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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-ninth Meeting
Montreal, 7–11 December 2026
Item 8(c)(v) of the provisional agenda[1]

THE WORLD BANK BUSINESS PLAN FOR 2027–2029

Introduction

1. This document presents the World Bank business plan for 2027–2029 and includes the planned activities for the reduction of controlled substances and other activities under the Montreal Protocol during the period 2027–2029. The narrative of the World Bank's business plan for 2027–2029 is attached to the present document.

2. This document consists of the following sections:

I. Planned activities during the period 2027–2029

II. Secretariat's comments

III. Proposed adjustments by the Secretariat

IV. Performance indicators

V. Recommendation

I. Planned activities during the period 2027–2029

3. Table 1 sets out, by year, the value of activities included in the World Bank's business plan.

[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.

Table 1. Resource allocation in the World Bank business plan for 2027–2029 (US $)* – as submitted

Description	2027	2028	2029	Total (2027–2029)	Total after 2029
HCFC activities					
Approved HCFC phase-out management plans	4,932,894	6,616,747	1,479,869	13,029,510	7,127,467
HCFC activities subtotal	**4,932,894**	**6,616,747**	**1,479,869**	**13,029,510**	**7,127,467**
HFC activities					
Approved Kigali HFC implementation plans	5,092,640	6,383,925	1,253,464	12,730,029	3,617,832
HFC activities subtotal	**5,092,640**	**6,383,925**	**1,253,464**	**12,730,029**	**3,617,832**
Standard activities					
Institutional strengthening	0	982,829	0	982,829	0
Core unit	1,747,145	1,759,375	1,771,691	5,278,211	0
Standard activities subtotal	**1,747,145**	**2,742,204**	**1,771,691**	**6,261,040**	**0**
Total	**11,772,679**	**15,742,876**	**4,505,024**	**32,020,579**	**10,745,299**

* Including agency support costs where applicable.

II. Secretariat's comments

II.1 HCFC activities

4. The World Bank has not included any new HCFC phase-out activities in its 2027–2029 business plan.

II.2 HFC-related activities

5. The World Bank has not included any new HFC phase-down activities in its 2027–2029 business plan.

II.3 Core unit costs

6. The core unit costs[2] are expected to increase at an annual rate of 0.7 per cent as agreed.

III. Proposed adjustments by the Secretariat

7. The Secretariat has not proposed any adjustments to the activities included in the World Bank's 2027–2029 business plan.

IV. Performance indicators

8. The World Bank submitted performance indicators pursuant to decision 93/8(d) in its business plan narrative. The Secretariat informed the World Bank of the targets shown in table 4.

Table 4. Performance indicators for the World Bank for 2027

Type of indicator	Short title	Calculation	2027 target
Planning-Approval	Tranches approved	Number of tranches approved vs. those planned*	3
Planning-Approval	Individual projects/ activities approved	Number of projects/activities approved vs. those planned (including project preparation activities)	1
Implementation	Funds disbursed	Based on estimated disbursement in progress reports	9,224,270
Implementation	ODS phase-out for HCFC-related projects	ODS phase-out for HCFC-related projects in ODP tonnes vs. those planned per progress reports	330 ODP tonnes

[2] The World Bank's 2027 core unit costs will be considered at the 99th meeting (UNEP/OzL.Pro/ExCom/99/78).

Type of indicator	Short title	Calculation	2027 target
Implementation	HFC phase-down for HFC-related projects	HFC phase-down for HFC-related projects in CO_2-eq tonnes vs. those planned per progress reports	921,739 CO_2-eq tonnes
Implementation	Project operational completion	Project operational completion vs. planned in progress reports for all activities (excluding project preparation)**	7
Implementation	Gender mainstreaming	Operational policy on gender mainstreaming applied to all approved projects	100%
Administrative	Speed of financial completion	The extent to which projects are financially completed within 12 months after project operational completion	12 months after operational completion
Administrative	Timely submission of project completion reports	Timely submission of project completion reports based on the progress report	0
Administrative	Timely submission of progress reports and business plans	Timely submission of progress reports and business plans and responses unless otherwise agreed	On time

* The targets of an agency will be reduced if it cannot submit a tranche owing to another cooperating agency or lead agency or if the HCFC phase-out management plan or Kigali HFC implementation plan submitted for consideration by the Executive Committee is not approved as a result of factors beyond the control of the national ozone unit and agency.
** The targets of an agency will be reduced if an extension of the completion date has been approved by the Executive Committee.

V. Recommendation

9. The Executive Committee may wish:

(a) To note the World Bank business plan for 2027–2029 contained in document UNEP/OzL.Pro/ExCom/99/27; and

(b) To approve the performance indicators for the World Bank set out in table 4 of document UNEP/OzL.Pro/ExCom/99/27.

2027-2029 BUSINESS PLAN



WORLD BANK GROUP

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

Presented to the
99th Meeting of the Executive Committee
of the Multilateral Fund

Submitted October 12, 2026

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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 2027-2029.

2. The objectives of the proposed 2027-2029 Business Plan for the World Bank are to:

a) Assist Article 5 countries in sustaining the 67.5% HCFC consumption and production phase-out reduction from the baseline starting 1st January 2025, and also to meet the extended HCFC phase-out commitment under each country's Agreement with the Executive Committee.

b) Assist Article 5 countries to implement stage III HCFC phase-out management plans.

c) Assist Article 5 countries to prepare and implement their Kigali implementation plans to sustain the freeze obligation from 2024 and to meet the 10% reduction obligations starting 1st January 2029 for the phase-down of HFC in accordance with the Kigali Amendment.

d) Assist Article 5 countries to implement approved energy efficiency activities under decision 91/65, 94/60, and 95/87 and to finalize the preparation of national inventory of banks of controlled substances and development of a national action plan under decision 91/66.

e) Ensure Article 5 partner countries' implementation of institutional strengthening (IS) activities.

3. The proposed 2027-2029 Business Plan of the World Bank includes annual work programs of sector plans and national plans, previously approved and planned, to phase out HCFCs in both consumption and production, as well as the renewal of the institutional strengthening activities. The Bank's Business Plan also includes a number of activities related to energy efficiency such as energy efficiency revolving fund for end users and national inventories of unwanted controlled substances in light of the approved decisions.

4. The expected impacts of approved investment activities for the 2027-2029 period are summarized in Table I – 1, below. Total phase-out impact for HPMP Stage III is 206 ODP tons will be achieved by 2029 through the ongoing implementation of previously approved multi-year projects in the consumption sectors. With respect to the Kigali HFC implementation plans (KIPs), the impact of the approved Stage I KIPs is 4,216 MT of HFCs.

Table I-1: Expected impact of approved investment activities anticipated to be requested.
by the World Bank for the years 2027-2029

	2027	**2028**	**2029**	**Total**
HCFC Sector Plans Stage II & III (ODP tonnes)	52.69	137.64	15.81	206.13
KIP Stage I (MT)	769.74	3,257.66	188.90	4,216.29

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Strategic approach to HCFC phase-out and HFC-phase-down activities in the proposed 2027-2029 Business Plan

5. Sustain HCFC Production and Consumption Phase-out: With the upcoming completion of Stage II of the HCFC production phase-out management plan by end of 2027, China would have reduced their production quota for controlled uses by more than 200,000 metric tons and phased out all HCFC-141b production for controlled use. Nevertheless, China would still need to phase out about 150,000 HCFC production for controlled uses after 2027 and maintain production for servicing tails until 2040 at the latest. Furthermore, China, as the World's largest exporter of HCFCs, would need to carefully control and monitor its HCFC production phase-out to support and sustain phase-out efforts in China and other Article 5 countries that rely on China HCFC exports.

6. Similar to HCFCs production, China is the world's largest producer of HFCs with reported 2022 production at 1.58 billion tons CO_2-eq tonnes which is approximately 94% share of global HFC production. This amplifies China's critical role as a global supplier of HFCs and the needs to assist China in managing HFC production phase-down to support HFC phase-down efforts by Article 5 parties while minimizing negative economic impact.

B. Resource Allocation in 2027

7. The proposed 2027 Business Plan includes deliverables of three investment activities in the following countries: Malaysia, and Viet Nam. The total amount of funding requested for ongoing and new investment activities in the proposed 2027 Business Plan is US$10.02 million.

8. The funding distribution for ongoing and new investment activities included in the proposed 2026 Business Plan is summarized below.

Table I-3: Summary of funding distribution for investment activities in the proposed 2027 World Bank Business Plan

	Total amount of funds requested in 2027[1]	Percent of total	Estimated impact in 2027
HCFC Sector Plans Stage III	4,932,894	49%	52.69 ODP T
Kigali Implementation Plan Stage I	5,092,640	51%	769.74 MT
Total	10,025,534	100.0%	

9. The total deliverables contained in the proposed 2027 World Bank Business Plan, including investment, and non-investment activities amounts to US$11.8 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. 2027 World Bank Business Plan

Type of activity included in the proposed 2027 Business Plan	Number of activities	Amount requested[1]
HCFC Sector Plans Stage III	1	4,932,894
Kigali Implementation Plan Stage I	2	5,092,640
Core Unit Cost	1	1,747,145
Total	4	11,772,679

[1] Figures include agency support costs

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C. Resource Allocation Beyond 2027

10. The breakdown of the resource allocation beyond 2027 in the 2027-2029 Business Planning is summarized below.

Table I-5: World Bank's proposed resource allocation plan for 2028-2029

Type of activity	Total amount of funds requested in 2028	Estimated impact in 2028	Total amount of funds requested in 2029	Estimated impact in 2029
HCFC Sector Plan Stage III	6,383,925	137.64 ODP T	1,479,869	15.81 ODP T
Kigali HFC Implementation Plan	7,599,576	3,257.66 MT	1,253,464	83.12 MT
Core Unit Cost	1,759,375	-	1,771,691	-
Total	**15,742,876**	**137.64 ODP T 3,257.66 MT**	**4,505,024**	15.81 ODP T 83.12 MT

II. PLANNED BUSINESS ACTIVITIES

A. Ongoing Approved Activities

11. Investment projects for which funding is requested in the 2027-2029 BP: As of October 2026, the World Bank's Montreal Protocol portfolio consists of five ongoing multi-year projects for which funding will be solicited in 2027-2029: two HCFC phase-out management plans in Thailand, and Viet Nam; and three Kigali implementation plans for Malaysia, Thailand and Viet Nam.

12. Non-investment projects and activities: As of October 2026, the World Bank's portfolio includes four (2) activities: one (1) ongoing institutional strengthening project (ISP), and three (3) Inventory of Banked or Unwanted Controlled Substances.

B. Program Expansion in 2026 and Beyond

13. A list of detailed new and approved activities to be implemented during 2027-2029, their associated levels of funding, projected ODP impact and country specific remarks is submitted as a separate table.

New submissions

14. The second tranche for Kigali implementation plan Stage I for Malaysia and Viet Nam, as well as the second tranche for HPMP Stage II for Viet Name, are expected to be submitted to the 100th Executive Committee.

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

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15. The Bank will continue to organize East Asia regional workshops in 2027 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. This regional workshop will include an important topic revolving around the Kigali Amendment to phase-down HFCs including: implementation of a robust licensing and quota system, update on technology roadmap and HFC phase-down trends. In addition, the workshop will discuss opportunities and challenges in scaling up energy efficiency enhancement while phasing down HFCs under MLF EE operational framework and experiences gained from approved energy efficiency revolving fund for end users in Thailand.

16. The Bank is planning to organize a workshop in 2027 to promote synergy between climate, energy efficiency, ozone activities with theme on sustainable cooling and energy efficiency revolving fund. 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.

17. Lastly, 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 2027 to seek out concrete opportunities that allow ODS sector phase-out and HFC phase-down 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

18. As per Decision 97/29, the following performance indicators are included in the World Bank's 2027-2029 Business Plan:

A. Planning-Approval Performance Indicators

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

Table III-1: Number of annual programs of multi-year agreements planned for 2026

Item	Planned for 2027	Remarks
Tranches of previously approved multi-year agreements to be presented to ExCom in 2027	3	HCFC Phase-out Plan Stage III (Viet Nam), KIP Stage I (Malaysia, Viet Nam)

20. 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 2027

Item	Planned for 2027	Remarks
Number of projects/ activities (investment and demonstration	0	

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projects, TAS, PRP, IS) approved vs. those planned		

B. Implementation Performance Indicators

21. Funds disbursed (Weighting: 15). In 2027, the World Bank is targeting disbursement of $ 11.17 million.

22. ODS phased-out for HCFC-related projects in ODP tonnes vs. those planned per progress reports (Weighting: 10): In 2027, the World Bank expects to phase out a total of 52.69 ODP tons through implementation of approved multi-year projects.

23. HFC phase-down for HFC-related projects in CO2-eq tonnes vs. those planned per progress reports (Weighting: 10): In 2027, the World Bank expects to phase down a total of 1,419,769 CO2-eq tonnes through implementation of approved multi-year projects.

24. Project operational completion vs. those planned in progress reports for all activities (excluding project preparation) (Weighting: 15): In 2027, the World Bank expects to bring to completion a total of six (6) individual project activity.

25. Operational policy on gender mainstreaming: In 2027, the World Bank expects to apply gender mainstreaming to three approved projects

C. Administrative Performance Indicators

26. Speed of financial completion after project completion (Weighting: 10): The Bank has set its target for financial completion of all project activities completed in 2027 within 12 months at 90%.

27. Timely submission of project completion reports (Weighting: 5): The Bank plans to submit two (2) project completion reports as agreed with the Senior Monitoring and Evaluation Officer.

28. Timely submission of progress reports and responses unless otherwise agreed (Weighting: 5): The Bank plans to submit its 2026 Progress Report by the agreed deadline.

29. A summary of the World Bank's 2027 performance indicators is included in Table III-3 below.

Table III-3: Summary of World Bank's 2027 performance indicators

Type of indicator	Short title	Calculation	2027 target
Planning-Approval	Tranches approved	Number of tranches approved vs. those planned	3
Planning-Approval	Individual projects/ activities approved	Number of projects/activities approved vs. those planned (including project preparation activities)	0
Implementation	Funds disbursed	Based on estimated disbursement in progress reports	$11,171,415
Implementation	ODS phase-out for HCFC-related projects	ODS phase-out for HCFC-related projects in ODP tonnes vs. those planned per progress reports	52.69 ODP tonnes
Implementation	HFC phase-down for HFC-related projects	HFC phase-down for HFC-related projects in CO2-eq tonnes vs. those planned per progress reports	1,419,769 CO2-eq tonnes
Implementation	Project operational completion	Project operational completion vs. planned in progress reports for all activities (excluding project preparation)	0
Implementation	Gender mainstreaming	Operational policy on gender mainstreaming applied to all approved projects	100%
Administrative	Speed of financial completion	The extent to which projects are financially completed within 12 months after project operational completion	100%
Administrative	Timely submission of project completion reports	Timely submission of project completion reports based on the progress report	0

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Administrative	Timely submission of progress reports and business plans	Timely submission of progress reports and business plans and responses unless otherwise agreed	On-time

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