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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
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Item 7(c) of the provisional agenda¹

**2024 CONSOLIDATED PROJECT COMPLETION REPORT
(Part I)**

Introduction

1. Pursuant to relevant decisions on project completion reports (PCRs), most recently decision 93/25(b), the lists containing outstanding PCRs due for 2024 were sent to bilateral and implementing agencies in January 2024 for the first consolidated report of the year to be submitted to the 94th meeting.

2. In line with decision 93/25(b), the Senior Monitoring and Evaluation Officer (SMEO) requested agencies to provide the reasons for not submitting the PCRs due for the 94th meeting, where applicable.² These covered a variety of issues, such as delays in deliveries from suppliers and procurement issues, visa issues, political instability, government delays in submitting required documents for contracting purposes, or government-specific requests for in-country training on supplied equipment, causing delays in project completion.

3. In total nine PCRs for multi-year agreement (MYA) projects were submitted after the 93rd meeting within the agreed cut-off date for consideration at the 94th meeting, as listed in annex I to the present document. All of the submitted PCRs relate to HCFC phase-out management plans (HPMPs), eight of which for stage I and one for stage II.

4. Three individual PCRs were submitted for the 94th meeting, comprising one investment project (conversion) and two verification reports, as listed in annex II to the present document. The latter were submitted after the cut-off date for consideration at the 93rd meeting and before the adoption of decision 93/25(a)(ii), which eliminated the requirement to produce and submit PCRs for technical assistance for verification reports as of 2024. Therefore, the present report considers only one individual investment project.

¹ UNEP/OzL.Pro/ExCom/94/1

² This concerns four MYAs and one individual project.

I. Summary of information from multi-year agreement project completion reports

I.1 Overview of information from multi-year agreement project completion reports

5. Of the 294 MYA projects identified as completed in the 2022 progress report, bilateral and implementing agencies submitted 290 PCR's prior to the 94th meeting, of which 286 were received prior to the 93rd meeting and four after, leaving four outstanding PCR's, as shown in table 1. The four outstanding PCR's are listed in annex III to the present document. In addition, there are 11 outstanding MYA PCR's due by decision in 2024 that are listed in annex IV to the present document.

Table 1. Overview of MYA PCR's

Agency	Completed	Received prior to the 93 rd meeting	Received after the 93 rd meeting	Outstanding
Canada	3	3	0	0
France	6	6	0	0
Germany	12	12	0	0
Japan	1	1	0	0
UNDP*	59	58	1	0
UNEP*	112	107	2	3
UNIDO*	75	73	1	1
World Bank	26	26	0	0
Total	294	286	4	4

*In addition, UNDP submitted one MYA PCR, UNEP submitted two MYA PCR's, and UNIDO submitted two MYA PCR's for projects completed after 2022.

6. Table 2 below reports on the aggregated funds disbursed, ozone-depleting substances (ODS) phased out, and project completion delays in the nine MYA projects for which PCR's have been received since the 93rd meeting, and which have been included in the present consolidated report for consideration at the 94th meeting.

Table 2. Overview of the budget, ODSs phased out and delays of MYA PCR's submitted after the 93rd meeting

Agency	MYA funds (US \$)		Consumption phase-out (ODP tonnes)		Average delays (months)*
	Approved	Disbursed	Approved	Actual	
UNDP	1,606,057	1,255,494	13.3	9.6	17.25
UNEP	1,649,141	1,355,528	12.9	6.7	7.12
UNIDO	9,821,319	7,910,773	355.3	257.1	14.51
Grand Total	13,076,517	10,521,795	381.5	273.4	11.83

* The total average is based on the total of nine MYA PCR's received, as presented in annex I.

I.2 Reasons for delays in multi-year agreement project implementation, and actions taken

HCFC phase-out management plan

Reasons for delays

7. The agencies submitted eight MYA PCR's for stage I and one MYA PCR for stage II of HPMPs. A variety of causes for project implementation delays were reported, including delays related to ODS legislation, delays related to suppliers and enterprises, and delays related to external factors. The legislation-related delays included: newly established ODS legislation in the country requiring arrangements between institutions and committees to prepare implementation; government regulations and conditions affecting the national licensing system; and the need for back-and-forth review by many officials before obtaining

cabinet approval for the signature for the small-scale funding agreement (SSFA) for the first tranche of stage I of the HPMP. Supplier and enterprise-related delays included: the construction of new facilities; the testing of new systems; the absence of a signed agreement between the concerned entities; and limited availability of hydrofluoroolefins (HFOs) in the country due to market size. Other factors included: the second wave of the COVID-19 pandemic, security instability and other external events (e.g., natural disasters) that affected the submission of funding requests for the third and last tranches, led to difficulties for organizing training workshops for refrigeration technicians, and created supplier delays in delivering equipment due to the lockdown. In one case, the deployment to other tasks of NOU staff working part time on the project had a negative impact on the timely implementation of activities.

8. In some cases, enterprises' technicians were reluctant to attend training, causing delays in project completion. In other cases, delays were caused by difficulties linked to having a new line of production to facilitate the conversion process. One example involved the construction of a new facility for a pentane storage tank that was delayed because of the need to obtain official permits for construction. In another case, the delay was related to a company-based strategy to test the functionality and properties of the HFO-based system during the winter season.

9. In relation to supplier delays for one project, agencies reported that most of the activities had not been completed due to the lack of a signed agreement between the implementing agencies and the Presidency for Meteorology and Environment (PME). The third tranche of the HPMP had been approved but the funds could not be transferred to the agencies before the signature of the agreement between PME and the agencies, which was a requirement for receiving the funds.

10. Then the agencies reported that the Government had applied a new arrangement following the signature of the agreement, requiring funds to be transferred to the national ozone unit (NOU) and requesting enterprises to pay the import duty and claim it back from customs after the release of the equipment and the completion of the required paperwork. The agencies played a role in facilitating this process between enterprises and customs to avoid any further delays in project implementation.

Actions taken to address the implementation delays

11. In reference to delays in the approval of ODS licensing systems and the signature of an SSFA for tranche approval, the concerned Government requested, through the implementing agencies, both the second tranche and the third tranche at the 80th meeting, thus avoiding further delays. Following the signature of the SSFA, consecutive training sessions for refrigeration and air-conditioning (RAC) technicians, customs officers and other law enforcement officers took place through coordination between the designated environmental department and the Multilateral Fund focal point. In the case of new ODS legislation in the country, several consultations and discussions between stakeholders took place to facilitate the process, thereby addressing the requirement before implementation.

12. To address enterprise and supplier delays, implementing agencies conducted regular field missions to the project sites, and several meetings were conducted with suppliers to provide further explanations about the scope of the project. Meetings with companies were also conducted to better explain the usefulness of this training for the company and not only technicians. Agencies reported that continuous online communication with different stakeholders, and follow-up with the NOU took place to ensure project implementation.

13. To compensate for the delays in implementation caused by the second wave of the COVID-19 pandemic, in one case, inspections and physical meetings by the NOU took place during the period during which lockdown was lifted between the two waves. In another case, the Government requested an extension of the project completion date from the Executive Committee, which was approved on an exceptional basis. Meanwhile, NOUs adapted their strategy to overcome the delay such as: conducting online meetings, using

flexibility in the organization of meetings, reducing the number of participants in activities, and increasing the number of days of training.

14. In another case, the agency reported that activities were redesigned and workplans were revised to adapt to the delay caused by the COVID-19 pandemic, and virtual meetings and webinars replaced in-person activities.

15. As for the institutional changes, the agency reported that some NOU staff were not working full time on project and were being deployed for other duties. New full-time staff is therefore being recruited to maintain the continuity of project activities. In another case, the agency reported that political instability had led to the continual change of NOU staff. The agency conducted a field mission to the country and a consultant from the region who speaks the local language was hired under contract to deliver the training for RAC technicians.

16. In one country, the security situation was delaying the submission of the third and fourth tranches. Flexibility was provided into the timeline, noting that the agency reported that no further information could be collected due to the escalated security situation in the country.

I.3 Lessons learned

HCFC phase-out management plans

Project implementation

17. Lessons learned from project implementation highlight the essential role of stakeholder engagement and continuous collaboration between the implementing agencies, technical experts, the country's government, and the private sector. In one case, joint border dialogues reinforced the cooperation between neighbouring countries and enhanced the collaboration between NOUs. Therefore, more joint dialogues are welcome. Another lesson learned is that the procedure for obtaining approval and quotas for ODS imports should be simpler and less time-consuming.

18. Lessons reveal that a clear strategy with a detailed timeframe for the implementation of activities is very important, and that a flexible approach to problems caused by unforeseen situations (e.g., COVID-19) should be in place. Enhancing the project team's knowledge and skills to respond to needs out in the field supports the conduct of project activities.

Alternative technology

19. With regard to the availability of alternative technology, one agency reported that new technologies should be introduced into the market once the required regulations are already in place, to increase the effectiveness of the deployed technology.

20. Another agency reported on the need for more assessment and studies at the national level in high ambient temperature (HAT) countries to facilitate the transfer of alternative technologies to carry out the HPMP.

21. Another agency reported that the main obstacle for the adoption of low-GWP alternative technologies to HCFC-22 is the lack of knowledge and local expertise in the new technology. This could be overcome in the short term by raising awareness (seminars and workshops) about the alternative technologies targeting end users, in the sectors with high refrigerant consumption. However, in the longer term, it would be beneficial to increase the interest of engineers and technicians in low-GWP alternative technologies and make them more aware of the implications of refrigerant choice on each sector.

Capacity building

22. In one country, capacity-building programmes related to training and equipping refrigeration technicians, as well as enhancing the skills of enforcement officers, were instrumental to prevent illegal trade in substances controlled under the Montreal Protocol. This furthermore increased the use of alternative technologies that reduced the consumption of HCFCs. In another country, the agency reported on the need to assess and enhance the capacities of the national training centres to help train and certify RAC technicians. In another country, targeted incentives were required to motivate technicians to attend training in the RAC sector.

23. Lessons reveal that a combination of technology transfer and capacity building together is more effective than simply a capacity-building training activity. Furthermore, one agency reported that hiring a local consultant who spoke the local language was very beneficial in delivering the training to the technicians. Other agency considered that learning by doing is a successful approach to capacity building. First-hand experience and practical training courses using the technology facilitate the adoption and acceptance of the new technologies.

24. Further targeted capacity-building programmes are needed for law enforcement agencies (customs and environmental inspectorate) on global and local policy changes (e.g., anticipated policy shifts towards the consumption of alternative refrigerants, including low/zero-GWP alternatives and technologies). Additionally, training materials developed during stage I of the HPMP need to be updated for use in stage II. This will help enhance the limited capacity in law enforcement institutions and increase the number of certified skilled technicians through professional education programmes and tools.

Policy and regulatory framework

25. In some countries, a continuous, inclusive and cooperative discussion among different stakeholders with deep understanding, as well as awareness-raising on the quota and licensing system, and on banning the use of ODS, facilitated the adoption of new regulations. Furthermore, the effective policy and regulatory framework played a substantial role in HCFC phase-out.

26. One agency reported that decision makers rely on the availability of alternative technology suitable to the RAC sector in the country in order to adopt a comprehensive HCFC-related legislative framework.

Engagement of national stakeholders

27. Some agencies reported that the successful implementation of HPMP projects in countries was due to the strong collaboration and cooperation between implementing agencies and the national stakeholders (e.g. national environmental agencies) and other technical experts. Experience showed that joint cross-border dialogues increased the collaboration between customs departments in neighbouring countries and strengthened the relationship between NOUs.

28. It was suggested to have more joint cross border dialogues in the future, particularly in the RAC sector. Also, agency noted that strengthening the refrigeration association is crucial for the effectiveness of the certification system during stage II of HPMP projects.

29. Other factors with national stakeholders need to be considered such as: (a) detailed market research of end users, including their willingness to participate in the demonstration project activities along with the company's financial status, is necessary before the designing phase of the project; (b) ex-ante and ex-post targeted awareness and advocacy campaigns should be carried out for end users in order to increase their awareness and interest to participate in demonstration projects; (c) project results should be replicated among businesses other than project beneficiaries; (d) clear and detailed eligibility and financial performance criteria should be set, and a detailed evaluation of candidate companies should be carried out before selecting project beneficiaries, and; (e) more flexible requirements may be considered for

co-financing that can be used for equipment operation and maintenance, to train personnel in equipment maintenance, etc.

30. In one case, an agency reported that the co-financing pledges from the beneficiaries of a demonstration project had been effective in achieving the sustainability of project results. Thus, as a lesson learned, the agency noted that the co-financing component is an important aspect to consider as a way forward towards the implementation of investment components during stage II of HPMPs.

II. Summary of information from individual project completion reports

II.1 Overview of information from individual project completion reports

31. Of the total 1,867 investment projects completed, bilateral and implementing agencies have submitted 1,866 PCRs, one of which was received after the 93rd meeting before the cut-off date for submission to the 94th meeting, with a balance of one outstanding PCR, as shown in table 3.

Table 3. PCRs submitted for investment projects

Agency	Completed	Received prior to the 93 rd meeting	Received after the 93 rd meeting	Outstanding
Canada	2	2	0	0
France	13	13	0	0
Germany	20	20	0	0
Italy	11	11	0	0
Japan	6	6	0	0
Spain	1	1	0	0
United Kingdom of Great Britain and Northern Ireland	1	1	0	0
United States of America	2	2	0	0
UNDP	899	899	0	0
UNIDO	454	452	1	1
World Bank	458	458	0	0
Total	1,867	1,865	1	1

32. Of the 1,282 non-investment projects completed, bilateral and implementing agencies have submitted 1,282 PCRs, two of which were received after the 93rd meeting before the cut-off date for submission to the 94th meeting, with a balance of zero outstanding PCRs, as shown in table 4.

Table 4. PCRs submitted for non-investment projects

Agency	Completed	Received prior to the 93 rd meeting	Received after the 93 rd meeting	Outstanding
Canada	57	57	0	0
France	34	34	0	0
Germany	62	62	0	0
Japan	17	17	0	0
UNDP	301	301	0	0
UNEP	512	510	2	0
UNIDO	162	162	0	0
World Bank	44	44	0	0
Others	93	93	0	0
Total	1,282	1,280	2	0

33. Three PCRs for individual projects were submitted, corresponding to one investment project (conversion), and two verification projects, which are not included in the analysis in line with decision 93/25(a).

34. The aggregated results relevant to disbursement, actual phase-out and average duration and delays in project implementation for the one investment project (conversion), and two verification projects are shown in table 5. Only one individual PCR for a completed investment project is outstanding, as listed in annex V to the present document.

Table 5. Overview of the budget, ODSs phased out and delays of individual projects submitted after the 93rd meeting

Agency	Number of projects	Funds (US \$)		Phase-out (ODP tonnes)		Average duration/delays (months)*	
		Approved	Disbursed	Approved	Actual	Duration	Delays
UNEP	2	60,000	37,529	0	0	33.47	9.12
UNIDO	1	1,840,755	1,384,690	0	0	43.67	18.30
Total	3	1,900,755	1,422,219	0	0	36.87	12.18

*The total average is based on the total of three individual PCRs received before the cut-off date for submission.

II.2 Reasons for delays and actions taken for individual investment projects

35. The PCR of the investment project related to the conversion of commercial refrigeration manufacturing reported delays related to the COVID-19 pandemic. In particular, the reported delays affected activities related to installation, safety verification, and training. Upon request of the country, the Executive Committee approved on an exceptional basis, the revised project completion date to mitigate the impact of delays caused by the pandemic.

II.3 Lessons learned and action taken on the individual investment projects

36. For the conversion project, lessons learned indicate that technology assessment and development are important aspects to be considered during the early design phase of the project. The integration of innovative processes in manufacturing enterprises can substantially impact the sustainability of product performance.

37. Lessons showed³ that considering the sustainability of the products during the life cycle of the project is a necessary step for enterprises seeking to develop products that respond to the needs of society and the environment.

III. Reporting on gender mainstreaming in project completion reports

38. Among the 10 PCRs considered for the present consolidated report, only seven MYA projects were approved after the 85th meeting,⁴ date after which it is mandatory to include the gender dimension in project proposals.

39. The current formats for submitting the PCRs do not include a dedicated section to report on gender mainstreaming. However, one agency provided information on this matter under the section on implementation effectiveness, briefly reporting on women's participation in activities in the RAC sector. Women enforcement officers attended capacity-building training in monitoring and controlling HCFC import and export.

40. The SMEO will continue to monitor references to gender mainstreaming in PCRs. Information reporting on the gender dimension is still poor. The draft universal PCR format⁵ proposed for the

³ Online access to lessons learned from individual PCRs: <http://multilateralfund.org/pcrindividual/search.aspx>.

⁴ Date after which projects should be addressing gender issues in compliance with the Multilateral Fund operational gender mainstreaming policy approved by decision 84/92. For latest updates see document UNEP/OzL.Pro/ExCom/92/51.

⁵ Annex V in document UNEP/OzL.Pro/ExCom/94/8.

consideration and approval of the Executive Committee at the present meeting, in document UNEP/OzL.Pro/ExCom/94/8, includes a section on gender which would facilitate future reporting on the implementation of the Multilateral Fund's operational policy on gender mainstreaming approved at the 92nd meeting in decision 92/40.

IV. RECOMMENDATION

41. The Executive Committee may wish:

- (a) To note the 2024 consolidated project completion report (PCR) (part I) contained in document UNEP/OzL.Pro/ExCom/94/11;
- (b) To request:
 - (i) Bilateral and implementing agencies to submit to the 95th meeting of the Executive Committee, outstanding project completion reports (PCRs) for multi-year agreements (MYAs) and individual projects or to provide reasons for failing to do so;
 - (ii) Lead and cooperating implementing agencies to continue coordinating their work closely in finalizing their respective portions of PCRs to facilitate the timely submission of the reports by the lead implementing agency;
 - (iii) Bilateral and implementing agencies, when filling in the data for PCR submissions, to ensure the inclusion of relevant and useful information, including gender information, and to report on lessons learned and reasons for delays in project implementation for their use in future improvements in project design and implementation; and
- (c) To invite all those involved in the preparation and implementation of MYAs and individual projects, in particular the Secretariat and the bilateral and implementing agencies, to take into consideration the lessons learned from PCRs, where applicable.

Annex I

**MULTI-YEAR AGREEMENT PROJECT COMPLETION REPORTS
RECEIVED AFTER THE 93rd MEETING AND CONSIDERED IN THE
2024 CONSOLIDATED PROJECT COMPLETION REPORT (Part I)**

	Country	Multi-year agreement sector/title	Lead agency	Cooperating agency
1	Botswana	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO
2	Georgia	HCFC Phase-Out Management Plan (Stage I)	UNDP	
3	Haiti	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNDP
4	Myanmar	HCFC Phase-Out Management Plan (Stage I)	UNIDO	
5	Saudi Arabia	HCFC Phase-Out Management Plan (Stage I)	UNIDO	UNEP/Japan
6	Somalia	HCFC Phase-Out Management Plan (Stage I)	UNIDO	
7	Togo	HCFC Phase Out Management Plan (Stage I)	UNEP	UNIDO
8	Uruguay	HCFC Phase-Out Management Plan (Stage II)	UNDP	
9	Zambia	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO

Annex II

**INDIVIDUAL PROJECT COMPLETION REPORTS
RECEIVED AFTER THE 93rd MEETING AND
CONSIDERED IN THE 2024 CONSOLIDATED PROJECT COMPLETION REPORT (Part I)**

	Country	Code	Agency	Project title
1.	Argentina	ARG/REF/81/INV/01+	UNIDO	Conversion project for the replacement of HFC-134a with isobutane (R-600a)/ propane (R-290)-based refrigerant in the manufacture of domestic and commercial refrigeration equipment at Briket, Bambi and Mabe-Kronen
2.	Grenada*	GRN/PHA/82/TAS/26	UNEP	Verification report on the implementation of the HCFC phase-out management plan
3.	Suriname*	SUR/PHA/86/TAS/31	UNEP	Verification report on the implementation of the HCFC phase-out management plan

(*) The two technical assistance project completion reports (PCRs) for verification projects were submitted to the SMEO after the cut-off date for the 93rd meeting, but before the adoption of decision 93/25(a)(ii), which states that PCRs are no longer required for verification reports from 2024 onwards. The submission is reported for the record, but the content is not addressed in the analytical summary of the report.

Annex III

**OUTSTANDING MULTI-YEAR AGREEMENT PROJECT COMPLETION REPORTS FOR
SUBMISSION TO THE 95th MEETING**

	Country	Multi-year agreement (MYA) sector/title	Final completion dates	Lead agency	Cooperating agency
1.	Côte d'Ivoire	HCFC Phase-Out Management Plan (Stage I)	Dec-22	UNEP	UNIDO
2.	Iraq	HCFC Phase-Out Management Plan (Stage I)	Dec-21	UNEP	UNIDO
3.	Kuwait	HCFC Phase-Out Management Plan (Stage I)	Jun-22	UNEP	UNIDO
4.	Niger	HCFC Phase-Out Management Plan (Stage I)	Dec-22	UNIDO	UNEP

Annex IV

**OUTSTANDING MULTI-YEAR AGREEMENT PROJECT COMPLETION REPORTS
DUE BY DECISION IN 2024 (*)**

	Country	Sector	Lead agency	Cooperating agency	Final completion dates	Schedule date of PCR submission	Decisions
1.	Barbados	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNDP	Dec-23	Jun-24	91/41(a)
2.	Congo	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO	Dec-23	Jun-24	91/41(a)
3.	Equatorial Guinea	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO	Dec-23	Jun-24	90/32(a)
4.	Grenada	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO	Dec-23	Jun-24	90/32(a)
5.	Libya	HCFC Phase-Out Management Plan (Stage I)	UNIDO		Dec-23	Jun-24	82/75(e), 84/20(b), 86/26(b) and 91/14(b)(ii)
6.	Mozambique	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNIDO	Jun-23	Dec-23	90/32(a)
7.	North Macedonia	HCFC Phase-Out Management Plan (Stage I)	UNIDO		Dec-23	Jun-24	88/40(a)
8.	Philippines	HCFC Phase-Out Management Plan (Stage II)	UNIDO		Dec-23	First meeting in 2024	87/19(e), 90/17(c)(ii) and 92/17(b)
9.	Saint Kitts and Nevis	HCFC Phase-Out Management Plan (Stage I)	UNEP	UNDP	Jun-24	Dec-24	93/36(a)
10.	South Africa	HCFC Phase-Out Management Plan (Stage I)	UNIDO		Dec-23	Second meeting in 2024	91/41(a)
11	Vietnam	HCFC Phase-Out Management Plan (Stage II)	IBRD	Japan	Dec-23	Jun-24	90/22(c)(vi)

(*) Agencies can submit the MYA PCRs due either at the 1st or 2nd meeting of 2024.

Annex V

**OUTSTANDING INDIVIDUAL PROJECT COMPLETION REPORTS
FOR SUBMISSION TO THE 95th MEETING**

	Country	Code	Agency	Final Completion dates	Project title
1.	Iraq	IRQ/REF/57/INV/07	UNIDO	Jun-21	Replacement of refrigerant CFC-12 with isobutane and foam blowing agent CFC-11 with cyclopentane in the manufacture of domestic refrigerators and chest freezers at Light Industries Company