



**Programa de las
Naciones Unidas
para el Medio Ambiente**



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COMITÉ EJECUTIVO DEL FONDO MULTILATERAL
PARA LA APLICACIÓN DEL
PROTOCOLO DE MONTREAL
Octogésima Reunión
Montreal, 13-17 de noviembre de 2017

PLAN ADMINISTRATIVO DE LA ONUDI PARA EL PERÍODO 2018-2020

1. El presente documento expone el plan administrativo de la ONUDI para 2018-2020.¹ Incluye las actividades de eliminación de sustancias que agotan la capa de ozono (SAO) previstas para el período, indicadores de desempeño, las recomendaciones sometidas a consideración del Comité Ejecutivo y la glosa del plan administrativo.

Actividades previstas para el período 2018-2020

2. El Cuadro 1 muestra para cada año el valor de las actividades consignadas en el plan administrativo de la ONUDI.

¹ El borrador del plan administrativo de la ONUDI para el período 2018-2020 se discutió en la reunión de coordinación interinstitucional efectuada en Montreal del 5 a 7 de septiembre de 2017. El plan administrativo expuesto en el presente documento da respuesta a las inquietudes planteadas en dicha reunión.

Cuadro 1: Plan administrativo ONUDI 2018-2020, asignación de recursos según solicitud original (miles de \$EUA)*

| Detalle | 2018 | 2019 | 2020 | Total (2018-2020) | Total 2020 y posterior |
|--|---------------|---------------|---------------|-------------------|------------------------|
| Requisito | | | | | |
| Aprobación de Plan de gestión para la eliminación de HCFC (PGEH) | 48.475 | 32.757 | 34.686 | 115.918 | 92.469 |
| Preparación proyectos producción de HCFC, etapa I | 0 | 107 | 0 | 107 | 0 |
| Producción de HCFC, etapa I | 0 | 0 | 533 | 533 | 1.065 |
| Plan de gestión, etapa I | 0 | 693 | 0 | 693 | 500 |
| Plan de gestión, etapa I - financiamiento adicional | 389 | 899 | 0 | 1.288 | 0 |
| Preparación proyectos producción - PGEH, etapa II | 1.294 | 620 | 91 | 2.005 | 86 |
| Plan de gestión, etapa II | 366 | 10.844 | 15.769 | 26.978 | 55.092 |
| Plan de gestión, etapa III | 0 | 0 | 0 | 0 | 196.130 |
| Subtotal requisitos | 50.523 | 45.919 | 51.079 | 147.522 | 345.342 |
| Actividades relativas a los HFC | | | | | |
| HFC - Actividades de apoyo | 954 | 0 | 0 | 954 | 0 |
| HFC - Inversión | 3.776 | 1.819 | 0 | 5.595 | 0 |
| HFC - Inversión - preparación proyectos producción | 32 | 0 | 0 | 32 | 0 |
| Subtotal actividades HFC | 4.762 | 1.819 | 0 | 6.581 | 0 |
| Actividades corrientes | | | | | |
| Fortalecimiento institucional | 1.002 | 1.838 | 663 | 3.504 | 0 |
| Gastos unitarios básicos | 2.084 | 2.098 | 2.113 | 6.295 | 0 |
| Subtotal actividades corrientes | 3.086 | 3.937 | 2.777 | 9.799 | 0 |
| Total general | 58.371 | 51.675 | 53.856 | 163.902 | 345.342 |

* Incluye gastos de apoyo, cuando corresponde.

3. A continuación, se entrega información adicional sobre algunas de las actividades propuestas.

Producción de HCFC, etapa I

4. Se destina un total de 1,7 millones \$EUA para la etapa I del plan de gestión orientado a eliminar la producción de HCFC en la República Popular Democrática de Corea. Esta cifra incluye 107.000 \$EUA para actividades de preparación de proyectos a realizar durante el año 2018.

Plan de gestión, etapa I

5. El plan administrativo de la ONUDI destina a la República Árabe Siria² un total de 1.2 millones \$EUA, de los cuales 692.600 corresponden al período 2018-2020. Sin embargo, la etapa I del PGEH de dicho país no ha sido aprobada ni tampoco presentada a la 80ª reunión.

6. El plan administrativo de la ONUDI para 2018-2020 incluye proyectos adicionales a la etapa I del plan de gestión para dos países (Bahrein y Ecuador), por un total de 1,29 millones \$EUA. Estas solicitudes se fundan en sendas decisiones del Comité Ejecutivo que facultan a dichos países a presentar proyectos adicionales durante la ejecución de la etapa I.

² Para el sector refrigeración y climatización sirio se aprobó financiar la eliminación de 12,9 toneladas PAO de HCFC. Se trata de un proyecto autónomo adicional al plan de gestión y que equivale al 9,6% de la cifra base.

Plan de gestión, etapa II

7. El financiamiento total necesario para reducir el consumo base de HCFC en países de bajo consumo durante la etapa II del PGEH 2018-2020 asciende a 63.996 \$EUA para una reducción del 35% y a 6,37 millones \$EUA para una reducción del 67,5% (incluye 2,3 millones para el período 2018-2020).

8. El Cuadro 2 muestra la distribución del financiamiento para la etapa II del PGEH en países de alto consumo, por sector.

Cuadro 2: Distribución del financiamiento, etapa II del PGEH en países de alto consumo, por sector (miles de \$EUA)

| Sector | 2018-2020 | 2020 y posterior | Total | Porcentaje del total |
|--|---------------|------------------|---------------|----------------------|
| Espumas de poliuretano rígido | 3.328 | 229 | 3.557 | 4.7 |
| Equipos de refrigeración y climatización | 2.831 | 396 | 3.227 | 4.3 |
| Ensamblaje de equipos de refrigeración | 467 | 467 | 934 | 1.2 |
| Fabricación de equipos de refrigeración | 5.513 | 31.678 | 37.191 | 49.2 |
| Servicio y mantenimiento de equipos de refrigeración | 12.453 | 18.275 | 30.728 | 40.6 |
| Total | 24.593 | 51.044 | 75.637 | 100.0 |

Actividades relativas a los HFC

9. En el año 2018 se contemplan actividades de apoyo por un total de 953.750 \$EUA para Argentina, República Democrática del Congo, Granada, Libia, Níger y Uganda, así como actividades de inversión por un total de 5,6 millones \$EUA (incluye 32.100 \$EUA para preparación de proyectos) para China, Ecuador, Líbano, México, Marruecos y Vietnam.

10. Uno de los requisitos para incluir una actividad relativa a los HFC en un plan administrativo es una carta de entendimiento o patrocinio del respectivo gobierno. La ONUDI ha cumplido con presentar todas las cartas necesarias para la inclusión de estas actividades.

Gastos unitarios básicos

11. Se espera que los gastos unitarios básicos³ aumenten a la tasa anual del 0,7% acordada a la fecha.

Ajustes propuestos por la Secretaría

12. En la reunión de coordinación interinstitucional se acordó ajustar los planes administrativos de organismos bilaterales y de ejecución de conformidad con las decisiones del Comité Ejecutivo. Al revisar el texto modificado del plan administrativo de la ONUDI para 2018-2020, la Secretaría tomó nota de la omisión de los siguientes ajustes:

³ La solicitud de gastos unitarios básicos para el año 2018 efectuada por la ONUDI fue presentada a la 80ª reunión (UNEP/OzL.Pro/ExCom/80/29).

Cuadro 3: Ajustes al plan administrativo de la ONUDI para 2018-2020 (miles de \$EUA)

| Ajuste | 2018-2020 | 2020 y posterior |
|---|-----------|------------------|
| Valores de planes de gestión según montos reales aprobados por acuerdo, incluyendo tramos no presentados a la 80ª reunión | -1.465 | -465 |
| Valores de fortalecimiento institucional según fecha real de presentación | 94 | 0 |
| Preparación de proyectos para la etapa II del PGEH, conforme a lo dispuesto en la decisión 71/42 | -0.1 | 0 |
| Actividades de apoyo relativas a los HFC, conforme a lo dispuesto en la decisión 79/46(c) | -9 | 0 |

13. El Cuadro 4 muestra el resultado de los ajustes propuestos por la Secretaría al plan administrativo de la ONUDI para el período 2018-2020, los que se incluyen además en el plan administrativo consolidado del Fondo Multilateral para igual período.⁴

Cuadro 4: Asignación de recursos - Plan administrativo ajustado, 2018-2020 (miles de \$EUA)*

| | 2018 | 2019 | 2020 | Total (2018-2020) | Total 2020 y posterior |
|--|---------------|---------------|---------------|-------------------|------------------------|
| Requisito | | | | | |
| Aprobación de plan de gestión para eliminación de HCFC | 48.796 | 32.694 | 32.963 | 114.453 | 92.004 |
| Preparación de proyectos de producción de HCFC, etapa I | 0 | 107 | 0 | 107 | 0 |
| Producción de HCFC, etapa I | 0 | 0 | 533 | 533 | 1.065 |
| Plan de gestión, etapa I | 0 | 693 | 0 | 693 | 500 |
| Plan de gestión, etapa I - financiamiento adicional | 389 | 899 | 0 | 1.288 | 0 |
| Preparación proyectos producción - PGEH, etapa II | 1.294 | 620 | 91 | 2.005 | 86 |
| Plan de gestión, etapa II | 366 | 10.844 | 15.769 | 26.978 | 55.092 |
| Plan de gestión, etapa III | 0 | 0 | 0 | 0 | 196.130 |
| Subtotal requisitos | 50.844 | 45.857 | 49.356 | 146.057 | 344.876 |
| Actividades relativas a los HFC | | | | | |
| HFC - Actividades de apoyo | 945 | 0 | 0 | 945 | 0 |
| HFC - Inversión | 3.776 | 1.819 | 0 | 5.595 | 0 |
| HFC - Inversión - Preparación de proyectos de producción | 32 | 0 | 0 | 32 | 0 |
| Subtotal actividades HFC | 4.753 | 1.819 | 0 | 6.572 | 0 |
| Actividades corrientes | | | | | |
| Fortalecimiento institucional | 1.096 | 1.406 | 1.096 | 3.598 | 0 |
| Gastos unitarios básicos | 2.084 | 2.098 | 2.113 | 6.295 | 0 |
| Subtotal actividades corrientes | 3.180 | 3.504 | 3.209 | 9.893 | 0 |
| Total general | 58.776 | 51.180 | 52.565 | 162.521 | 344.876 |

* Incluye gastos de apoyo, cuando corresponde.

Indicadores de desempeño

14. Conforme a lo dispuesto en la decisión 71/28, la glosa del plan administrativo de la ONUDI incluye indicadores de desempeño. Tras una serie de conversaciones, la ONUDI y la Secretaría convinieron las metas que se indican en el Cuadro 5.

⁴ UNEP/OzL.Pro/ExCom/80/16.

Cuadro 5: Indicadores de desempeño para la ONUDI

| Indicador | Descripción | Criterio | Meta para 2018 |
|-------------------------------|--|---|--|
| Planificación-- aprobación | Tramos aprobados | Número de tramos aprobados vs. los previstos* | 40 |
| Planificación-- aprobación | Proyectos/actividades aprobadas | Número de proyectos/actividades aprobadas vs. las previstas (incluye preparación de proyectos)** | 52 |
| Ejecución | Fondos desembolsados | Sobre la base de desembolsos estimados en el informe de avance | 25.351.715 \$EUA |
| Ejecución | Eliminación de SAO | Eliminación de SAO para el tramo al momento de aprobarse el siguiente vs. lo previsto en los planes administrativos | 870.0 tons. PAO |
| Ejecución | Cierre de las actividades proyectadas | Avance de los proyectos vs. lo previsto en los informes de avance para todas las actividades (salvo preparación de proyectos) | 57 |
| Administrativo | Diligencia en el cierre financiero | Grado de cierre financiero de los proyectos doce meses después de su término | Doce meses después de cierre operativo |
| Administrativo | Entrega oportuna de informes de cierre de proyecto | Plazo de entrega de informes de cierre de proyecto vs. lo estipulado | A tiempo |
| Administrativo | Entrega oportuna de informes de avance | Entrega oportuna de informes de avance y de respuestas y planes administrativos, salvo acuerdo en contrario | A tiempo |

* Las metas de un determinado organismo se podrán reducir cuando éste se vea imposibilitado de presentar un tramo por motivos imputables a otro organismo principal o de cooperación, siempre que dicho organismo esté de acuerdo.

** No se evaluará la preparación de proyectos sin una decisión del Comité Ejecutivo en cuanto a su financiamiento.

RECOMENDACIONES

15. El Comité Ejecutivo podrá estimar pertinente:

- a) Tomar nota del plan administrativo de la ONUDI para el período 2018-2020 contenido en el presente documento UNEP/OzL.Pro/ExCom/80/20; y
- b) Aprobar los indicadores de desempeño expuestos en el Cuadro 5 del presente documento UNEP/OzL.Pro/ExCom/80/20.

UNIDO
BUSINESS PLAN 2018



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Pre-session documents of the Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol are without prejudice to any decision that the Executive Committee might take following issuance of the document.

EXECUTIVE SUMMARY

The 2018 Business Plan of UNIDO together with the forecast for 2019 and 2020 represents the Rolling Business Plan of Montreal Protocol activities of the Organization. Funding estimates up to 2020 and beyond have also been provided. This provides useful information for Executive Committee members on the funding needed to reach the 2020 control measures for HCFCs.

UNIDO's Business Plan was prepared based on the previous rolling business plan, taking into consideration the approvals and experience of previous years, the requests received from Article 5 countries, priorities established and the decisions taken by the Executive Committee, in particular Decision 79/46, 78/3(g), 77/27(c), 75/3(b)(i), 74/50, 74/18(b), 72/40, 74/21, 74/50(c), 71/18, 71/42 and 57/6(c). It also reflects the discussions held in Montreal during the Inter-Agency Coordination Meeting from 5 to 7 September 2017. It is also largely inspired from the historical decision of the 19th Meeting of the Parties agreeing on the acceleration of the phase-out of HCFCs, and the relevant ExCom decisions on HPMPs, HCFC investment, demonstration projects and enabling activities to facilitate the early ratification of the Kigali Amendment. The countries' needs have been calculated based on approved HPMPs and based on reported HCFC Baseline consumption.

In 2018, UNIDO will submit for approval by the Executive Committee forward commitments amounting to USD 48.5 million. New activities are focusing mainly on HCFC phase-out, demonstration projects, enabling activities and the renewal of institutional strengthening projects with a total value of USD almost 8.6 million (including Core Unit Funding). In addition, USD 1,293,900 is earmarked for the preparation of Stage II HPMPs in 2018. As listed in the business plan, about 86 % (USD 50.5 million) of UNIDO's 2018 Business Plan is focusing on the phase out of HCFCs.

Decision 79/41 has maintained the administrative cost regime adopted by Decisions 67/15, namely for new projects with a value over USD 250,000 as well as for institutional strengthening and project preparation activities approved at the 67th Meeting of the Executive Committee and after are subject to 7% agency fee. Support cost for Agreements made before the 67th Meeting of the Executive Committee remained valid, except for the second and subsequent tranches of HPMPs approved at the 66th Meeting of the Executive Committee, where the 7,5% agency fee has been reduced to 7 % in line with Decision 72/20. For new projects with a value at or below USD 250,000, an agency fee of 9 % is provided. Furthermore, for Core Unit Funding an annual increase of maximum 0.7% is allowed for the current triennium. For this reason and in line with the Fund Secretariat's recommendation, Core Unit Costs for the years 2018-2020 have been budgeted based on a maximum 0.7 % increase. Thus, USD 2,083,870 has been allocated in the 2018 Business Plan for the Core Unit for the year 2018.

The total amount foreseen in UNIDO's 2018 Business Plan, including forward commitments, new investment, non-investment activities, project preparation and funding of core unit is USD 58,371,062 including support costs and with an impact of 881 ODP tonnes.

USD 61,674,868 worth of projects are earmarked for 2019 with an impact of 724 ODP tonnes, while for 2020 USD 53,855,635 with an impact of 801 ODP tonnes are forecasted.

A. MULTILATERAL FUND TARGETS

1. CONTEXT

UNIDO prepared its business plan for 2018 to 2020 based on ExCom Decisions 79/46, 78/3(g), 77/27(c), 75/3(b)(i), 74/50, 74/18(b), 72/40, 74/21, 74/50(c), 71/18, 71/42 and 57/6(c). as well as the Government requests received from Article 5 countries. An inter-agency coordination meeting was held between 5 and 7 September 2017 in Montreal, Canada. Considering the draft business plans submitted by all implementing and bilateral agencies and the compliance-oriented model, the Secretariat identified the countries that are in need of assistance in order to comply with the various phase-out schedules, for which no activities were included in the business plans of implementing agencies and pointed out cases where a duplication of activities occurred among the various implementing agencies. The countries' needs have been calculated for most countries based on the actual HCFC baseline data as well as based on approved HPMP Agreements.

The Business Plan is also largely inspired from the historical decision of the 19th Meeting of the Parties agreeing on the acceleration of the phase-out of HCFCs, and the Decision 74/50 on the draft criteria for funding HCFC phase-out in the consumption sector for Stage II of HCFC Phase-Out Management Plans and other relevant ExCom decisions on HPMPs and HCFC investment and demonstration projects. In addition, the Kigali Amendment of the Montreal Protocol and related ExCom decisions also had an important impact on UNIDO's planning.

As agreed with the Secretariat, activities which were part of UNIDO's 2017 business plan, but could not be submitted either to the 79th or to the 80th Meeting of the Executive Committee, are reflected in the present business plan. Furthermore, any projects submitted to, but not approved at the 80th Meeting should be added afterwards to the 2018 Business Plan.

During the 2018-2020 business plan cycle, UNIDO also foresees the implementation of trust fund projects (e.g. Argentina, China, Libya, Mexico) and continued strong cooperation with donor countries, particularly with Italy and Spain.

2. RESOURCE ALLOCATION

In 2018, UNIDO is planning to submit USD 56.3 million worth of projects, the majority of which is focused on phase-out of HCFCs, plus core unit funding in the value of about USD 2.08 million.

HCFC phase-out activities form large part of UNIDO's 2018 Business Plan. Most HPMPs for non-LVCs include investment projects for the conversion of manufacturing enterprises to HCFC-free alternatives taking into consideration new technological developments to ensure sustainable conversion of HCFC-based manufacturing enterprises.

In line with earlier discussions, funding requests for the preparation of Stage II HPMPs should be submitted 2 years before the last tranche of Stage I. However, there are exceptions, in particular in non-LVC countries with extended commitments, whereby no funding is scheduled between 2015 and 2018. In such cases, project preparation is required 1 or 2 years before the penultimate tranche of Stage I. UNIDO made careful consideration of each country to ensure smooth implementation, without interruptions between Stage I and Stage II activities.

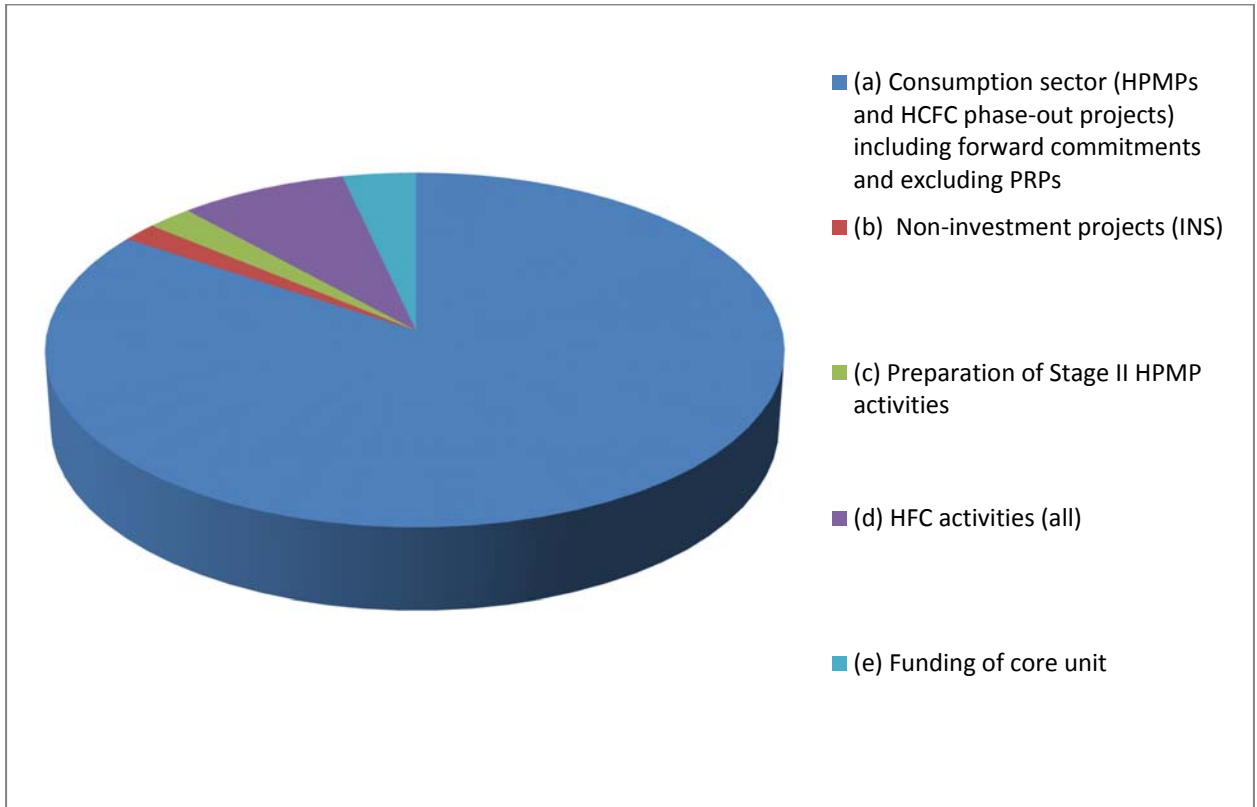
Furthermore, renewal of institutional strengthening projects also form part of UNIDO's 2018-2020 Business Plan.

The total budget for 2018 for the above activities is USD 56,287,192 plus USD 2,083,870 core unit funding for UNIDO. Table 1 below summarizes the resource allocation of UNIDO's 2018 Business Plan.

Table 1: Resource allocation

| Pos. | Type/sector | Value (\$) Incl. support costs | Share of Business Plan allocation (%) |
|------|---|--------------------------------|---------------------------------------|
| (a) | Consumption sector (HPMPs and HCFC phase-out projects) including forward commitments and excluding PRPs | 49,229,599 | 84.3 |
| (b) | Non-investment projects (INS) | 1,002,080 | 1.7 |
| (c) | Preparation of Stage II HPMP activities | 1,293,900 | 2.2 |
| (d) | HFC activities (all) | 4,761,613 | 8.2 |
| (e) | Funding of core unit | 2,083,870 | 3.6 |
| | Total | 58,371,062 | 100 |

Resource Allocation as per Table 1



The details of the 2018-2020 rolling Business Plan are spelled out in the Business Plan Database.

3. GENERAL OVERVIEW ON ASSISTANCE TO COUNTRIES IN NON-COMPLIANCE

In UNIDO's portfolio, there is currently no country being in non-compliance with the HCFC phase-out schedule. UNIDO has been providing continuous assistance to countries that had been in non-compliance in previous years (Democratic People's Republic of Korea and Libya).

All activities presented in UNIDO's business plan aim at providing assistance to A5 countries to comply with their obligations towards the Montreal Protocol. Should there be any countries in non-compliance under UNIDO's responsibility, UNIDO will work closely with the countries concerned to bring them back to compliance and will assist them to report the required data to the Ozone Secretariat.

4. PROGRAMME EXPANSION

In the years 2018 to 2020 UNIDO aims to enhance its assistance to Article 5 countries by strengthening its project portfolio through the implementation of HCFC phase-out management plans and HCFC phase-out investment projects.

UNIDO continues providing support with Stage II HPMPs to all the countries assisted during Stage I.

The main objective of this Business Plan is to assist Article 5 countries in meeting their obligations under the Montreal Protocol, in particular the 35% reduction target in 2020 for HCFCs. However, in some cases UNIDO, in agreement with the beneficiary countries, has set more ambitious objectives and targets 67.5% reduction.

The analysis of the activities of UNIDO's Business Plan reveals that the major share of UNIDO's MP project portfolio consists of HPMPs including HCFC investment activities in different sub-sectors.

In 2018, UNIDO will continue to cover all regions (Latin America and the Caribbean, Africa, Asia and Pacific, Europe) with planned activities in various sectors and countries (including project preparation and non-investment activities).

The following section summarizes the activities contained in UNIDO's 2018 Business Plan sorted by region.

Africa

In Africa, funding requests for nine countries, with a total value of USD 5,006,836 will be submitted in 2018. The main concentration will be in HPMPs, as well as preparatory assistance projects for HPMP Stage II. UNIDO is cooperating with UNEP on several HPMPs in African countries. Furthermore, enabling activities and institutional strengthening requests will also be submitted

Asia

In Asia requests for funding for nine countries with a value of USD 35,285,585 will be submitted in 2018. This represents about 60.6 % of the total Business Plan for 2018. The main concentration will be in HPMPs, HCFC investment projects, demonstration projects, as well as preparatory assistance projects for HPMP Stage II.

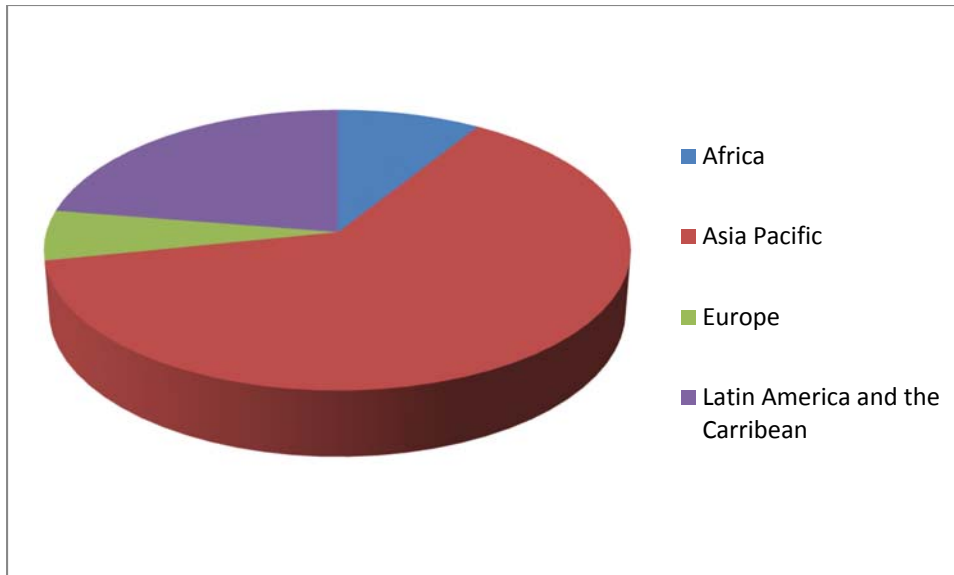
Europe

In Europe, requests for eight countries with a value of USD 3,168,197 will be submitted in 2018, targeting the phase-out of HCFCs and institutional strengthening.

Latin America and the Caribbean

In Latin America and the Caribbean Region, requests for two countries, with a value of USD 12,615,624 will be submitted in 2018. The main concentration will be in HPMPs, including Stage I and Stage II activities, demonstration projects and enabling activities.

UNIDO's 2018 Business Plan by Region



PERFORMANCE INDICATORS

The 71st Meeting of the Executive Committee has reviewed the performance indicators. The new weightings, based on Decision 71/28, are indicated in the below table.

| Type of Indicator | Short title | Calculation | Weighting | Target 2018 |
|--------------------------|---|---|------------------|--|
| Planning--Approval | Tranches approved | Number of tranches approved vs. those planned | 10 | 25 |
| Planning--Approval | Projects/activities Approved | Number of projects/activities approved vs. those planned (including project preparation activities) | 10 | 35 |
| | Sub-total | | 20 | |
| Implementation | Funds disbursed | Based on estimated disbursement in progress report | 15 | USD 25.3 million |
| Implementation | ODS phase-out | ODS phase-out for the tranche when the next tranche is approved vs. those planned per business plans | 25 | 600 ODPt |
| Implementation | Project completion for Activities | Project completion vs. planned in progress reports for all activities (excluding project preparation) | 20 | 50 |
| | Sub-total | | 60 | |
| Administrative | Speed of financial completion | The extent to which projects are financially completed 12 months after project completion | 10 | 12 months after operational completion |
| Administrative | Timely submission of project completion reports | Timely submission of project completion reports vs. those agreed | 5 | On time |
| Administrative | Timely submission of progress reports | Timely submission of progress reports and | 5 | On time |

| Type of Indicator | Short title | Calculation | Weighting | Target 2018 |
|-------------------|------------------|--|------------|-------------|
| | | business plans and responses unless otherwise agreed | | |
| | Sub-total | | 20 | |
| | Total | | 100 | |

Based on Decision 71/28, the performance indicator on milestone activities for MYAs was changed as listed now in the above table.

INITIATIVES TO ENSURE COMPLIANCE

Successful and timely implementation of ongoing activities is essential for the current compliance period.

Special attention is provided to countries that may previously have been in non-compliance and that have decisions outlining plans of actions with time-specific benchmarks for return to compliance.

UNIDO has continued to provide supportive initiatives in order to ensure timely project completion of projects approved so far, and to facilitate compliance of the recipient countries with their MP obligations, which supported successful project implementation:

- Regular follow up of the implementation process is being done by the staff of the ozone office together with UNIDO's national and international consultants and project managers. This ensures that effective actions on critical issues such as resolving bottlenecks in site preparation, customs clearance, installation, commissioning and safety certification, monitoring of CFC-related equipment are taken.
- UNIDO is frequently attending Regional Network Meetings and respective workshops providing additional support to our counterpart countries.
- Communication and interaction between regional and country offices about the implementation process has ensured the smooth flow of project plans. As in previous years, directors of UNIDO regional and country offices are regularly briefed at UNIDO HQs on ongoing and possible future activities. They are involved in the implementation process and are following up the progress of the programmes. In turn, the representatives brief headquarter staff working in a specific country on the regular activities in the field and problems faced, if any.
- UNIDO also provides, when requested, support such as policy assistance, putting in place relevant legislation etc. Additionally, UNIDO project managers are visiting the project site, if definitely required.

- Based on recommendation of the Implementation Committee, additional assistance will be offered to the countries with delays in reporting of its ozone-depleting substance data