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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL
Ninety-fifth Meeting
Montreal, 4-8 December 2024
Item 6(a) of the provisional agenda¹

**EVALUATION OF THE PERFORMANCE OF IMPLEMENTING AGENCIES
AGAINST THEIR 2023 BUSINESS PLANS**

Introduction

1. The present document consists of the following sections:
 - I. Analysis of quantitative performance indicators. This section presents the quantitative evaluation of the performance of the implementing agencies with respect to the performance targets set in the 2023 business plans² and progress and financial reports submitted to the 95th meeting; and a trend analysis for each of the eight performance indicators.
 - II. Analysis of qualitative performance indicators. This section presents a qualitative assessment of the performance of bilateral and implementing agencies based on input received from national ozone unit (NOU) officers.
 - III. Secretariat's comments
 - IV. Recommendation

* Re-issued for technical reasons on 27 November 2024.

¹ UNEP/OzL.Pro/ExCom/95/1

² Based on the performance indicators adopted in decision 41/93, as modified by decisions 47/51 and 71/28, and the targets that were adopted for the 2023 business plans in annexes XII – XV to the report of the 91st meeting (UNEP/OzL.Pro/ExCom/91/72).

I. Analysis of quantitative performance indicators

2. Table 1 presents the approved targets, measures of progress towards achieving each target, and the number of targets achieved.

Table 1. 2023 performance indicator targets and achievement

Item	UNDP				UNEP				UNIDO				World Bank			
	Target	Agency achievement	Secretariat assessment	Met target	Target	Agency achievement	Secretariat assessment	Met target	Target	Agency achievement	Secretariat assessment	Met target	Target	Agency achievement	Secretariat assessment	Met target
Tranches approved*	41	25	25	No	49	52	31	No	36	29	29	No	4	2	4	Yes
Projects/activities approved**	38	37	37	No	98	74	66	No	43	10	41	No	10	5	9	No
Funds disbursed (million US \$)	23.11	17.16	17.22	No	21.72	22.02	20.09	No	21.22	33.25	33.29	Yes	8.7	8.44	8.44	No
ODS phase-out*	415.4	342.3	342.3	No	120.90	145.2	72.7	No	347.1	331.4	334.7	No	814.6	813.9	814.6	Yes
Project completion for activities	39	39	39	Yes	105	117	92	No	67	52	52	No	5	5	8	Yes
Speed of financial completion	70% (46)	48	48	Yes	14 months	8.6 months	7.5 months	Yes	12 months after operational completion	12 months	12.64 months	No	90% (2)	100% (2)	2	Yes
Timely submission of project completion reports	On time (9)	On time (15)	On time (15)	Yes	On time (28)	On time (28)	On time (55)	Yes	On time (12)	On time (15)	On time (15)	Yes	On time (4)	On time (4)	4	Yes
Timely submission of progress reports	On time	On time	On time	Yes	On time	On time	On time	Yes	On time	On time	On time	Yes	On time	On time	On time	Yes
Number of targets achieved				4/8				3/8				3/8				6/8

* The targets of an agency would be reduced “if it could not submit a tranche owing to another cooperating agency or lead agency” or “if HPMP submitted for consideration by the Executive Committee was not approved as a result of factors beyond the control of the NOU and agency”.

** The targets and achievements have been increased to include additional projects approved for the preparation of national inventories of banks of unwanted controlled substances under decision 91/66 and energy efficiency pilot projects under decision 91/65.

Weighted assessment of performance

3. Table 2 presents the outcome of the 2023 weighted assessment by performance indicator based on the Secretariat's methodology.

Table 2. Weighted assessment of implementing agencies performance in 2023

Item	Weighting	UNDP		UNEP		UNIDO		World Bank	
		% of target achieved	Points	% of target achieved	Points	% of target achieved	Points	% of target achieved	Points
Tranches approved	10	61	6	63	6	81	8	100	10
Projects/activities approved	10	97	10	67	7	95	10	90	9
Funds disbursed	15	75	11	92	14	157	15	97	15
ODS phase-out	25	82	21	60	15	96	24	100	25
Project completion for activities	20	100	20	88	18	78	16	160	20
Speed of financial completion	10	104	10	146	10	95	10	100	10
Timely submission of project completion reports	5	167	5	196	5	125	5	100	5
Timely submission of progress reports	5	100	5	100	5	100	5	100	5
2023 Assessment	100		88		80		93		99

Analysis of other quantitative performance indicators

4. In line with decision 41/93,³ annexes I and II present the historical analyses for investment⁴ and non-investment⁵ projects, respectively.

5. Annex I shows that the target for ODS phased out was achieved by UNIDO in 2023. The target for the amount of funds disbursed was achieved by UNIDO while UNDP and the World Bank met 64 per cent and 43 per cent, respectively. All agencies reached their targets for project completion reports. The speed of delivery and first disbursement in 2023 were similar to previous years reflecting the historical performance for all implementing agencies. The achievement of the target for value of projects approved increased for the World Bank and decreased for UNDP and UNIDO. The target for ODS to be phased out was achieved by the World Bank and was partially achieved by UNDP and UNIDO. The indicators “cost-effectiveness” and “cost of project preparation” are inconclusive with respect to any trend due to the differences in ODP of CFCs and HCFCs and the approval of MYAs instead of individual projects.

6. Annex II shows that the target for the amount of funds disbursed was achieved by UNDP, UNIDO and the World Bank; and the speed of delivery and first disbursement for 2023 were similar to previous years for all implementing agencies.

II. Analysis of qualitative performance indicators

7. A total of 150⁶ questionnaires received from the NOUs of 88 Article 5 countries to assess the qualitative performance of the bilateral and implementing agencies were processed.

³ The Secretariat was requested to continue monitoring the investment and non-investment performance indicators on the basis of trend analysis in future evaluations of the performance of implementing agencies.

⁴ Investment projects include multi-year agreements (MYAs) that are so-designated by project code.

⁵ Only the “funds disbursed”, “speed of first disbursement” and “speed of project completion” indicators are applicable to non-investment projects.

⁶ France (1), Germany (10), UNDP (29), UNEP (65), UNIDO (40) and the World Bank (5).

8. The questionnaire contains three main categories of questions and an overall assessment of the agencies' performance in each category must be provided.

9. Table 3 presents a summary of the overall ratings provided by the NOUs for the three main categories. It should be noted that several NOUs did not provide overall ratings for one or more of the categories, although they did send responses to the individual questions that have been included in annex III to the present document. Table 3 shows that most of the overall ratings were satisfactory or above; only 20 ratings were below satisfactory.

Table 3. Overall ratings for qualitative performance of bilateral and implementing agencies by category

Category	Highly satisfactory	Satisfactory	Less satisfactory	Unsatisfactory
Impact	88	31	4	2
Organization and cooperation	75	22	7	1
Technical assistance/training	74	32	4	2

10. In addition to the required overall ratings for the three main categories mentioned above, the questionnaire includes 31 individual questions. The NOUs provided 150 ratings below satisfactory for these questions, as detailed in annex III.

III. Secretariat's comments

11. The implementing agencies have been informed of the results of the quantitative assessment of their performance for 2023, showing that all of them achieved 80 per cent or more of their targets.

12. The Executive Committee may wish to note that the quantitative assessment of performance for 2023 had improved for three implementing agencies (UNDP, UNIDO and the World Bank) compared to 2022.

13. The Secretariat noted that 88 NOUs (as compared to 80 in 2022) submitted qualitative assessments. The Secretariat sent the assessments received from NOUs to the respective bilateral and implementing agencies for their comments, with an emphasis on the 170 ratings below satisfactory (including 20 low ratings for the three main categories and 150 low ratings for the individual questions).

14. Dialogues between the respective NOUs and bilateral and implementing agencies have been completed for all countries that identified issues in their qualitative assessments (i.e., ratings of "less satisfactory" or "unsatisfactory"); all agencies reported that a way forward was agreed during their dialogues with the respective NOUs, and in most cases, they have been able to resolve the issues identified in regard to the less than satisfactory ratings. In this regard, the Executive Committee may wish to note, with appreciation, the efforts undertaken by bilateral and implementing agencies to have open and constructive discussions with the respective NOUs about the areas in which their services were perceived to be less than satisfactory and that the outcome of their consultations with the NOUs concerned had also been satisfactory.

IV. Recommendation

15. The Executive Committee may wish:

(a) To note:

(i) The evaluation of the performance of implementing agencies against their 2023 business plans, as contained in document UNEP/OzL.Pro/ExCom/95/9;

- (ii) That all implementing agencies had a quantitative assessment of their performance for 2023 of at least 80 on a scale of 100;
 - (iii) That trend analysis indicated that the performance of implementing agencies had not improved for some indicators in 2023 compared with 2022;
 - (iv) That quantitative performance in 2023 had improved for three implementing agencies (UNDP, UNIDO and the World Bank) compared with 2022;
 - (v) With appreciation, the efforts undertaken by bilateral and implementing agencies to have open and constructive discussions with the respective national ozone units (NOUs) about the areas in which their services were perceived to be less than satisfactory and that the outcome of their consultations with the NOUs concerned had also been satisfactory; and
- (b) To encourage NOUs to submit, on a yearly basis and in a timely manner, their assessments of the qualitative performance of the bilateral and implementing agencies assisting their governments, noting that 88 out of the 144 countries had submitted such assessments for 2023, compared with 80 in 2022.

Annex I

INVESTMENT PROJECT PERFORMANCE BY AGENCY (2000-2023)

UNDP	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
ODS phased out	41%	99%	92%	100%	79%	91%	85%	100%	86%	100%	N/A	0%	94%	100%	100%	100%	0%	34%	100%	100%	100%	100%	100%	37%
Funds disbursed	100%	95%	77%	64%	100%	96%	66%	76%	98%	100%	100%	100%	100%	100%	100%	100%	97%	97%	100%	100%	100%	100%	100%	64%
Project completion reports	93%	86%	87%	100%	97%	79%	30%	82%	74%	100%	54%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Distribution among countries	61%	63%	58%	38%	72%	44%	75%	64%	66%	83%	51%	79%	94%	81%	68%	85%	90%	60%	88%	80%	69%	76%	67%	77%
Value of projects approved	80%	100%	99%	65%	73%	82%	83%	77%	100%	100%	38%	87%	100%	87%	89%	91%	100%	80%	79%	85%	81%	80%	78%	57%
ODS to be phased out	92%	96%	77%	44%	89%	70%	100%	100%	100%	100%	100%	92%	61%	100%	29%	83%	84%	84%	96%	97%	93%	95%	98%	82%
Cost of project preparation (% of approvals)	2.7%	1.1%	2.5%	1.6%	3.6%	1.4%	0.5%	3.6%	1.5%	14.7%	14.4%	3.0%	2.8%	1.8%	0.2%	4.3%	2.3%	2.71%	0.99%	0.43%	0.74%	1.46%	6.42%	5.76%
Cost-effectiveness (\$/kg)	6.74	8.3	10.35	7.1	6.27	8.24	4.99	5.76	5.61	6.09	59.84	146.85	92.53	56.92	249.68	70.89	108.35	184.95	38.00	45.41	51.97	51.22	59.08	14.18
Speed of first disbursement (months)	13	12.84	12.8	12.8	12.91	12.9	13.0	13.1	13.2	13.4	13.6	13.7	13.7	13.7	13.7	13.7	13.6	13.5	13.6	13.6	13.6	13.6	13.6	13.7
Speed of completion (months)	33	33.6	32.7	32.4	32.41	32.9	33.6	33.9	33.8	33.9	34.2	34.6	34.9	34.9	35.2	35.1	34.4	35.6	35.7	35.8	35.7	35.8	35.9	35.8
Net emissions due to delays (ODP tonnes)	11,350	11,727	9,023	6,466	3,607	4,538	6,619	2,674	1,312	92	113	101	520	538	248	238	-881	416.3	499.6	426.1	395.9	268.4	335.3	480.9
UNIDO	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
ODS phased out	70%	100%	100%	88%	100%	99%	100%	100%	84%	86%	100%	100%	0%	27%	42%	100%	100%	100%	50%	45%	55%	87%	100%	100%
Funds disbursed	100%	100%	100%	100%	100%	100%	100%	100%	91%	100%	94%	100%	100%	100%	97%	100%	100%	100%	100%	69%	86%	87%	100%	100%
Project completion reports	66%	100%	100%	100%	100%	100%	100%	100%	100%	84%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Distribution among countries	74%	89%	73%	78%	67%	79%	69%	75%	82%	61%	81%	83%	100%	72%	67%	100%	76%	54%	64%	75%	74%	52%	62%	66%
Value of projects approved	93%	99%	97%	68%	82%	100%	100%	92%	100%	59%	78%	100%	79%	88%	64%	93%	71%	73%	57%	73%	85%	52%	90%	77%
ODS to be phased out	72%	100%	100%	37%	89%	100%	47%	91%	100%	100%	100%	36%	81%	21%	36%	100%	82%	61%	71%	82%	86%	84%	70%	96%

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Cost of project preparation (% of approvals)	3.8%	2.7%	3.3%	3.6%	2%	0.9%	1.8%	2.1%	1.3%	11.9%	5.7%	2.7%	3.9%	1.1%	1.3%	1.8%	3.6%	2.6%	0.4%	2.4%	2.8%	3.2%	8.71%	8.82%
Cost-effectiveness (\$/kg)	6.71	5.67	7.28	9.79	3.58	3.10	7.13	6.51	9.34	3.26	22.58	187.59	35.34	186.02	79.01	56.02	65.50	53.61	22.83	119.38	20.96	27.80	17.48	11.09
Speed of first disbursement (months)	9	9.29	9.16	9.2	9.06	8.97	9.0	8.9	8.7	8.7	8.7	8.4	8.6	8.5	8.6	9.0	8.9	9.0	9.2	9.2	9.2	9.1	9.3	9.3
Speed of completion (months)	29	29.85	30.89	31.7	32.35	32.98	33.2	33.5	33.4	33.7	34.1	35.0	35.9	36.8	38.3	39.5	40.2	40.9	41.1	41.7	42.4	42.7	42.4	42.1
Net emissions due to delays (ODP tonnes)	5,899	5,727	5,960	3,503	13,035	1,481	3,864	4,470	3,431	6,970	8,918	14,583	17,144	8,805	9,939	13,389	6,906	8,054.8	7,971.7	3,372.1	8,137.3	9,458.7	8,112.8	7,797.6
World Bank	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
ODS phased out	100%	100%	100%	84%	100%	69%	31%	84%	47%	100%	100%	100%	20%	98%	100%	100%	100%	100%	51%	100%	100%	100%	N/A	66%
Funds disbursed	100%	74%	100%	100%	73%	100%	100%	100%	100%	73%	64%	43%	15%	100%	100%	100%	78%	96%	62%	80%	70%	63%	99%	43%
Project completion reports	98%	74%	100%	84%	84%	100%	84%	74%	69%	25%	20%	85%	10%	100%	24%	24%	8%	33%	11%	45%	26%	77%	90%	100%
Distribution among countries	79%	67%	79%	65%	71%	93%	79%	92%	77%	67%	50%	57%	100%	67%	50%	33%	100%	50%	60%	100%	33%	60%	75%	100%
Value of projects approved	75%	92%	100%	82%	94%	83%	87%	83%	93%	98%	3%	93%	29%	93%	72%	100%	39%	29%	95%	46%	26%	77%	80%	100%
ODS to be phased out	83%	72%	91%	65%	59%	100%	66%	93%	35%	100%	89%	11%	7%	25%	11%	100%	50%	74%	69%	100%	84%	95%	99%	100%
Cost of project preparation (% of approvals)	5.5%	1.3%	0.4%	0.6%	0.2%	0.4%	0.4%	0.02%	0.6%	2.2%	74.8%	1.5%	5.6%	0.2%	0.6%	0.4%	4.0%	18.64%	1.04%	0.0%	0.0%	0.0%	0.61%	2.92%
Cost-effectiveness (\$/kg)	2.96	3.85	4.57	6.12	3.74	1.04	3.33	3.29	9.36	1.43	1.12	545.23	69.01	118.26	214.04	19.84	48.54	52.66	618.83	177.65	2.56	4.55	3.85	18.29
Speed of first disbursement (months)	25	25.33	26.28	26	26.02	25.7	25.3	25.0	24.8	24.8	24.6	24.6	24.7	24.6	24.6	24.6	24.6	24.5	24.4	24.5	24.4	24.4	24.4	24.3
Speed of completion (months)	39	40.09	41.35	41	40.88	40.7	40.3	40.2	39.8	39.8	40.2	40.2	40.2	40.3	40.8	40.8	40.8	41.0	40.1	41.2	41.2	41.2	41.3	41.2
Net emissions due to delays (ODP tonnes)	16,608	21,539	22,324	18,021	8,338	4,843	5,674	2,316	1,303	182	1,680	801	901	901	1,002	275	455	249.9	788.4	812.98	5.5	74.8	149.5	146.9

Annex II

NON-INVESTMENT PROJECT PERFORMANCE BY AGENCY
(2000-2023)

UNDP	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Funds disbursed	100%	93%	61%	100%	100%	100%	92%	100%	100%	100%	100%	100%	84%	88%	100%	47%	82%	100%	100%	100%	100%	100%	100%	100%
Speed until first disbursement (months)	11.29	12	11.4	11	11.44	11.5	11.8	11.7	11.7	11.8	12.2	11.8	11.9	11.9	11.8	12.0	11.9	11.8	11.7	11.8	11.7	11.7	11.7	11.6
Speed until project completion (months)	34.16	36	34.7	35	35.36	35.4	36.6	37.3	37.1	37.3	37.7	37.1	37.4	37.2	36.7	36.3	36.0	36.8	36.2	36.1	36.0	36.0	35.7	35.7
UNEP	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Funds disbursed	100%	93%	93%	99%	54%	54%	51%	49%	64%	69%	60%	63%	55%	47%	61%	44%	91%	100%	81%	85%	75%	85%	85%	82%
Speed until first disbursement (months)	6.33	6.87	7.3	7.6	8.49	8.4	8.4	8.7	9.0	9.0	9.5	9.6	9.8	9.8	9.9	10.1	10.5	10.5	10.9	10.9	11.1	11.6	11.9	12.2
Speed until project completion (months)	27.9	29.66	30.4	31	31.8	32.4	32.9	33.2	33.6	32.9	33.9	34.3	34.4	34.7	35.3	35.3	36.1	36.7	36.7	36.8	36.8	36.7	36.6	36.9
UNIDO	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Funds disbursed	100%	48%	89%	100%	100%	90%	80%	89%	69%	100%	84%	95%	100%	62%	82%	82%	75%	100%	100%	95%	100%	100%	100%	100%
Speed until first disbursement (months)	8	9.15	9.85	9.4	9.34	8.9	9.8	10.2	10.6	10.4	10.4	10.3	10.3	10.2	10.1	10.0	10.1	10.4	10.3	10.0	9.8	9.8	9.7	9.6
Speed until project completion (months)	31	33.66	33.84	33.7	33.89	31.9	33.1	33.0	32.9	32.0	31.9	31.4	32.8	32.8	33.7	32.7	33.4	33.5	32.7	33.0	34.1	34.1	33.9	34.3
World Bank	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Funds disbursed	27%	12%	38%	100%	79%	100%	57%	59%	59%	19%	47%	75%	59%	49%	42%	100%	88%	100%	100%	78%	33%	34%	35%	100%
Speed until first disbursement (months)	12	11.95	12.05	13.7	14.58	13.6	14.6	14.3	14.4	14.4	14.9	14.6	15.1	14.7	14.0	14.1	14.8	16.8	16.8	16.6	16.9	17.0	17.0	17.0
Speed until project completion (months)	30	29.24	28.85	30	30.39	31	31.5	31.1	30.7	30.7	30.3	30.1	30.3	30.2	30.0	29.8	29.8	29.2	29.3	29.3	29.3	29.6	29.6	29.6

Annex III

QUALITATIVE ASSESSMENT OF THE IMPLEMENTING AGENCIES BY THE NATIONAL OZONE UNITS FOR 2023

Category	Sub-category	Questions	Values	France	Germany	UNDP	UNEP	UNIDO	World Bank	Total
IMPACT	General	Has cooperation with the implementing agency substantially contributed and added value to your work or organization in managing compliance in your country?	Highly satisfactory	1	8	17	53	29	3	111
			Satisfactory		2	9	11	7	2	31
			Less satisfactory			2		2		4
			Unsatisfactory					2		2
		IMPACT (Overall Rating)	Highly satisfactory	1	8	17	38	21	3	88
			Satisfactory		1	8	14	6	2	31
			Less satisfactory			2		2		4
			Unsatisfactory					2		2
		In the design and implementation of the project, has the implementing agency been striving to achieve sustainable results?	Highly satisfactory	1	8	17	46	27	3	102
			Satisfactory		2	9	17	9	2	39
			Less satisfactory			2		3		5
			Unsatisfactory					1		1
ORGANIZATION AND COOPERATION	General	Did cooperation with the staff of the implementing agency take place in an atmosphere of mutual understanding?	Highly satisfactory	1	7	20	58	28	3	117
			Satisfactory		2	7	7	8	2	26
			Less satisfactory		1	2		2		5
			Unsatisfactory					2		2
		Did the implementing agency clearly explain its work plan and division of tasks?	Highly satisfactory	1	7	14	55	28	3	108
			Satisfactory		2	10	9	9	2	32
			Less satisfactory		1	4		1		6
			Unsatisfactory					2		2
		Did the implementing agency sufficiently control and monitor the delivery of consultant services?	Highly satisfactory		7	12	45	26	2	92
			Satisfactory	1	2	13	14	11	3	44
			Less satisfactory		1	2	1	3		7
			Unsatisfactory							
		Did the responsible staff of the implementing agency communicate sufficiently and help to avoid misunderstanding?	Highly satisfactory	1	7	17	58	31	3	117
			Satisfactory		2	8	7	6	2	25
			Less satisfactory		1	4		1		6
			Unsatisfactory					2		2
		Has the use of funds been directed effectively to reach the targets and was it	Highly satisfactory	1	8	18	56	27	3	113
			Satisfactory		1	7	8	10	2	28
			Less satisfactory		1	2	1	2		6

Category	Sub-category	Questions	Values	France	Germany	UNDP	UNEP	UNIDO	World Bank	Total
		agreed between the national ozone unit and the implementing agency?	Unsatisfactory					1		1
		If there was a lead agency for a multi-agency project, did it coordinate the activities of the other implementing agencies satisfactorily?	Highly satisfactory		3	9	31	18	1	62
			Satisfactory		1	7	16	6	2	32
			Less satisfactory			1				1
			Unsatisfactory					2		2
		ORGANIZATION AND COOPERATION (Overall Rating)	Highly satisfactory	1	3	15	37	16	3	75
			Satisfactory		3	8	5	5	1	22
			Less satisfactory			3	1	3		7
			Unsatisfactory					1		1
		Was active involvement of the national ozone unit ensured in project Development?	Highly satisfactory		6	20	45	29	3	103
			Satisfactory	1	3	5	12	8	2	31
			Less satisfactory		1	2	1	1		5
			Unsatisfactory					1		1
		Was active involvement of the national ozone unit ensured in project Identification?	Highly satisfactory	1	7	21	46	29	3	107
			Satisfactory		3	4	12	8	2	29
			Less satisfactory			1	1	1		3
			Unsatisfactory			1		1		2
		Was active involvement of the national ozone unit ensured in project Implementation?	Highly satisfactory		6	17	47	30	3	103
			Satisfactory	1	4	8	10	8	2	33
			Less satisfactory			2	2	1		5
			Unsatisfactory					1		1
		Were the required services of the implementing agency delivered in time?	Highly satisfactory	1	7	12	48	21	2	91
			Satisfactory		1	13	15	14	3	46
			Less satisfactory		2	4	2	2		10
			Unsatisfactory					3		3
TECHNICAL ASSISTANCE/TRAINING	General	Did project partners receive sufficient technical advice and/or assistance in their decision-making on technology?	Highly satisfactory		8	13	35	24	2	82
			Satisfactory	1	2	11	24	13	3	54
			Less satisfactory			1		2		3
			Unsatisfactory					1		1
		Did the agency give sufficient consideration to training aspects within funding limits?	Highly satisfactory	1	9	15	49	27	2	103
			Satisfactory		1	8	12	8	3	32
			Less satisfactory			1	1	4		6
			Unsatisfactory							
		Do you feel that you have received sufficient support in building capacities for	Highly satisfactory		8	16	43	22	1	90
			Satisfactory	1	2	9	21	13	4	50

Category	Sub-category	Questions	Values	France	Germany	UNDP	UNEP	UNIDO	World Bank	Total
		the national implementation of the project (within the funding limitations)?	Less satisfactory			1		3		4
			Unsatisfactory					1		1
		Has the acquisition of services and equipment been successfully administered, contracted and its delivery monitored?	Highly satisfactory		8	14	26	27	2	77
			Satisfactory	1	1	11	24	8	3	48
			Less satisfactory		1	1		1		3
			Unsatisfactory					1		1
		In case of need, was trouble-shooting by the agency quick and in direct response to your needs?	Highly satisfactory		7	14	43	23	1	88
			Satisfactory	1	2	10	15	9	4	41
			Less satisfactory		1	3		2		6
			Unsatisfactory					1		1
		TECHNICAL ASSISTANCE/TRAINING (Overall Rating)	Highly satisfactory		7	14	34	17	2	74
			Satisfactory	1	1	7	12	9	2	32
			Less satisfactory			2	1	1		4
			Unsatisfactory					2		2
		Was the selection and competence of consultants provided by the agency satisfactory?	Highly satisfactory		6	14	40	26	2	88
			Satisfactory	1	3	10	17	9	3	43
			Less satisfactory			1	1	2		4
			Unsatisfactory					2		2
		Were project partners and stakeholders encouraged by the implementing agency to participate positively in decision-making and design of activities?	Highly satisfactory		7	15	46	27	3	98
			Satisfactory	1	2	9	14	10	2	38
			Less satisfactory		1	1		2		4
			Unsatisfactory					1		1
	Investment projects	Has the agency been effective and met the expectations of stakeholders in providing technical advice, training and commissioning?	Highly satisfactory	1	8	10	25	23		67
			Satisfactory			12	13	8	3	36
			Less satisfactory			3		1		4
			Unsatisfactory							
		Has the agency been responsive in addressing any technical difficulties that may have been encountered subsequent to the provision of non-ODS technology?	Highly satisfactory		6	10	20	18	2	56
			Satisfactory	1	1	13	14	11	1	41
			Less satisfactory			1		1		2
			Unsatisfactory							
	National phase-out plans	Has support for the distribution of equipment been adequate?	Highly satisfactory	1	8	13	21	21	2	66
			Satisfactory		1	10	12	11	1	35
			Less satisfactory		1	1	1			3
			Unsatisfactory							
		Has support to identify policy issues related to implementation been adequate?	Highly satisfactory	1	5	11	37	22	2	78
			Satisfactory		2	10	19	9	3	43

Category	Sub-category	Questions	Values	France	Germany	UNDP	UNEP	UNIDO	World Bank	Total
			Less satisfactory			1	1			2
			Unsatisfactory					2		2
		Has technical advice on equipment specifications been adequate?	Highly satisfactory		8	12	21	22	1	64
			Satisfactory	1	2	11	16	10	3	43
			Less satisfactory			1		2		3
			Unsatisfactory							
		Has the technical advice or training that was provided been effective?	Highly satisfactory		8	13	45	25	2	93
			Satisfactory	1	2	10	13	8	3	37
			Less satisfactory					1		1
			Unsatisfactory					1		1
		Were proposed implementation strategies adequate?	Highly satisfactory		6	16	43	23	3	91
			Satisfactory	1	3	7	15	7	2	35
			Less satisfactory							
			Unsatisfactory					2		2
	Regulatory assistance projects	Were the regulations that were proposed by the agency Adapted to local circumstances?	Highly satisfactory		3	7	33	17	1	61
			Satisfactory	1	2	10	19	6	2	40
			Less satisfactory							
			Unsatisfactory			1		1		2
		Were the regulations that were proposed by the agency Applicable?	Highly satisfactory	1	5	8	36	17	1	68
			Satisfactory			9	16	6	2	33
			Less satisfactory							
			Unsatisfactory			1		1		2
		Were the regulations that were proposed by the agency Enforceable?	Highly satisfactory		2	7	29	16	1	55
			Satisfactory	1	3	10	22	6	2	44
			Less satisfactory							
			Unsatisfactory			1		1		2
	Training projects	Was the quality of the training provided satisfactory?	Highly satisfactory		7	10	46	24	2	89
			Satisfactory	1	3	6	11	8	2	31
			Less satisfactory							
			Unsatisfactory				1	1		2
		Was the training designed so that those trained would be likely to use the skills taught?	Highly satisfactory	1	8	9	42	25	1	86
			Satisfactory		2	8	15	7	3	35
			Less satisfactory					1		1
			Unsatisfactory				1	1		2