue à Montréal du 31 août au 1<sup>er</sup> septembre 2016. Le plan d'activités figurant dans le présent document prend en compte les questions soulevées à la réunion en question.

**Tableau 1: Affectation des ressources dans le plan d'activités présenté par la Banque mondiale pour la période 2017-2019 (000 \$US)\***

Rubrique	2017	2018	2019	Total (2017-2019)	2020	Total après 2020
<b>Requise aux fins de conformité</b>						
Plans approuvés de gestion de l'élimination des HCFC (PGEH)	6 680	8 795	4 701	20 176	4 196	783
Production de HCFC - phase II	29 306	29 306	29 306	87 917	29 306	172 777
PGEH - phase II	22 816	36 422	35 197	94 435	35 291	94 169
<b>Activités courantes</b>						
Renforcement des institutions (RI)	0	677	0	677	677	0
Unité centrale	1 725	1 737	1 749	5 211	1 761	0
<b>Total général</b>	<b>60 526</b>	<b>76 937</b>	<b>70 953</b>	<b>208 416</b>	<b>71 232</b>	<b>267 729</b>

\* Y compris les coûts d'appui d'agence, le cas échéant.

### Observations du Secrétariat sur les activités requises aux fins de conformité

#### Phase II du secteur de la production

3. Un montant total de 290 millions \$US est inclus dans le plan d'activités pour le Plan de gestion de l'élimination de la production de HCFC (PGEH) en Chine. Ce montant inclut 29,31 millions \$US par an pour la période 2017-2020 pour la phase II et 172,78 millions \$US pour après 2020 (avec un niveau moyen de financement de 17,278 millions \$US par an, de 2021 à 2030).

4. Toutefois, le niveau annuel moyen de financement après la phase I du PGEH commençant en 2017 serait de 21,87 millions \$US dans l'hypothèse d'un montant maximal de financement (406,56 millions \$US)<sup>2</sup> comprenant les coûts d'appui d'agence conformément à la décision 69/28e). Le niveau de financement proposé pour la période allant de 2017 à 2020 dépasserait donc de 34 pour cent le montant annuel moyen.

5. La tranche finale de la phase I du PGEH de la Chine, de 25,3 million \$US, a été approuvée à la 75<sup>e</sup> réunion en 2015. La Chine prévoit de présenter des plans annuels de mise en œuvre du PGEH avec une demande de financement de la première tranche de la phase II en 2017, comme il est indiqué dans la décision 71/23 c).

6. La Banque mondiale a fait savoir que la quantité de HCFC à éliminer au cours de la phase II du PGEH, soit 5 824 tonnes PAO, sera beaucoup plus importante que dans le cas de la phase I (3 970 tonnes PAO). Bien que l'élimination des HCFC proposée concernant les phases I et II du plan d'activités représente une réduction de 34 % de la base de référence, le financement (217,54 millions \$US<sup>3</sup>) correspond à 54 % du financement maximal total (406,56 millions \$US).

#### Phase II des PGEH

7. Le niveau total du financement de la phase II des PGEH s'élève à 223,9 millions \$US (dont 94,44 millions \$US pour la période allant de 2017 à 2019). La ventilation par secteur est présentée au tableau 2.

<sup>2</sup> 385 millions \$US plus des coûts d'appui de 21,56 millions \$US.

<sup>3</sup> 100,32 millions \$US pour la phase I plus 117,22 millions pour la phase II, incluant les coûts d'appui d'agence.

**Tableau 2: Répartition par secteur du financement de la phase II des PGEH (000 \$US)**

Secteur	2017-2019	2020	Après 2020	Total	Pour cent du total
Lutte contre l'incendie	31	3		34	0,0
Mousses - général	391	195		586	0,3
Mousses rigides	75 720	27 695	91 165	194 579	86,9
Mousses rigides et polystyrène extrudé	5 632	1 609	805	8 046	3,6
Réfrigération – climatisation	2 368	789	702	3 859	1,7
Réfrigération – climatisation	2 974	1 348	270	4 592	2,1
Réfrigération - entretien	6 320	3 160	1 053	10 533	4,7
Solvants	946	473	158	1 576	0,7
Surveillance du secteur de la production	54	18	18	90	0,0
<b>Total</b>	<b>94 435</b>	<b>35 291</b>	<b>94 169</b>	<b>223 895</b>	<b>100,0</b>

**Observations du Secrétariat sur les activités courantes**RI

8. En ce qui concerne les activités de renforcement des institutions, un montant de 1,35 millions \$US a été inclus dans le plan d'activités, dont 676 584 \$US pour la période de 2017 à 2019<sup>4</sup>, et 676 584 \$US pour 2020.

Coûts unitaires de base

9. La Banque mondiale n'a pas augmenté le budget unitaire de base pour 2017<sup>5</sup>.

**Ajustements du plan d'activités de la Banque mondiale pour 2017-2019**

10. Au cours de la réunion de coordination interinstitutions, des modifications des plans d'activités des agences bilatérales et des agences d'exécution ont été décidées compte tenu des décisions pertinentes du Comité exécutif. Lorsqu'il a réexaminé le plan d'activités révisé de la Banque mondiale pour 2017-2019, le Secrétariat a constaté que les modifications ci-après n'y figuraient pas:

**Tableau 3: Ajustements du plan d'activités de la Banque mondiale pour 2017-2019**

Ajustement	2017-2019 (000 \$US)	2020 et ultérieurement (000 \$US)
Phase II du PGEH commençant en 2017 conformément à la décision 71/23 c)	-22 295	38 535
Nouvelles activités du PGEH (phase II) avec des soumissions à la 77 <sup>e</sup> réunion pour tenir compte du niveau de financement proposé dans la soumission initiale	1 176	-317

<sup>4</sup> Conformément à la décision 74/51 c), d'approuver tous les projets de renforcement des institutions et les renouvellements à un niveau supérieur de 28 % au niveau convenu antérieurement, avec un niveau minimum de financement du renforcement des institutions de 42 500 \$US par an.

<sup>5</sup> La demande de la Banque mondiale concernant le coût unitaire de base de 2017 a été soumise à l'examen de la 77<sup>e</sup> réunion (UNEP/OzL.Pro/ExCom/77/33).

11. Le tableau 4 présente les résultats des propositions du Secrétariat visant à modifier le plan d'activités de la Banque mondiale pour 2017-2019, lesquels sont également pris en compte dans le contexte du plan d'activités global du Fonds multilatéral pour 2017-2019<sup>6</sup>.

**Tableau 4: Affectation des ressources dans le plan d'activités modifié de la Banque mondiale pour 2017-2019 (000 \$US)**

Item	2017	2018	2019	Total (2017-2019)	2020	Total après 2020
<b>Requise aux fins de conformité</b>						
PGEH approuvés	6 680	8 795	4 701	20 176	3 134	1 846
Production HCFC - phase II	21 874	21 874	21 874	65 623	21 874	218 743
PGEH phase II	22 219	38 194	35 197	95 611	34 974	94 169
<b>Activités courantes</b>						
RI	0	676,584	0	677	676,584	0
Unité centrale	1 725	1 737	1 749	5 211	1 761	0
<b>Total général</b>	<b>52 498</b>	<b>71 278</b>	<b>63 522</b>	<b>187 298</b>	<b>62 421</b>	<b>314 758</b>

### Indicateurs de performance

12. La Banque mondiale a présenté des indicateurs de performance conformément à la décision 71/28 figurant dans l'exposé de son plan d'activités. Après de nombreux pourparlers, la Banque mondiale et le Secrétariat sont convenus des objectifs indiqués au Tableau 5.

**Tableau 5: Indicateurs de performance de la Banque mondiale**

Type d'indicateurs	Titre abrégé	Calcul	Objectif 2017
Planification-Approbation	Tranches approuvées	Nombre de tranches approuvées par rapport au nombre de tranches planifiées*	7
Planification-Approbation	Projets/activités approuvés	Nombre de tranches approuvées par rapport au nombre de tranches planifiées (y compris les activités de préparation de projet)**	1
Mise en œuvre	Fonds décaissés	D'après les décaissements estimatifs indiqués dans le rapport sur l'état d'avancement	54 millions \$US
Mise en œuvre	Élimination de SAO	Élimination de SAO de la tranche lorsque la tranche suivante est approuvée par rapport à l'élimination prévue dans les plans d'activités	1 979,4 tonnes PAO
Mise en œuvre	Achèvement des activités de projet	Achèvement des activités par rapport à la réalisation prévue dans les rapports d'avancement pour toutes les activités (à l'exclusion de la préparation de projets)	13
Activités administratives	Rapidité d'achèvement des activités financières	Taux d'achèvement des activités financières 12 mois après l'achèvement du projet	90%

<sup>6</sup> UNEP/OzL.Pro/ExCom/77/20.

Type d'indicateurs	Titre abrégé	Calcul	Objectif 2017
Activités administratives	Soumission en temps utile des rapports d'achèvement des projets	Soumission en temps utile des rapports d'achèvement des projets par rapport à ceux qui ont été approuvés	Dans les délais
Activités administratives	Soumission en temps utile des rapports d'achèvement des projets	Soumission dans les délais des rapports d'avancement et des plans d'activités et des réponses, sauf décision contraire	Dans les délais

\* L'objectif d'une agence sera réduit si celle-ci n'est pas en mesure de présenter une tranche en raison d'une autre agence de coopération ou de l'agence principale, si l'agence en cause en convient.

\*\* La préparation de projet ne sera pas évaluée si le Comité exécutif n'a pas pris de décision concernant son financement.

### RECOMMANDATIONS

13. Le Comité exécutif est invitée :

- (a) À prendre note du plan d'activités de la Banque mondiale pour 2017-2019 présenté dans le document UNEP/OzL.Pro/ExCom/77/25; et
- (b) À approuver les indicateurs de performance de la Banque mondiale, figurant au Tableau 5 du document UNEP/OzL.Pro/ExCom/77/25.

# 2017-2019 BUSINESS PLAN



## **WORLD BANK GROUP**

### INVESTMENT AND NON-INVESTMENT OPERATIONS FUNDED BY THE MULTILATERAL FUND OF THE MONTREAL PROTOCOL

Presented to the  
77<sup>th</sup> Meeting of the Executive Committee  
of the Multilateral Fund

3 October 2016



# I. MULTILATERAL FUND TARGETS

## A. Meeting the Objectives of the Multilateral Fund

1. The three-year rolling Business Plan for the World Bank has been prepared on the basis of approved and projected funding needs of client countries covering the years 2017-2019.
2. The objectives of the proposed 2017-2019 Business Plan for the World Bank are to:
  - a) Assist Article 5 countries in sustaining and meeting the two obligations pertaining to HCFC consumption and production phase-out – the 10% reduction post 2015 and the 35% reduction in 2020 and also to meet the extended HCFC phase-out commitment under each country's Agreement with the Executive Committee.
  - b) Ensure Article 5 partner countries' implementation of institutional strengthening (IS) activities.
3. The proposed 2017-2019 Business Plan of the World Bank includes annual work programs of sector plans and national plans, previously approved, to phase out HCFCs, as well as the renewal of the institutional strengthening activities. In light of the decisions taken at the ExCom, the Bank's Business Plan includes a number of stage II HCFC phase-out sector plans and a Stage II gradual production phase-out plan.
4. The expected impact of proposed new investment activities for the 2017-2019 period are summarized in Table I – 1, below. It should be noted that activities planned for these years are included on an indicative basis, and that they may later be revised as part of individual project submissions or future year World Bank business plan submissions.

Table I-1: Expected impact of new investment activities anticipated to be requested by the World Bank for the years 2017-2019 (ODP tonnes)

	2017	2018	2019	Total
HCFC Sector Plans Stage II	470.21	692.09	680.32	1,842.61
HCFC Production Phase-out Plan Stage II (China)	1,456.20	1,456.20	1,456.20	4,368.60
Total	1,926.41	2,148.29	2,136.52	6,211.21

5. Other than the ODP to be phased out from new investment activities proposed for the 2017-2019 period, additional phase-out of 175 ODP tons will be achieved by 2019 through the ongoing implementation of previously approved multi-year projects. This additional phase-out is summarized in Table I-2.

Table I-2: Expected impact of approved investment activities anticipated to be requested by the World Bank for the years 2017-2019 (ODP tonnes)

	2017	2018	2019	Total
HCFC Sector Plans Stage I	39.21	30.51	0.00	69.72
HCFC Sector Plans Stage II	19.43	46.68	39.17	105.28
Total	58.64	77.19	39.17	175.00



## **Strategic approach to HCFC phase-out in the proposed 2017-2019 Business Plan**

6. Balancing supply and demand of HCFC Production and Consumption: China is the world's largest producer, consumer of HCFCs for ODS use. Based on preliminary 2015 information, China consumed 62% of its production for ODS use and export the rest. The closure of 5 HCFC producers at the beginning of 2015 will have implications on the supply of HCFCs to both the domestic and export markets. Additional reduction in HCFC production capacity required by China to meet the compliance target in 2020 will further complicate the supply and demand balance.

7. To assist China in meeting the consumption and production compliance targets in 2020, it is necessary to carry out detailed analysis and study to ensure that phase-out by chemical matches the situation in the consumption sectors in both China and export markets. The World Bank had already delivered stage II HCFC PU foam sector phase-out plan for the ExCom's consideration in 2016 and proposes to submit Stage II HCFC gradual production phase out plan to the ExCom in 2017. In preparing these plans, close consultations with other implementing agencies during their preparation of other Stage II sector plans for China and with other Article 5 countries with high HCFC consumption had been carried out.

8. Support for the introduction of flammable refrigerant in refrigeration and air-conditioning sector: In reviewing potential alternatives to replace HCFC and HFC refrigerants being developed, many candidates are classified as A2L - mildly flammable refrigerants or A3 – flammable refrigerants. Safety concern is a significant barrier to overcome before the market could widely adopt A2L refrigerants. Based on the World Bank experience in Thailand, there are significant barriers to overcome before RAC equipment using these new refrigerants could be safely introduced into the market. Regulations, building codes, and national standards need to be modified to ensure these products could be safely manufactured, installed, and serviced. The same approach will be undertaken in Viet Nam stage II HPMP implementation where both A2L and A3 refrigerants will be introduced into the market.

9. For many Article 5 countries, RAC servicing sector is considered informal and most service technicians do not have formal technical training and learn their skills on the job. Attempts to improve technical capacity of service technicians for the refrigeration sector have been done previously during the phase-out of CFCs. However, due to easy entry into this trade and high turnover rate of service technicians, most technicians trained during the CFC phase-out period have already moved on to other professions. Given that training is not a mandatory requirement in most countries, very few service technicians active in the market today have undergone any training.

10. The World Bank proposes a number of preparation activities for Thailand's Stage II HCFC Phase-out Management Plans in the 2017-2019 World Bank Business Plan. The sectors to be targeted by Thailand's Stage II HPMP will include conversion of commercial refrigeration manufactures and HCFC phase-out in the servicing sector. Service technician certification system will ensure that RAC service technicians can safely perform their service and equipment will be properly installed which minimize the risk of accident during operations. This would help promote the adoption of low-GWP alternatives. Moreover, proper installation will ensure that equipment operates at the optimal design points where energy consumption performance will be at its best. The Bank will consider activities to set up service technician certification system wherever feasible in these countries.

## B. Resource Allocation in 2017

11. The proposed 2017 Business Plan includes deliverables of ten investment activities in the following six countries: Argentina, China, Indonesia, Philippines, Thailand and Vietnam. The total amount of funding requested for ongoing and new investment activities in the proposed 2017 Business Plan is US\$58.9 million.

12. The funding distribution for ongoing and new investment activities included in the proposed 2017 Business Plan is summarized below.

Table I-3: Summary of funding distribution for investment activities in the proposed 2017 World Bank Business Plan

	Total amount of funds requested in 2017 (US\$ 000s)*	Percent of total	Estimated impact in 2017 (ODP tonnes)	Percent of total
HCFC Sector Plans Stage I	4,347.99	7.4%	39.21	2.0%
HCFC Sector Plans Stage II	25,147.53	42.8%	489.64	24.7%
HCFC Production Phase-out Plan Stage I (China)	29,305.80	49.8%	1,456.20	73.4%
Total	58,801.32	100%	1,985.05	100%

\* Figures include agency support costs

13. The total deliverables contained in the proposed 2017 World Bank Business Plan, including investment, non-investment and preparatory activities amounts to US\$58.9 million (including agency support costs and core unit costs). The breakdown of the total deliverables is summarized below.

Table I-4: Summary of all activities included in the proposed 2017 World Bank Business Plan

Type of activity included in the proposed 2016 Business Plan	Number of activities	Amount requested (US\$ 000s)*
HCFC Sector Plans Stage I	1	4,347.99
HCFC Sector Plans Stage II	8	25,147.53
HCFC Gradual Production Phase-out Plan Stage II (China)	1	29,305.80
Institutional Strengthening	0	0.00
Core Unit Cost	1	1,725.00
Total	11	60,526.32

\* Figures include agency support costs

## C. Resource Allocation Beyond 2017

14. The breakdown of the resource allocation beyond 2017 in the 2017-2019 Business Planning is summarized below.

Table I-5: World Bank's proposed resource allocation plan for 2018-2019 (in US\$ 000s)

Type of activity	Total amount of funds requested in 2017 (US\$)	Estimated impact in 2017 (ODP tonnes)	Total amount of funds requested in 2018 (US\$)	Estimated impact in 2018 (ODP tonnes)
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	000s)		000s)	
HCFC Sector Plans Stage I	3,383.57	30.51	0.00	0.00
HCFC Sector Plan Stage II	41,833.59	738.76	39,898.27	719.49
HCFC Gradual Production Phase-out Plan Stage II (China)	29,305.80	1,456.20	29,305.80	1,456.20
HCFC Sector Plans Stage II Preparation	0	N/A	0	N/A
Institutional Strengthening	676.58	N/A	0.00	N/A
Core Unit Cost	1,737.08	N/A	1,749.23	N/A
Total	76,936.61	2,225.47	70,953.31	2,175.69

## II. PLANNED BUSINESS ACTIVITIES

### A. Ongoing Approved Activities

15. Investment projects for which funding is requested in the 2017-2019 BP: As of September 2016, the World Bank's Montreal Protocol portfolio consists of three ongoing multi-year projects for which funding will be solicited in 2017-2019: HCFC phase-out management and sector plans in Indonesia, Thailand, and Vietnam.

16. Non-investment projects and activities: As of September 2016, the World Bank's portfolio includes 2 ongoing institutional strengthening projects (Thailand and Jordan) that will be completed by the end of 2016.

### B. Program Expansion in 2017 and Beyond

17. A list of detailed new and approved activities to be implemented during 2017-2019, their associated levels of funding, projected ODP impact and country specific remarks is submitted as a separate table.

#### New submissions

18. HCFC consumption phase-out Stage II: As part of the World Bank 2017-2019 Business Plan, the World Bank plans to submit stage II HPMP proposals and HCFC sector plans for Argentina, China, the Philippines, and Thailand.

19. HCFC production phase-out Stage II (China): The World Bank plans to submit stage II HPPMP in 2017. This stage will involve additional closure and require careful planning to ensure that phase-out by chemical matches the situation in the consumption sectors for both domestic and global markets. To ensure achievement of the total capacity to be dismantled as per the agreement, examination at the plant level is needed to come up with options on how to meet the target.

20. China Gradual Production Sector Stage II will start implementation in 2017, however, all the figures included in the business plan are indicative and need further industrial consultation with China as more experience needs to be gained and many uncertainties exist in the production sector.

### **C. Measures to Expedite Implementation of Approved Projects and Those Critical to Compliance**

21. 2017 will be the first year that Stage II HPMPs and HCFC sector plans<sup>1</sup>, including those approved in early 2016 will be under implementation by the World Bank's partner countries. Consequently, the Bank will utilize all resources at its disposal to support countries in overseeing conversions in manufacturing and HCFC production phase-down while revising and introducing new policy and legislation at the sector and national levels. This support will include at minimum two supervision missions per project, greater use of video and teleconferencing, and provision of targeted technical and policy expertise as required. Alongside implementation, the Bank will ensure that its partners maintain a longer term vision of their national HCFC phase-out programs vis-à-vis MP obligations beyond 2015. It will for example, act to bridge project technical assistance activities at the country level with international technological developments so that countries may be better prepared when initiating Stage II work (as early as next year for a couple countries).

22. The Bank is planning to continue the organization of East Asia regional workshops again in 2017 for technical and procedural guidance to partner countries from the World Bank and external experts, exchange of views, and cross-fertilization on efficient and effective HCFC phase-out implementation. The Bank is also exploring opportunities to organize workshops in other regions such as the Middle East and Central/South America. Another workshop will also be organized in 2017 to promote synergy between climate, energy efficiency and ozone activities. This workshop will be the third of its kind that was successfully organized in 2015. The workshop will be complemented by sector-specific technical reviews of new and emerging low-GWP alternatives by the Bank's Ozone Operations Resource Group directed towards the specific needs of partner countries.

23. Lastly, in helping partner countries consider options for addressing Stage II consumption phase-out, particularly where grant funding may be limited due to eligibility, cost-effectiveness ceilings and specific sector funding boundaries, the World Bank is exploring means to better integrate the MP agenda into its main line of work. Beyond the identification of synergies in the Bank's larger lending portfolio, there will be continuing efforts in 2017 to seek out concrete opportunities that allow ODS sector phase-out to be twinned with new projects aiming for green growth and improving energy efficiency in industry, energy, agriculture, infrastructure, and other sectors.

### **III. PERFORMANCE INDICATORS**

24. As per Decision 71/28, the following performance indicators are included in the World Bank's 2017-2019 Business Plan:

#### **A. Planning--Approval Performance Indicators**

25. Number of tranches of multi-year agreements approved vs. those planned (Weighting: 10)

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<sup>1</sup> With the exception of Thailand whose project implementation is delayed due to country situation

Table III-1: Number of annual programs of multi-year agreements planned for 2017

Item	Planned for 2017	Remarks
Tranches of previously approved multi-year agreements to be presented to ExCom in 2017	3	HCFC Phase-out Plan (Thailand: 2015 and 2016 tranches, Vietnam: 2017 tranche)

26. Number of individual projects/ activities (investment, demonstration projects, TAS, IS) approved vs. those planned. (Weighting: 10)

Table III-2: Number of individual projects/ activities planned for 2017

Item	Planned for 2017	Remarks
Number of projects/ activities (investment and demonstration projects, TAS, PRP, IS) approved vs. planned	1	TA for Argentina HCFC production monitoring

## B. Implementation Performance Indicators

27. Funds disbursed (Weighting: 15). In 2017, the World Bank is targeting disbursement of the balance of \$54 million based on estimated disbursement for 2016 in the 2015 Progress Report.

28. ODP phased-out for the tranche when the next tranche is approved vs. those planned per progress reports (Weighting: 25): In 2017, the World Bank expects to phase out a total of 59 ODP tons through implementation of approved multi-year projects.

29. Project completion vs. those planned in progress reports for all activities (excluding project preparation) (Weighting: 20): In 2017, the World Bank expects to bring to completion a total of 8 individual project activities including 2 ODS alternative surveys, 5 investment activities, and 1 technical assistance project.

## C. Administrative Performance Indicators

30. Speed of financial completion after project completion (Weighting: 10): The Bank has set its target for financial completion of all project activities completed in 2014 within 12 months at 90%.

31. Timely submission of project completion reports (Weighting: 5): The Bank plans to submit project completion reports as agreed with the Senior Monitoring and Evaluation Officer.

32. Timely submission of progress reports and responses unless otherwise agreed (Weighting: 5): The Bank plans to submit its 2017 Progress Report by the April deadline.

33. A summary of the World Bank's 2017 performance indicators is included in Table III-3 below.

Table III-3: Summary of World Bank's 2017 performance indicators

Category of Performance Indicator	Title	Weighting	2015 Target
Planning -- Approval	Tranches of previously approved multi-year agreements to be approved in	10	2

Category of Performance Indicator	Title	Weighting	2015 Target
	2017		
	Number of projects/ activities (investment and demonstration projects, TAS, PRP, IS) approved vs. planned	10	5
Implementation	Funds disbursed based on estimated disbursement in progress report	15	54
	ODP phase-out for the tranche vs. that planned per progress reports	25	59 <sup>2</sup>
	Project completion vs. those planned per progress reports (excluding preparation)	20	8
Administrative	Speed of financial completion after project completion	10	90%
	Timely submission of project completion reports	5	On time
	Timely submission of progress reports	5	On time

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<sup>2</sup> Based on the approved activities. This figure will be revised when the planned activities are approved in 2017.