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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
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Item 13 of the provisional agenda[1]

# FORMAT FOR PERFORMANCE REPORTING FOR PROJECTS APPROVED UNDER THE ENERGY-EFFICIENCY REVOLVING-FUND MECHANISM (DECISION 98/54(e))

## Background

1. At its 98th meeting, the Executive Committee approved the energy-efficiency revolving-fund (EERF) end-user projects for Thailand (World Bank) and for Colombia, Ghana and Jordan under a global project (UNDP). As part of its decision, it requested the Secretariat to prepare, for consideration by the Executive Committee at its 99th meeting, a format for performance reporting for the projects approved (decision 98/54(e)).

2. In line with that decision, the Secretariat has prepared the present document, which was developed following detailed consultations with UNDP and the World Bank on the reporting format and takes into account similar reporting frameworks used by other financial and funding institutions, as well as technical inputs from experts. The reporting includes an annual report on the performance of the energy-efficiency revolving fund and a mid-term project review.

3. Under other financial and funding institutions, a mid-term review is conducted at approximately the midpoint of project implementation to assess performance and provide recommendations to improve the likelihood of achieving the project's intended outcomes and environmental benefits. Such a review would provide the Executive Committee with valuable insights into project performance and guidance for the effective implementation of remaining activities, with a view to achieving project objectives and ensuring the sustainability of institutional, policy and financial measures.

4. The information presented recognizes the unique needs of the two projects, reflecting their specific characteristics and operationalization structure under the implementing agencies' respective management modalities. In view of this, specific details included in some sections of the reporting format may require adjustments. Based on experience gained, any additional requirements or adjustments to the reporting format

[1] UNEP/OzL.Pro/ExCom/99/1

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.

would be developed in consultation with the implementing agencies and presented to the Executive Committee for approval.

**Format for performance reporting of the energy-efficiency revolving fund**

Annual report

5. The format for the annual report on EERF performance was discussed in detail with UNDP and the World Bank. Their respective inputs were incorporated, as appropriate, to ensure alignment with Executive Committee requirements and effective reporting of project impact. The format is presented in annex I to the present document.

6. In view of the project initiation timelines, it is proposed that the first annual report be submitted starting from the first meeting of 2028, covering activities implemented up to December 2027, and thereafter to the first meeting of each subsequent year, covering the previous calendar year.

7. Annual reports should be submitted for each project. Given that the UNDP global project covers multiple countries, annual reporting would include country-level information for each participating country, as well as a consolidated report covering all participating countries. The World Bank would submit one report for the project in Thailand.

Mid-term project review report

8. The purpose of the mid-term project report is to assess the implementation progress and achievement of results of the EERF projects after four years of implementation, validate key design assumptions, and assess overall programme management. The mid-term project report will evaluate whether the EERF projects are achieving their intended objectives and provide a feedback mechanism to the EERF management team to facilitate any adjustments in project design and delivery needed to improve overall performance, subject to the approval of the Executive Committee, as appropriate.

9. The main evaluation questions for the mid-term project report, along with the key aspects to be covered, are presented in annex II to the present document. The Secretariat notes that these elements are based on experience gained and on key features of EERF projects that require assessment to support learning from implementation and the identification of any adjustments required. While these elements represent the minimum areas that should be covered, implementing agencies may, in accordance with their internal procedures and project-specific requirements at the national level, adapt these elements as appropriate.

10. In the year where the mid-term project report is due, the information contained in the annual report for that year will be integrated into the mid-term report.

11. It is proposed that the mid-term project report be prepared and submitted to the second Executive Committee meeting in 2030. The Secretariat would share additional information with the agencies during the second half of 2027 on the broad processes to be followed and the roles and responsibilities of consultants.

Interim assessment on the operationalization of the energy-efficiency revolving fund

12. Decision 98/61(b)(iv) and (c) *inter alia* requested information on the use of concessional lending by the Multilateral Fund and on options for financial modalities and institutional arrangements for supporting end users in the context of the strategic approaches to Kigali Amendment implementation in Article 5 countries. The interim assessment of the operation of the EERF would provide an opportunity to obtain inputs from practical implementation experience accumulated over two years, assess EERF performance and support the identification of potential strategic approaches for financing end users and other relevant entities

to achieve faster HFC consumption reductions through a combination of grant and non-grant instruments and inform the aforementioned decision.

**Recommendation**

13. The Executive Committee may wish:

(a) To note the information contained in document UNEP/OzL.Pro/ExCom/99/82 on the format for performance reporting for projects approved under the energy-efficiency revolving-fund mechanism (decision 98/54(e)); and

(b) To approve the format for performance reporting for projects approved under the energy-efficiency revolving-fund mechanism and key aspects to be covered in the mid-term project review report contained in annexes I and II, respectively, to document UNEP/OzL.Pro/ExCom/99/82.

**Annex I**

**FORMAT FOR PERFORMANCE REPORTING FOR PROJECTS APPROVED UNDER THE ENERGY-EFFICIENCY REVOLVING-FUND MECHANISM**

**(To be submitted by the implementing agency to the Multilateral Fund Secretariat following endorsement by the Government)**

**COUNTRY:** **PERIOD OF REPORTING (YEAR):**

This report would be prepared for each project. For projects involving multiple countries (e.g., the UNDP global project), reporting would include a country-level report for each participating country, as well as a consolidated report covering all countries. If multiple participating financial institutions (PFIs) are working on EERF-funded projects, the information on overall monitoring, due diligence including safeguards, and reporting mechanisms by implementing agencies (IAs) covering the different PFIs/beneficiaries should be included.

## 1. INTRODUCTION AND FUND OVERVIEW

This section provides context for the reporting period and situates the EERF within the broader framework of the Multilateral Fund's objectives under the Kigali Amendment to the Montreal Protocol. This background information would give those reviewing the reports a full overview of the project, which is to be implemented over eight years.

### *1.1. Fund background and mandate*

- Policy basis: reference to the Executive Committee decisions approving the EERF and any conditions attached to the approval
- Relationship to HFC phase-down and an overview of climate co-benefits
- Reporting obligations under the approved project document

### *1.2. Reporting period summary*

- Period of reporting covered
- Status of funds approved by the Executive Committee and statement of accounts (account balance and outstanding loans to participating enterprises) of the PFIs; these data should be reported through the annual progress report process. Other operational aspects are covered in the sections below
- Overview of any strategic decisions or policy changes affecting the fund
- Reference to previous Executive Committee reports and actions taken on prior recommendations
- Description of emerging risks and issues, measures identified to address them, and the implementation timeline

## 2. GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS

Reporting on governance structures is fundamental to demonstrating the fund's accountability, fiduciary soundness and alignment with the Executive Committee approved modalities. Much of this information would be provided in the first report and may remain unchanged for the duration

of the project. **If multiple countries are involved, the information needs to be provided for each country.**

*2.1. Institutional framework and coordination*

- IA and National Ozone Unit (NOU) engagement and coordination mechanisms
- Status of PFI selection and engagement
- IA role and responsibilities during the period
- Status of establishment of advisory board or equivalent body and its role, as applicable

*2.2. Legal and operational framework*

- Status of subsidiary agreements and on-lending arrangements with financial institutions
- Fund operational guidelines: adoption and any revisions or updates
- Fiduciary standards applied: procurement, anti-corruption, environmental and social safeguards
- Legal opinions or compliance clearances obtained, if applicable

*2.3. Coordination with national policies*

- Updates on coordination with key national policies (e.g., energy efficiency, HFC phase-down)
- Information on alignment with national energy-efficiency regulations and refrigeration and air-conditioning (RAC) sector policies. (*Please include any specific policies that would facilitate implementation and any measures that could adversely affect it.*)

## 3. FUND MANAGEMENT PERFORMANCE

The financial section must present a complete and accurate account[1] of the fund's resources, disbursements and revolving capital position as required by the relevant Executive Committee decisions.

*3.1. Overview of funds disbursed and financial summary*

**Table 1. Status of disbursement and financial summary**

| Indicator | Cumulative | | Reporting year | |
|---|---|---|---|---|
| | Cumulative target for the project (US $) | Cumulative actual for the period up to the end of the reporting period (US $) | Reporting year target (US $) | Reporting-year actual (US $) |
| MLF funds received by the implementing agency | [Amount] | [Amount] | [Amount] | [Amount] |
| Funds disbursed by the agency to the PFI(s)/fund custodian | [Amount] | [Amount] | [Amount] | [Amount] |
| Principal returned to the implementing agency | [Amount] | [Amount] | [Amount] | [Amount] |

[1] The PFIs would be subject to their own financial audits.

**Table 2. End-user loan portfolio**

| Indicator | Cumulative actual for the period up to the end of the reporting period | Reporting for the year | |
|---|---|---|---|
| | | **Target** | **Actual** |
| Loans approved (#) | [#] | [#] | [#] |
| EERF loans disbursed to end-users (US $) | [Amount] | [Amount] | [Amount] |
| Co-financing* for EERF loans from PFIs disbursed (US $) | [Amount] | [Amount] | [Amount] |
| Co-financing* in the form of beneficiary equity (US $) | [Amount] | [Amount] | [Amount] |
| EERF loan repayments received (US $) | [Amount] | [Amount] | [Amount] |
| No. of loans in arrears | [#] | [#] | [#] |
| Loans written off as non-performing | [#] | [#] | [#] |
| Value of EERF loans written off, as applicable (US $) | [Amount] | [Amount] | [Amount] |
| Income earned, if any, by PFIs on EERF fund balances (US $) | [Amount] | [Amount] | [Amount] |
| Interest rate range for EERF loans | [%] | [%] | [%] |

*Only co-financing amounts (US $) related to the project should be included here; other associated investments that are not project-related should be excluded. ***When assessing whether a specific funded component can be considered co-financed, please use best judgement, keeping in view the project objectives and the components under implementation.***

- Please provide the number of loans by end-user category and interest rates in appendix 1, as applicable, for the different countries.
- A narrative not exceeding one page explaining the key successes and lessons learned from the lending activities undertaken, excluding information on the technical assistance and capacity-building component. (The technical assistance and capacity-building component is covered separately in section 5.)

*3.2. Exchange rate loss/gain*

- The value, in national currency, of the funds transferred by the agency to the PFI, at the exchange rate at the end of each year, for each country
- A brief explanation of how exchange-rate risks, if any, are absorbed through appropriate financial instruments/structures in line with the EERF project approval

*3.3. Revolving fund mechanism*

- Fund multiplier impact, in terms of the number of times funds have been on-lent; it is noted that this impact would increase over time and would vary depending on the portfolio

*3.4. Financial statements*

- Confirmation of audit completion with a brief overview of the audit process[2]
- Summary of key findings and management actions on prior recommendations

[2] In line with the audit processes followed by the respective organizations.

## 4. TECHNICAL PERFORMANCE AND PROJECT RESULTS

This section documents the core programmatic outputs and outcomes of the EERF, including environmental results.

### *4.1. Portfolio of sub-projects financed during the year*

- Brief summary of sectors/applications covered and types of investments financed
- Refrigerant technologies supported – refrigerant baseline and target by different sectors/applications
- Rejection rate for loan applications that do not meet the eligibility criteria, and reasons for declining applications, if applicable

### *4.2. Environmental and energy results*

Please provide details on this at a cumulative level and for the year. While it is noted that some of the information would be based on planned project implementation impact (e.g., energy cost savings) and some would happen after the project is completed or towards completion (e.g., recovered quantities of HFCs), please provide best estimates with relevant brief explanations.

**Table 3. Environmental and energy results**

| Indicator | Cumulative | | Reporting year |
|---|---|---|---|
| | **Target for the project** | **Actual for the period up to the end of the reporting period** | **Actual for the reporting year** |
| Electricity savings (MWh/year) | [Value] | [Value] | [Value] |
| Percentage energy efficiency gains compared to baseline (%) | [Value] | [Value] | [Value] |
| GHG emissions avoided – direct ($tCO_2$-eq/year) | [Value] | [Value] | [Value] |
| GHG emissions avoided – indirect ($tCO_2$-eq/year) | [Value] | [Value] | [Value] |
| HFC consumption reduced (mt) | [Value] | [Value] | [Value] |
| Estimated energy cost savings to beneficiaries (US $/year) | [Value] | [Value] | [Value] |
| Quantity of HFCs recovered and reused/disposed of (please provide details in appendix 2) | [Value] | [Value] | [Value] |

Please provide details of any other environmental and social benefits that have resulted from the project to the extent available.

### *4.3. Market transformation indicators on an ongoing basis*

***It is recognized that these indicators would show improvement progressively.*** Annual reporting, with best estimates/assessments where necessary, would help monitor the improvement achieved.

- Progressive increase in market share of energy-efficient RAC equipment in target sub-sectors (best estimates)
- Information on private-sector replication beyond EERF financing to the extent available
- Changes in procurement standards or purchasing behaviour among beneficiaries to the extent available
- Contribution to national energy-efficiency targets to the extent available

## 5. TECHNICAL ASSISTANCE COMPONENTS

Technical assistance (TA) is a critical pillar of the EERF model, addressing market barriers, building institutional capacity and ensuring the quality of financed investments. This section must be reported in full detail for all relevant components as this is critical for the current project and other future initiatives relating to financing energy efficiency while phasing down HFCs. The nature of activities that would be included would vary with the projects; thus, the reports on specific items would be based on their relevance linked to the project information presented to the Executive Committee.

**Key Principle**
The Executive Committee requires that TA expenditures be tracked separately and reported against approved budgets. The TA component is not ancillary – it is integral to achieving the fund's environmental objectives. If the results framework or an equivalent framework in the project (e.g., Logical Framework) is available and covers the points mentioned below, this can be used for this section. *(Please note that the bullets below are an indicative list of elements that may be covered in the report; coverage would vary depending upon the individual project characteristics).*

### *5.1. Overview of technical assistance activities*

#### *5.1.1. Stakeholder outreach and communication*

- Number and type of awareness campaigns conducted (national, regional, sector-specific)
- Target audiences reached: end-users, RAC contractors, equipment suppliers, banks
- Communication materials developed: brochures, videos, case studies, websites
- Media coverage with relevant details

#### *5.1.2. Industry engagement*

- Meetings and workshops with RAC equipment importers, distributors and other relevant stakeholders
- Engagement with refrigerant suppliers on the availability and pricing of low-/lower-GWP alternatives
- Participation in trade fairs, expos and sector events
- Feedback mechanisms established with the private sector

### *5.2. Capacity-building for financial institutions*

#### *5.2.1. Training of officers involved in loan processing*

- Number of training sessions delivered to financial intermediary staff

- Overview of topics covered: energy-efficiency project appraisal, RAC technology basics, environmental and social risk screening, monitoring and verification (M&V) processes
- Number of loan officers trained (disaggregated by gender where applicable)
- Training materials developed, including appraisal tools
- Post-training assessment results, to identify any changes needed.

*5.2.2. Number of new financial products, with a brief description including details of existing and/or potential beneficiaries, to the extent available.*

*5.3. Capacity-building for end-users and beneficiaries, if applicable for the relevant project components*

*5.3.1. Technical training programmes as applicable*

- Training of RAC technicians and engineers on energy-efficient equipment installation and maintenance, if any; please include reference to stage I of the Kigali HFC implementation plan (KIP) or HCFC phase-out management plan (HPMP) if such training programmes were undertaken through those programmes
- Number of technicians trained (disaggregated by sub-sector)
- Certification programmes supported or established
- Training curricula developed, reviewed or updated

*5.3.2. Energy audits and pre-investment studies*

- Number of energy audits conducted in target enterprises and any key observations/findings

*5.3.3. Technical standards and regulatory support*

- Support to national authorities on minimum energy performance standards (MEPS) for RAC equipment and engagement with authorities
- Positive list or approved equipment list: development, update or promotion
- Input provided to national HFC phase-down legislation or regulations if any
- Harmonization with regional energy-efficiency frameworks

*5.4. Measurement, verification and monitoring*

*5.4.1. Monitoring and verification framework*

- Description of monitoring and verification methodology adopted (International Performance Measurement and Verification Protocol (IPMVP) option or equivalent); information on the global tools that are adapted to country-level project information may be provided, where relevant.
- Baseline data collection protocols
- End-of-life management of old equipment and the refrigerants it contains; details of the quantity of HFCs recovered and reused or disposed of should be provided in appendix 2
- Post-investment monitoring procedures and responsibilities

*5.4.2. Third-party verification*

- An overview of the third-party verification process and steps adopted
- Discrepancies identified and corrective actions taken

*5.5. Technical assistance expenditure report*

Please provide details of estimated amounts for the reporting year and on a cumulative basis.

**Table 4. Technical assistance expenditure**

| TA component | Annual | | Cumulative up to the reporting year |
|---|---|---|---|
| | **Budget (US $)** | **Expenditure (US $)** | **(US $)** |
| Overview of technical assistance activities | [Amount] | [Amount] | [Amount] |
| Capacity-building for financial institutions | [Amount] | [Amount] | [Amount] |
| Capacity-building for end-users and beneficiaries, if applicable for the relevant project components | [Amount] | [Amount] | [Amount] |
| Measurement, verification and monitoring | [Amount] | [Amount] | [Amount] |
| Technical assistance expenditure report | [Amount] | [Amount] | [Amount] |
| Estimated TA support obtained from non-MLF resources (please provide an explanation of this in the section below) | [Amount] | [Amount] | [Amount] |

- Narrative explanation of any under- or over-expenditure against approved TA budget
- Self-assessment narrative of TA activities, covering positive impacts, good practices and lessons learned from implementation

*5.6. Explanation of TA component funding obtained from non-MLF resources and their use (please also include information on networks established with other financial institutions on activities relating to energy efficiency in refrigeration and air-conditioning applications)*

## 6. COMPLIANCE, SAFEGUARDS AND RISK MANAGEMENT

Please provide this information in two separate parts under each of these three items. The first part would relate to policies and procedures adopted by the IA and the second part would relate to the PFI(s).

*6.1. Safeguards and compliance*

- Status of application of the environmental and social management framework (ESMF) and number of sub-projects screened
- Summary of any grievances or compliance issues (e.g., fraud, corruption) and their resolution.
- Summary of end-of-life management of refrigerants and equipment as relevant
- Gender and inclusion considerations

*6.2. Procurement and anti-corruption*

- Procurement and anti-corruption policies and procedures and key observations, if any, on deviations.

*6.3. Portfolio risk assessment*

- Update on key portfolio risks (credit, technology, market, exchange rate risks) and mitigation actions taken during the year. This information may be provided by category of risks.

## 7. IMPLEMENTATION CHALLENGES AND LESSONS LEARNED

*7.1. Key challenges encountered*

Provide a bulleted list of the top three to five operational challenges faced during the year.

*7.2. Corrective actions and adaptations*

Describe the immediate actions taken to address the identified challenges.

## 8. WORK PLAN FOR THE UPCOMING REPORTING PERIOD

*8.1. Key targets for next year*

- Lending targets (number and value of loans to be approved and disbursed)
- Summary of sectors/applications where lending is planned[3]

*8.2. Technical assistance activities*

- Planned training programmes (topics, target audiences, dates)
- Awareness campaigns and market development activities
- Standards and regulatory support activities
- Monitoring and verification planned

*8.3. Budget*

Operational budget breakdown: capacity building and technical assistance with information on individual budget lines, as relevant.

*8.4. Key performance indicators (KPIs)*

IAs may monitor additional performance indicators, depending on specific requirements. Table 5 lists the indicators that the Secretariat would use to understand the outcomes and impact of the project.

[3] Relevant information from the submission and decision of the Executive Committee may be used.

**Table 5. Key performance indicators**

| Particulars | Target (for the upcoming reporting period) |
|---|---|
| Loans approved (#) | [Target] |
| MLF funds disbursed to the clients (US $) | [Target] |
| Third-party funds leveraged (US $) | [Target] |
| Electricity savings (MWh/year) | [Target] |
| GHG reductions avoided – direct ($tCO_2$-eq/year) | [Target] |
| GHG reductions avoided – indirect ($tCO_2$-eq/year) | [Target] |
| Total GHG reductions ($tCO_2$-eq/year) | [Target] |

**Appendix 1 – Details of loans by end-user category (summary provided in section 3.1)**

**Appendix 2 – Details of end-of-life management of refrigerants and equipment by substance (separately for individual pure substances and blends)**

| Substance | Quantity recovered (kg) | Quantity reused (kg) | Quantity sent for disposal (kg) |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

## Annex II

## KEY ASPECTS TO BE COVERED IN THE MID-TERM PROJECT REVIEW REPORT

| Questions | Aspects to be covered |
|---|---|
| 1. What have been the project's main results (outputs, outcomes and impacts), achievements and expected sustainability to date, and are they in line with original expectations? | • Contribution of the energy-efficiency revolving-fund (EERF) project in terms of (i) greenhouse-gas emission reductions by energy-efficiency projects supported by the project and implemented by participating beneficiaries; (ii) low-/lower-global-warming-potential (GWP) refrigerant selection and use; and (iii) participating financial institutions' expanded role in financing energy-efficient, low-/lower-GWP refrigerant-based technologies. This information would be available from the annual report and would be provided on a cumulative basis.<br>• Impact of the EERF project on the energy-efficiency markets and on promoting sustainable cooling, including whether the project has facilitated the adoption of such technologies (e.g., whether this has resulted in more active involvement of energy service companies and faster penetration of low-/lower-GWP refrigerant-based technologies).<br>• Assessment of whether the Project's environmental, economic and social benefits are likely to continue beyond the project's timeframe.<br>• Lessons learned regarding sustainable cooling finance, both MLF-funded and financed outside the MLF, and business development opportunities secured, with the goal of adopting low-/lower-GWP refrigerant-based, energy-efficient products. |
| 2. How relevant have the project's structure, design and products been in terms of needs for market development? | • Definition of financial products, their effectiveness, responsiveness to market needs and the country's environmental priorities, and effectiveness in addressing the barriers to the adoption of energy-efficient, low-/lower-GWP refrigerant-based equipment.<br>• Technical assistance products covered, their effectiveness, responsiveness to market needs and the country's environmental priorities, and effectiveness in addressing the barriers to the adoption of energy-efficient, low-/lower-GWP refrigerant-based equipment.<br>• Effectiveness of the financial products and technical assistance in utilizing opportunities to introduce new products and help technology diffusion (political, regulatory, technical, market and financial barriers/opportunities, lack of awareness and capacity).<br>• Effectiveness of integration of the activities under the project with the national government's strategies on energy efficiency and low-/lower-GWP refrigerant adoption, as well as industrialization in general; international activities and awareness about emissions; and other activities, including those of international players.<br>• Additionality of the EERF project, including its technical assistance component. Would the projects have been implemented without the project? Were the clients interested in sharing the costs and providing co-financing for the project?<br>• Sustainability of the commercial financial products developed by participating financial institutions to the various users, including information on whether new products were developed and whether new clients were found for existing offerings. Assessment of whether the financial institutions would continue to sell these products in the absence of MLF/implementing agency support. This would take into account different repayment schedules for the financial products. |

| Questions | Aspects to be covered |
|---|---|
| 3. How effective have the Project's management, administration and procedures been? | • Effectiveness of EERF products (both fund-related and technical assistance-related) in motivating financial institutions to increase their energy-efficiency finance activity. This should include an assessment of whether there is continuing demand for the different products, or whether the need was temporary and the impact sustained.<br>• Evaluation of the extent to which the organizational and administrative structures and processes contribute towards the effectiveness of the project. Specifically, an assessment of whether procedures for processing loans and technical assistance are clear and effective.<br>• Effectiveness of EERF record-keeping, budget management and cost control. In this context, an assessment, to the extent feasible, of the cost-effectiveness of the EERF against relevant benchmarks would be valuable.<br>• Effectiveness of financial due-diligence procedures in financial risk management and capital preservation of the EERF.<br>• Effectiveness of EERF guidelines to calculate emission reductions, both direct and indirect, in terms of how well they have been designed, their effectiveness and their comparability with best practices used in the assessment of energy-efficiency financing.<br>• Effectiveness of MLF and implementing agencies' teams in supervising EERF operations under the project based on their respective mandates.<br>• Effectiveness in communicating and disseminating lessons learned and experience from the project based on implementation experience; this should include national, regional and global impact assessment. |
| 4. What are the lessons learned and implications for current and future MLF financing projects? | • What strategies should be considered to maximize the project's impact, such as demonstration effects and wider technology diffusion that facilitate HFC consumption reductions?<br>• Recommendations on appropriate structural changes to the project to enhance its effectiveness. |

Note: The table was prepared based on experience gained from similar projects; this would serve as guidance to the implementing agencies for their work on the EERF project.