



**United Nations
Environment
Programme**

Distr.
GENERAL

UNEP/OzL.Pro/ExCom/98/7
25 May 2026

ORIGINAL: ENGLISH



EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-eighth Meeting
Montreal, 22–26 June 2026
Item 6(c) of the provisional agenda¹

2026 CONSOLIDATED PROJECT COMPLETION REPORT

Introduction

1. As per the established practice for the preparation of the consolidated project completion report (PCR), the list containing outstanding PCRs due for the 98th meeting of the Executive Committee was sent to bilateral and implementing agencies first in January 2026, followed by an updated list in April 2026 taking account of submissions already received.
2. Through decision 96/4, the Executive Committee approved the management response to the external assessment of the evaluation function of the Multilateral Fund indicating that the Senior Evaluation Officer (SEO) is responsible solely for the evaluation component of the PCR while the monitoring component of the PCR-related work is under the responsibility of the Secretariat.²
3. Accordingly, the present document consists of the following sections:
 - I. Monitoring component of the PCR including status of PCR submissions and aggregated results relevant to disbursement, actual phase-out, and average duration and delays in project implementation
 - II. Evaluation component of the PCR including lessons learned, causes of delays and actions taken during project implementation, and reporting on gender mainstreaming in PCRs
 - III. Recommendation

¹ UNEP/OzL.Pro/ExCom/98/1

² Recommendation 1 in annex III of document UNEP/OzL.Pro/ExCom/96/6 (para. 5)

I. Monitoring component of the PCR

4. All PCRs due for submission to the 98th meeting were submitted. For one individual project, the deadline for PCR submission as per decision was scheduled after the dates of the 98th meeting. It is therefore expected that this PCR will be submitted for the second meeting of the year in 2026.³

5. In total 10 PCRs for MYA projects were submitted after the 96th meeting by the agreed cut-off date for consideration at the 98th meeting, as listed in annex I to the present document. Six of these PCRs were not included in the list of PCRs due but were submitted by the agencies after project completion. The submitted PCRs correspond to HCFC phase-out management plans (HPMPs), four of which are for stage I and six for stage II.

6. Four individual PCRs submitted for the 98th meeting, as listed in annex II to the present document, comprised two reports for non-investment projects and two for investment projects (conversion projects). Two of these were not included in the list of PCRs due but were submitted by the agencies after project completion.

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

7. PCRs for all 316 MYA projects identified as completed in the 2024 progress report were submitted by bilateral and implementing agencies. Of these, 312 were received prior to the 96th meeting and four were received after, as shown in table 1. In addition, six MYA PCRs were submitted for projects completed after 2024, as presented in annex I. There is also one outstanding MYA PCR due by decision in 2026 that is listed in annex III to the present document.

Table 1. Overview of MYA PCRs

Agency	Completed	Received prior to the 96 th meeting	Received after the 96 th meeting	Outstanding
Canada	3	3	0	0
France	6	6	0	0
Germany	13	13	0	0
Japan	1	1	0	0
UNDP*	64	62	2	0
UNEP*	122	121	1	0
UNIDO*	80	79	1	0
World Bank*	27	27	0	0
Total	316	312	4	0

*In addition, six MYA PCRs were submitted for ongoing projects (UNDP (1), UNEP (3), UNIDO (1) and the World Bank (1)).

8. Table 2 below reports on the aggregated funds disbursed, ozone-depleting substances (ODSs) phased out, and project completion delays in the 10 MYA projects for which PCRs have been received since the 96th meeting, and which have been included in the present consolidated report for consideration at the 98th meeting.

³ For consideration at the first meeting in 2027.

Table 2. Overview of the budget, ODSs phased out and delays of MYA PCR submitted after the 96th meeting

Agency	MYA funds (US \$)		Consumption phase-out (ODP tonnes)		Average delays (months)*
	Approved	Disbursed	Approved	Actual	
UNDP	18,614,502	16,395,203	275.6	260.2	0.00
UNEP	2,176,730	1,963,087	21.8	21.8	20.28
UNIDO	16,687,562	16,281,096	253.7	251.8	2.52
World Bank	3,616,532	1,802,537	49.9	49.9	6.07
Total	41,095,327	36,441,923	601.0	583.7	9.22

* The total average is based on the total of 10 MYA PCRs received, as presented in annex I.

I.2 Overview of information from individual project completion reports

9. Of the total 1,867 investment projects completed, bilateral and implementing agencies have submitted 1,867 PCRs, representing a rate of submission of 100 per cent, as shown in table 3. In addition, there is one outstanding individual investment PCR due by decision in 2026, included in annex III to the present document.

Table 3. PCRs submitted for investment projects

Agency	Completed	Received prior to the 96 th meeting	Received after the 96 th 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*	900	899	1	0
UNIDO	453	453	0	0
World Bank	458	458	0	0
Total	1,867	1,866	1	0

*In addition, UNDP has submitted one PCR for ongoing project.

10. Of the 1,283 non-investment projects completed, bilateral and implementing agencies have submitted 1,283 PCRs as shown in table 4. In addition, there is one outstanding individual non-investment PCR due by decision in 2026, included in annex III to the present document.

Table 4. PCRs submitted for non-investment projects

Agency	Completed	Received prior to the 96 th meeting	Received after the 96 th 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	512	0	0
UNIDO	163	162	1	0
World Bank	44	44	0	0
Others	93	93	0	0
Total	1,283	1,282	1	0

*In addition, UNEP has submitted one PCR for ongoing project.

11. The aggregated results relevant to disbursement, actual phase-out and average duration and delays in project implementation are shown in table 5.

Table 5. Overview of the budget, ODSs phased out and delays of individual projects submitted after the 96th meeting

Agency	Number of projects	Funds (US \$)		Phase-out (ODP tonnes)		Average duration/delays (months)*	
		Approved	Disbursed	Approved	Actual	Duration	Delays
UNDP	2	463,454	461,383	11.1	11.1	52.28	30.95
UNEP	1	100,000	100,000	0.0	0.0	24.37	6.07
UNIDO	1	1,570,000	1,185,763	0.0	0.0	71.00	46.67
Total	4	2,133,454	1,747,146	11.1	11.1	49.98	28.66

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

II. Evaluation component of the PCR

II.1 Reasons for delays and actions taken

Multi-year agreement projects

Reasons for delays

12. The agencies submitted four MYA PCRs for stage I and six MYA PCRs for stage II of the HPMPs. Various causes of project implementation delays were reported, including issues related to enterprise and supplier delays, low disbursement of funds, implementing and cooperating agencies, external and other factors such as COVID-19 and changes in national governments or institutions. All the PCRs reported satisfactory achievement of results. The reported reasons for delays are shown in table 6 below.

Table 6. Reported reasons of project implementation delays

Reasons for delays	Percentage
External (regional, global factors)	31.4
Other (describe)	22.86
Enterprise delay	11.43
Low disbursement of funds	11.43
Supplier delay	8.57
Implementing/cooperating agency	5.71
Delays in funding following tranches approval	5.71
Verification audit report	2.86
Total	100.00

13. Around 54 per cent of the reported delays by the implementing agencies are attributed to external and other factors. The COVID-19 pandemic is still mentioned as an external factor that caused delays in project implementation, leading to the postponement or, in some cases, cancellation of planned activities. Other factors reported mainly related to the political instability and the changes of staff in government structures and national ozone unit (NOUs).

14. Regarding enterprise delays, one agency reported that delays resulted from the lack of proven and commercially available alternative technologies led to the postponement of conversions for two foam enterprises and 11 small and medium-sized enterprises (SMEs) manufacturing water heaters. Another agency indicated that finding suitable technologies for SMEs took longer time due to technical constraints

and high prices of HFO alternatives. In another case, one agency reported that incomplete consumption data at one enterprise delayed the process and led to the exclusion of the enterprise from the project.

15. As for the low disbursements of funds, one agency reported that changes in the structure of the NOUs resulted in some delays in the implementation. In another country, one agency explained that recurrent political disruption has resulted in delays as access to certain regions in the country was limited causing interruptions in implementation and low disbursement of fund.

16. For the delays in supply, reasons reported by different agencies were related to delays that occurred due to a national import process requiring 10 months to obtain clearances; ministerial changes; changes in market conditions and decisions by enterprises to self-finance the transition, which resulted in the originally planned conversion of air-conditioning (AC) manufacturing enterprises from R-290 being changed to R-32; disruptions following the COVID-19 pandemic; and delivery delays due to customs clearance processes.

17. Regarding the implementing and cooperating agencies, one agency reported delays in the procurement of some parts of training and reclamation units and another agency reported that delays in completing the national phase-out plan-related activities resulted in delaying the progress of the HPMP.

18. The delays in funding following tranches approval, one agency reported that the delays encountered were due to COVID-19 impact and was overcome through coordination with the beneficiaries to undergo some design adjustments to ensure delivery of equipment. Another agency indicated that political debate on forming a new government and approving national budget resulted in delays in signing the needed contracts and ultimately putting it on hold.

19. Regarding the verification audit report, one agency reported that COVID-19-related disbursement delays affected the recruitment of the verification expert. The expert was subsequently identified, and a project extension was approved by the Executive Committee to mitigate the delays.

Actions taken to address the implementation delays

20. In relation to the impact of the COVID-19 pandemic, agencies worked closely with the NOUs and project partners to introduce approaches facilitating implementation. One agency reported that equipment installation from foreign manufacturers were performed virtually, with detailed instructions and video support from the manufacturers' technicians leading to successful installations that were signed off by the manufacturer in terms of technical and safety aspects. Another agency reported that adjusted timelines and phased implementation of activities were adopted, and remote technical support and virtual consultations were utilized during periods of restricted mobility.

21. Regarding enterprise delays, one agency reported that working closely with the enterprise on subsequent trials using HFO-1233zd polyol blend technology demonstrated successful results, enabling the continuation of implementation. Another agency reported that close coordination with the enterprises and assessment of technologies proved to be effective in overcoming the delay. The flexibility granted on adjusting technologies based on provided justifications was also beneficial in overcoming delays.

22. For the delays caused by supplier, one agency reported that efforts were made to streamline procurement processes and close coordination with the relevant project partners resulted in a prompt customs clearance and delivery of equipment. Another agency reported that, to avoid future delays at later stages, project plans were adjusted to procure additional equipment from the beginning, and that the number of technicians to be trained was revised accordingly to accommodate these changes.

23. Regarding the delays attributed to the implementing and cooperating agencies, one agency reported that regular and ad hoc coordination meetings were conducted between agencies and the Government to review implementation progress; discuss challenges; and agree on the required corrective measures to

ensure timely delivery of all activities. Another agency reported that coordination efforts were undertaken to revise the technical specifications of equipment to prioritize timely delivery and implementation of the related training activities.

Individual projects

24. The agencies submitted four individual PCRs, comprised two reports for non-investment projects and two for investment projects (conversion projects). The main reasons of delays were related to enterprises, project design and suppliers' delays.

25. An agency reported that project implementation delays were attributed to supplier delays and project design as certain components of the demonstration project had to be adjusted to accommodate local conditions. In addition, internal factory reorganization and laboratory accreditation upgrades required restructuring of testing procedures and recalibration of equipment, leading to extended validation periods. To overcome these challenges, the factory involved in the project established contacts with the suppliers and secured the required funds to purchase the equipment needed and developed required procedure for charge optimization in order to maximize energy efficiency under the demonstration project.

26. In one country, an agency reported that project implementation delays were attributed to enterprise delays in defining and agreeing on the contractual modalities, which delayed the initiation of activities. The challenge was overcome through continuous meetings and follow-up between the agency and the enterprise to ensure that the activities were carried out as planned.

II.2 Lessons learned

Multi-year agreement projects

Project implementation

27. Lessons learned from project implementation have shown the importance of taking measures both before project start and during project implementation. Before implementation, one agency reported that due diligence is necessary especially for beneficiaries' enterprises converting to technologies requiring higher investment, technical knowledge, and safety measures. Assessing financial capabilities, conditions of the production facility, technical experience; and projected sales, can support smooth and successful implementation.

28. During implementation phase, lessons learned emphasized the need for detailed planning, flexible and close coordination among project partners. In one country, agency reported that flexibility in adjusting timelines, and adapting technology choices helped address market changes, SME constraints, and COVID-19 disruptions. Another agency indicated that offering continuous and institutionalized training for customs officers and technicians was necessary due to staff turnover and evolving technical requirements.

29. In another country, one agency reported that provision of tools, combined with technicians' certification programmes, and streamlined incentive procedures increased participation in technician training programmes.

Capacity building

30. Regarding the lessons learned from capacity building, it is apparent that the long-term sustainability of HCFC phase-out efforts requires sustained investment in capacity building. One agency reported that the establishment of and support provided to vocational training centers, combined with the provision of modern equipment and advanced training of trainers, proved highly effective in strengthening national

technical capacity. This approach not only enhanced the skills of technicians but also created a multiplier effect through certified trainers, ensuring continuous knowledge transfer.

31. In one country, agency indicated that through the collaboration with refrigeration and air-conditioning (RAC) associations, and by providing train-the-trainer programmes, the project was able to target a large number of technicians in the country creating a sustained technical capacity base with good servicing practices.

32. Lessons learned showed that strong government commitment and ownership coupled with functioning institutional frameworks are imperative for successful implementation of projects. In one country, the adaptive approach demonstrated by both the Government and the Executive Committee allowed the adjustment of the work plans of the AC manufacturing conversion component and ensured the continued delivery of results enabling the country to maintain compliance with its Montreal Protocol obligations while advancing sectoral transformation.

Alternative technology

33. On the availability of technologies, lessons learned underlined a combination of factors that affect the successful attainment of project objectives. These include the availability and maturity of proposed technologies especially when operating in special climate conditions, market readiness and cost barriers, and availability of qualified technicians.

34. As for availability and maturity of alternative technologies, one agency reported that the project stressed on the importance of allowing sufficient time for technology validation and market uptake, as well as maintaining flexibility to test and adopt emerging solutions. Early technical assessments, pilot trials, and close engagement with technology providers can help mitigate risks and ensure a smoother transition to suitable, sustainable alternatives. The same agency highlighted that in another country the cost barriers related to HFOs led to shifts in technology choice.

35. About market readiness and acceptance, the market contexts and consumer preferences can play a role in accelerating adoption of new technologies. In one country, agency reported that the prevailing market conditions allowed companies to market their products as more environmentally friendly, with increased sales and more access to export markets.

36. In another country, agency highlighted the important role of RAC technicians in transitioning to alternative refrigerants and that providing them with the necessary training and tools enables them to assist consumers in selecting appropriate RAC equipment that have less impact to the environment.

Public awareness

37. Lessons learned from many implemented projects showed that public awareness proved essential in supporting the transition away from ODSs; behavioural change and market transformation are more effective when supported by continuous awareness-raising and stakeholder engagement; and targeted communication helped end users and service providers better understand ozone-friendly and low-GWP alternative technologies, thereby increased their acceptance.

38. An agency reported that one project demonstrated the importance of linking awareness campaigns with practical demonstrations and policy measures, which contributed to enhancing their effectiveness; ensured that increased awareness translated into informed decision-making and sustained demand for environmentally friendly alternatives; served as a crucial platform for disseminating information on the latest technologies to the public and relevant stakeholders; and played a key role in facilitating the adoption of the required control measures and related policies. Therefore, the experience also showed that awareness

programmes should be tailored and designed according to the needs and level of acceptance of the target audience.

Technical issues

39. On technical issues, lessons learned showed that the impact and benefits of conversion projects go beyond compliance-related matters and enhances the productivity and profitability of beneficiaries. In one country, an agency reported that results showed that beneficiaries converting from manual hand-mix production to automated high-pressure machines experienced significant improvements in product quality and production speed, as well as a reduction in material consumption.

40. Lessons learned also emphasized that selection of technologies needs to consider multiple parameters at an early stage to ensure the sustainability of operations beyond project timeframe. In one country, an agency highlighted that a better review of the supply chain is required when formatting the project document to ensure smooth delivery and commissioning of components to the beneficiary. The agency added that the suitability of alternative technologies must be carefully assessed in the context of specific production methodologies, and environmental conditions, including high ambient temperatures, to ensure the selected solutions are both technically and practically viable.

Individual projects

41. For the lessons learned from the individual investment projects, early planning and addressing the project or intervention in a holistic approach to cover a broad range of aspects can enhance the sustainability of the results. In one country, one agency reported the importance to allocate enough time for product design modifications and to consider the testing and certification costs. In addition, a holistic approach requires securing a network of service centers/technicians that are prepared with equipment, tools and knowledge to service products based on the new technology. Another agency highlighted that prioritizing safety training as a fundamental component of project implementation is essential.

42. In regard to the non-investment projects, a coordinated multi-stakeholder approach is needed for promoting energy efficiency and low-GWP alternatives. An agency highlighted that regional cooperation intensified policy understanding which can create an accelerator effect for the adoption of new technologies. In another country, an agency highlighted the importance of market preparedness, regulatory support, safety standards and hands-on training to test technology performance in real life conditions especially with high-ambient temperatures conditions.

II.3 Reporting on gender mainstreaming in project completion reports

43. Among the 10 MYAs considered for the present consolidated report, nine were submitted after the 85th meeting,⁴ the date after which it became mandatory to include the gender dimension in project submissions; however, only one reported on gender.

44. Notwithstanding that the current formats for submitting the PCRs do not include a dedicated section to report on gender mainstreaming, an agency provided relevant information under the section on reasons for delay and lessons learned, briefly reporting that while women's participation in refrigeration activities is remaining low due to cultural factors, strong inter-institutional coordination, including on cross-cutting issues such as gender and environmental management, enhanced the impact of capacity-building activities.

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 and decision 92/40.

45. Among the four individual PCRs submitted for this meeting, two projects approved after the 85th meeting did not report on gender. However, one non-investment project submitted before the 85th meeting reported that the country and the agency were making efforts to encourage the participation of both men and women in project activities related to RAC technologies.

46. The evaluation unit will ensure a more systematic reporting on gender-related aspects in future PCRs once the universal PCR format, that includes a section on gender, is operationalized on the knowledge management system, expected by the end of 2026.

III. Recommendation

47. The Executive Committee may wish:

- (a) To note the 2026 consolidated project completion report (PCR) contained in document UNEP/OzL.Pro/ExCom/98/7;
- (b) To request:
 - (i) Bilateral and implementing agencies to submit at the 99th meeting, for consideration by the Executive Committee at the 100th meeting, outstanding 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 96th MEETING AND CONSIDERED IN THE
2026 CONSOLIDATED PROJECT COMPLETION REPORT**

	Country	Multi-year agreement sector/Title	Lead agency	Cooperating agency
1.	Burundi	HCFC Phase Out Plan (Stage I)	UNEP	UNIDO
2.	Indonesia	HCFC Phase Out Plan (Stage II)	UNDP	IBRD
3.	Iraq	HCFC Phase Out Plan (Stage I)	UNEP	UNIDO
4.	Lebanon	HCFC Phase Out Plan (Stage II)	UNDP	
5.	Malaysia	HCFC Phase Out Plan (Stage II)	UNDP	
6.	Mali	HCFC Phase Out Plan (Stage I)	UNEP	UNDP
7.	Mexico	HCFC Phase Out Plan (Stage II)	UNIDO	UNEP/Germany/ Italy/Spain
8.	Pakistan	HCFC Phase Out Plan (Stage II)	UNIDO	UNEP
9.	Suriname	HCFC Phase Out Plan (Stage I)	UNEP	UNIDO
10.	Thailand	HCFC Phase Out Plan (Stage II)	IBRD	

Annex II
INDIVIDUAL PROJECT COMPLETION REPORTS
RECEIVED AFTER THE 96th MEETING AND CONSIDERED IN THE
2026 CONSOLIDATED PROJECT COMPLETION REPORT

	Country	Code	Agency	Project Title
1.	Kyrgyzstan	KYR/EEF/92/TAS/49	UNEP	HCFC phase-out management plan (energy efficiency - related activities under decision 89/6)
2.	Mexico	MEX/REF/92/INV/204	UNDP	Conversion of the manufacturing of commercial refrigerants from HFC-134A to propane (R-290) at the enterprise FRIOCIMA
3.	Saudi Arabia	SAU/REF/76/DEM/28	UNIDO	Demonstration project on promoting HFO-based low-GWP refrigerants for the air-conditioning sector in high-ambient temperatures
4.	Zimbabwe	ZIM/REF/82/INV/55	UNDP	Conversion of domestic refrigerator and freezer manufacturing at Capri from the use of HFC-134a as the refrigerant to isobutane (R-600a)

Annex III

**OUTSTANDING MULTI-YEAR AGREEMENT OR INDIVIDUAL
PROJECT COMPLETION REPORTS DUE BY DECISION IN 2026**

	Country	MYA Sector/Title	Agency responsible for PCR submission (Lead agency)	Cooperating Agency	Final completion dates	Schedule date of PCR submission	Decisions
1.	Brazil	HCFC Phase Out Plan (Stage II)	UNDP	UNIDO/ Germany/Italy		Second meeting in 2026	91/26(b)(ii) and 94/33(b)(i)
2.	Iraq	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 (IRQ/REF/57/INV/07)	UNIDO		Dec-25	Jun-26	95/52(b)(i)b
3.	Maldives	Additional activities to maintain energy efficiency for the servicing sector under decision 89/6(b) (MDV/REF/91/TAS/38)	UNEP		Jun-26	Second meeting in 2026	91/60(b), 93/20(b) and 96/14(b)