



Global Project
Engagement Facility

Project Title	: Global Enabling Activities for Montreal Protocol Implementation
Expected SP Outcome(s)	: Signature Solution 4: Environment, Outcome 1: Structural Transformation
Expected SP Output(s)	: Primary output: 4.2 Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions
Start/End Dates	: November 3rd, 2025 / December 31 st , 2030
Implementing Partner	: UNDP

Brief Description

Montreal Protocol is recognised as the most successful international agreement for the Ozone Layer Protection and a key instrument for climate action. The Kigali Amendment to the Montreal Protocol sets targets for reducing hydrofluorocarbon (HFC) production and consumption globally. Developing countries requested UNDP’s support to build national capacities for transition away from HFC-based technologies with resources provided by the Multilateral Fund and other bilateral donors such as the government of Canada.

To address special challenges faced by Small Island Developing States (SIDS) and some low-volume countries (LVCs), this global project will provide technical assistance to Grenada, Trinidad and Tobago, Saint Lucia, Belize, Mozambique, South Sudan, Fiji, Barbados, St. Vincent and the Grenadines, Guyana, El Salvador, and Haiti to strengthen their capacities based on their national priorities.

The interventions are categorized in two components:

- 1. Development of National Strategy and Action Plan for the implementation of the Montreal Protocol
- 2. Technical Assistance for the transition to low-GWP and Efficient cooling technology.

Programme Period: <u>2026-2029</u>	Total resources required <u>\$1,197,938</u>
Quantum Project Number: _____	Total allocated resources: <u>\$1,197,938</u>
Quantum Output Number: _____	• Regular _____
Gender Marker: <u>GEN2</u>	• Other: _____
	○ MLF <u>\$335,000</u>
	○ Environment <u>\$447,938</u>
	and Climate
	Change Canada
	Soft Pledges: <u>\$415,000</u>
	In-kind Contributions _____

Agreed by UNDP

Name: Sarah Lister

Title: OIC, BPPS

Signature:

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Sarah Lister
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Date: 03-Nov-2025

LIST OF ABBREVIATIONS

A5	Parties to the Montreal Protocol operating under its Article 5
C&ED	C&ED – Customs and Excise Division, Ministry of Finance
CP	Country Programme
EE	Energy Efficiency
ExCom	Executive Committee of the Multilateral Fund
ExCom	Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol
GPRAC	Good Practices in RAC
GWP	Global Warming Potential
GWP	Global Warming Potential
HCFC	Hydrochlorofluorocarbon
HCFCs	Hydrochlorofluorocarbons
HFC	Hydrofluorocarbon
HPMP	HCFCs Phase out Management Plan
IA	Implementing Agency
IS	Institutional Strengthening (Project)
LVC	Low Volume Country
MLF	Multilateral Fund for the Implementation of the Montreal Protocol
MOP	Meeting of Parties to the Montreal Protocol
MP	Montreal Protocol
MPD	Ministry of Planning & Development
MT	Metric Tonnes
NCAP	National Cooling Action Plan
NDC	Nationally Determined Contributions
NESC	National Energy Skills Center
NOO	National Ozone Officer
NOU	National Ozone Unit
ODP	Ozone Depleting Potential
ODS	Ozone Depleting Substances
PBP	Performance Based Payment
RAC	Refrigerations and Air Conditioning
SBAA	Standard Basic Assistance Agreement
UNDP	United Nations Development Programme

I. PURPOSE AND EXPECTED OUTPUT

The Montreal Protocol provided a set of practical, actionable tasks that were universally agreed on. The Protocol has successfully met its objectives thus far and continues to safeguard the ozone layer. Thanks to the collaborative effort of nations around the world, the ozone layer is well on its way to recovery. The Protocol has delivered substantial health and economic gains, including an estimated US\$1.8 trillion in global health savings and US\$460 billion in avoided damages to agriculture, fisheries, and materials.

The most recent amendment, the Kigali Amendment, called for the phase-down of hydrofluorocarbons (HFCs). These HFCs were used as replacements for a batch of ozone-depleting substances (ODS) that were eliminated under the original Montreal Protocol. Although they do not deplete the ozone layer, they are known to be powerful greenhouse gases and, thus, contributors to climate change. Developed countries started reducing HFCs as early as 2019, while developing countries start from 2024. Phasing down HFCs under the Protocol is expected to avoid up to 0.5°C of global warming by the end of the century, while continuing to protect the ozone layer.

Over the past three decades, the Multilateral Fund (MLF) has demonstrated how international cooperation, innovative financial mechanisms, and a well-planned strategic approach can deliver far-ranging benefits. Through its global initiatives, MLF phased out ozone depleting substances, mitigated climate change, contributed to the Sustainable Development Goals (SDGs) and funded projects with positive impact on people's lives. As one of four implementing agencies of the MLF, UNDP has implemented 2,802 projects approved by the Multilateral Fund since its inception in 1991. These programmes were supposed to eliminate 73,382 ODP tons annually, of which 97% were phased out as of 31 December 2024.

This project will help Small Island Developing States (SIDS) and some low-volume countries (LVCs) to develop National Plans and Strategies to meet their Montreal Protocol obligations. The Hydrochlorofluorocarbon Phase-out Management Plans (HPMPs) and first-stage Kigali Implementation Plans (KIPs) aim to achieve the full phaseout of HCFC consumption by 2030 and at least a 10% reduction in HFC consumption (in CO₂-equivalent terms) by 2029.

Several barriers hinder effective implementation of the Kigali Amendment in participating countries, including:

- Rapidly increased demand for cooling equipment
- Challenges to access low GWP alternatives and technologies
- Challenges to adopt low GWP technologies that require sufficient training for technicians to handle flammable refrigerants safely
- Stakeholders lack knowledge and experience in designing energy efficiency interventions in the refrigeration and air conditioning (RAC) sector
- Lack of effective coordination among stakeholders and line ministries
- Limited institutional capacity within National Ozone Units (NOUs) to address cross-cutting issues such as gender equality and energy efficiency

To address these barriers, the project will conduct enabling activities to support stakeholders in strengthening data collection, knowledge, expertise, technology, incentives, and training required for the transition, guided by a comprehensive overarching strategy and phased action plans:

- Consumption data collection, reporting, and verification
- A robust policy framework on the control of import and export of ODS and HFCs through a national level license system
- Clear reduction target and timeline for ODS phasing out and HFCs phasing down in the overarching strategy and national plans

- Investment projects to support technology transition in related sectors and capacity building activities in the servicing sector to promote best practices
- Enabling activities and institutional strengthening
- Demonstration projects for adopting low GWP and efficient cooling technologies
- Mainstreaming gender equality

Global Enabling Activities for Montreal Protocol Implementation

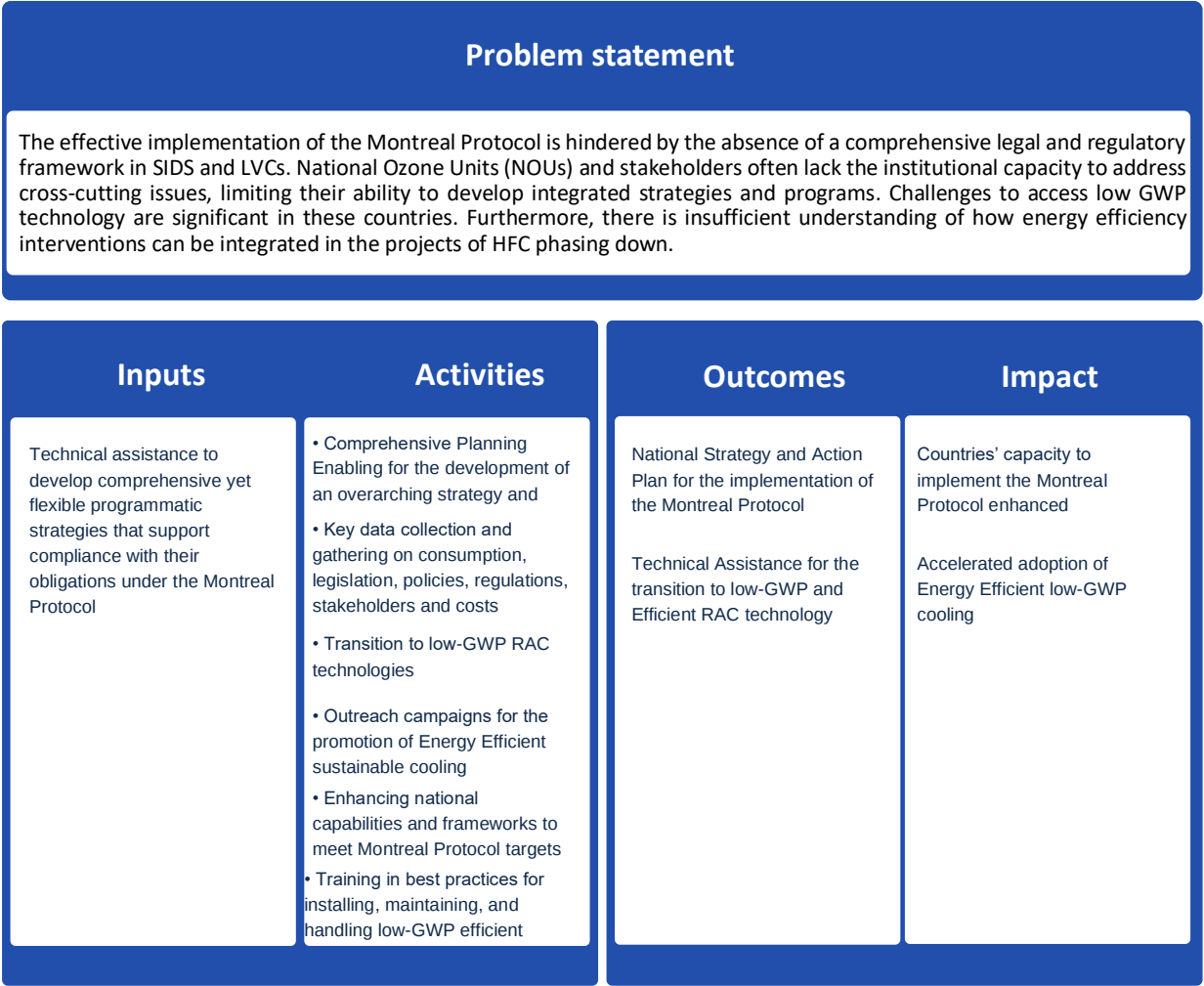


Figure 1 Theory of Change

Expected Results

The project will provide participating countries with technical assistance to develop comprehensive yet flexible programmatic strategies that support compliance with their obligations under the Montreal Protocol. This involves the establishment and improvement of a policy framework, the prioritization of conversions within sectors where low-GWP alternatives are commercially available, demonstration projects, and capacity building. The interventions will be tailored to national contexts and institutional arrangements, ensuring alignment with local priorities and capacities. The expected outputs and activities of this project are:

Output 1. National Strategy and Action Plan for the implementation of the Montreal Protocol was developed

- 1.1 Key data collection and stakeholder consultation
- 1.2 Development of an overarching strategy and detailed action plans
- 1.3 Awareness raising for HFC phasing down and promotion of Energy Efficiency

Output 2. Technical Assistance for the transition to low-GWP and Efficient cooling technology delivered

- 2.1 Demonstration of low-GWP RAC technologies
- 2.2 Enhancing the capabilities and expertise of stakeholders and the private sector
- 2.3 Training in best practices for installing, maintaining, and handling low-GWP efficient cooling technology

What's more, the project will also allow partner countries to achieve economies of scale through UNDP's global procurement services, accessing international suppliers and state-of-the-art equipment that can be adapted to their needs.

The project will ensure alignment of deliverables with UNDP's Strategic Plan 2026-2029. The following are the key areas of contribution under Tiers 2. a (Outcome level) and 2.b. (Output level):

- **Strategic Outcome 4:** By 2029, international environmental agreements are mainstreamed into national development frameworks to drive sustainable development
 - **Outcome indicator 2:** Number of countries having ratified the Kigali Amendment to the Montreal Protocol on phasing down Hydrofluorocarbons
 - **Strategic Objective 4:** Healthy Planet
 - **Output A.4.1** National commitments of global environmental agreements embedded within policies, institutions, and budgetary frameworks.
 - **Indicator A.4.1.1** Number of countries that integrate commitments of intergovernmentally agreed multilateral environmental agreements into development plans or budgets
 - **Output A.4.2** Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet.
 - **Indicator A.4.2.4** Number of people benefiting from public and private investment mechanisms for biodiversity, chemicals and waste pollution management, water, oceans, climate solutions, and affordable and sustainable energy access

Resources Required to Achieve the Expected Results

The resources required to achieve the project's outcomes —both human and planet—are mobilized from various sources, including bilateral contributions through partnership agreements and funding from MLF sources. Importantly, **gender mainstreaming** is embedded as a core policy throughout the project, ensuring that all activities are inclusive and contribute to equitable outcomes.

Partnerships

The overall responsibility for implementing the Montreal Protocol rests with the Government's National Ozone Units (NOUs). However, given the diverse nature of responsibilities, support from several agencies and stakeholders is necessary to deliver expected results. These include, but are not limited to:

- Ministries of environment, economy, climate, energy, and human resources.
- National Customs Agencies
- HVAC Associations and companies
- Refrigerant Gas Recovery and Recycling Centers
- Refrigerant importers
- Equipment importers
- Training and vocational institutes
- UN agencies and bilateral agencies

Through these partnerships, the UNDP Chemicals and Waste Hub will seek to:

- Enhance national capacities to support the implementation of the Montreal Protocol by addressing key policy, economic, technical, and/or knowledge limitations.

- Strengthening multi-stakeholder and multi-sectoral approaches for policy coherence and integrated action plans.

Risks and Assumptions Environmental, health, and social risks that could jeopardise the project's implementation must be considered. Annex 2 includes the analysis of social and environmental risks as well as mitigation measures. Risks identified include: 1) reproduction of discrimination against women; 2) safety of workers related to the use of flammable materials; 3) generation of waste; 4) occupational health and safety risks; and 5) manufacturing, trade, and release of hazardous chemicals.

This project will be implemented in regions vulnerable to natural phenomena, such as hurricanes, which may directly or indirectly impact project implementation. Several additional risks to be considered are noted:

- Shifts in government policy or political instability may affect institutional support or delay the implementation of regulations.
- Supply chain disruptions, including delays or shortages of essential equipment, components, or software, can hinder project timelines and deliverables.
- The high initial cost of low-GWP technologies may deter adoption, particularly among small businesses.
- Limited stakeholder engagement could pose a barrier to the widespread use of low-GWP refrigerants.

To address these risks, the project will incorporate flexible planning, stakeholder engagement strategies, and contingency measures to ensure adaptation and continuity in implementation.

Stakeholder Engagement

The successful implementation of the Montreal Protocol requires close coordination among stakeholders, including the implementing agency (UNDP), national governments, the private sector, industry associations, and regulatory agencies. Stakeholder participation and coordination form the foundation for a systematic and sustainable transition. The roles and responsibilities of each stakeholder are outlined in the partnership section. The project is designed to reduce disruption to the business continuity and the livelihoods of communities. Through a combination of technical and financial support, the project is expected to achieve HFC phase-down targets at minimum cost to developing countries.

South-South and Triangular Cooperation (SSC/TrC)¹

South-South cooperation and knowledge sharing will be promoted among participating countries. Knowledge sharing, lessons learnt, and training collaborations will be promoted, thereby enhancing the effectiveness of interventions and the sustainability of results.

Digital Solutions²

Where feasible, digital solutions will be integrated into project implementation to enhance the effectiveness. By leveraging digital tools, the project aims to improve accessibility, scalability, and sustainability of its interventions, while fostering innovation and collaboration across participating countries.

Knowledge

The project results will be reported to the Donor (Bilateral and MLF) periodically as required. Regarding knowledge products, training manuals will be produced and distributed to industries, technicians, and others during the workshops. Knowledge sharing among participating countries will be highly encouraged.

Gender Mainstreaming

¹ Please see [Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation](#).

² Please see the [Guideline "Embedding Digital in Project Design"](#).

Gender considerations are fully integrated into the design and implementation of this initiative, in line with UNDP gender policy. This project will actively encourage female participation by promoting the inclusion of women as consultants, trainers, and participants in capacity building and awareness raising activities. This approach ensures that gender equality remains a cross-cutting priority, contributing to more inclusive and equitable outcomes.

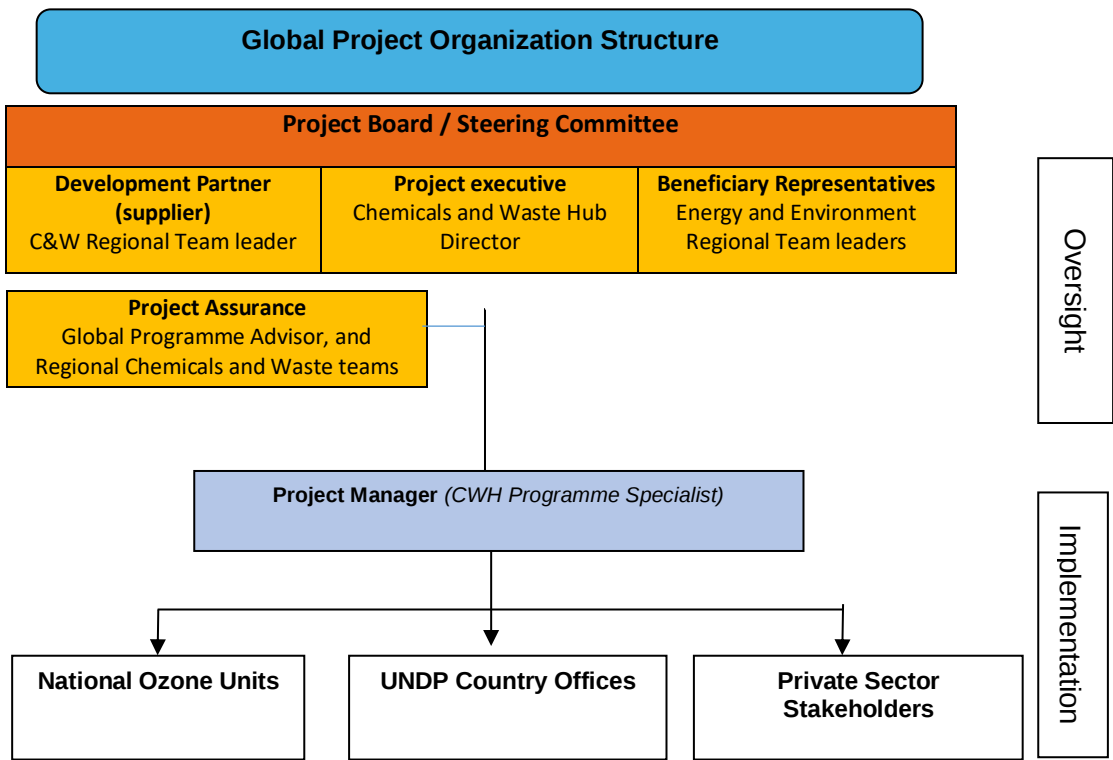
Sustainability and Scaling Up

The activities outlined in this project are expected to contribute to the sustainable reduction of HCFCs and HFCs through a comprehensive strategy that includes enabling activities and conversion projects. Energy saving achieved from the transition could offset the initial high conversion cost. Coordinated, collective global actions will ensure the transition of the global supply chain for sustainability and scaling up.

II. MANAGEMENT ARRANGEMENTS

This project will be implemented by UNDP's Chemicals and Waste Hub, in close coordination with UNDP country offices and local partners.

The **Project Board** serves as the primary oversight and coordination body for the implementation. It comprises designated representatives from regional hubs relevant to this project. The Board is responsible for providing policy and strategic guidance, ensuring effective implementation and alignment with project objectives. The Board will approve the project's Annual Work Plan to deliver expected outcomes. The Board will be guided by the **Executive**, who, for this Project Document, is the **Director of the Chemicals and Waste Hub**. The Executive is authorized to make strategic management decisions and provide direction to the Programme Manager. Additionally, the Executive may approve budget revisions that don't exceed 10 percent of the agreed budget at the activity level, tolerance limit, without requiring formal approval from the Project Board. The project Board will convene annually to discuss and approve the annual workplan, review progress implementation, and provide strategic inputs and guidance to support the achievement of programme outcomes.



The **Project Manager** will be the Program Specialist on the HQ team of the Chemical and waste hub, overseeing overall coordination and day-to-day management of the project to ensure the outcome is achieved. The Project Manager serves as the focal point and ensures effective communications between the project board members and implementing partners across all outputs. This includes monitoring of progress towards expected results.

The **Project Assurance** will be conducted by the global program advisor in the UNDP Chemical and Waste Hub HQ team. Additional quality assurance will be provided by the UNDP Regional Technical Specialists and the Global Programme Advisor as needed. The C&W Regional Teams are the interface between the global support and operational teams and the Country Offices of UNDP, ensuring that technical assistance is delivered in a timely manner, and that barriers are addressed. The Global Programme Advisor will help design and implement responsive approaches, ensuring the Project's interventions meet the donor's technical requirements. Technical support missions to countries will be discussed with the Country Offices to ensure that they are appropriately timed and planned.

To achieve economies of scale, especially for smaller countries and SIDS, this project will centralize the procurement of goods and services. A technical expert for procurement activities will be hired to support the procurement.

III. MONITORING

In accordance with UNDP's programming policies and procedures, the project progress will be monitored through the following plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track the results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the results.	Twice per year in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		\$ 16,172
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		\$0
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		\$0
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		\$0
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk along with mitigation measures, and an evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			\$0
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		\$0

MULTI-YEAR WORK PLAN ³⁴

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1. National Strategy and Action Plan for the implementation of the Montreal Protocol developed Gender marker: GEN2	1.1 Comprehensive Planning Enabling for the development of an overarching strategy and detailed action plans	-	35,100	67,500	-	-	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	102,600
	1.2 Development of an overarching strategy and detailed action plans	-		45,000	9,000	90,000	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	144,000
	1.3 Awareness raising for HFC phasing down and promotion of Energy Efficiency	9,000	-	-	-	-	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	9,000
	Sub-Total for Output 1	9,000	35,100	112,500	9,000	90,000				255,600
Output 2. Technical Assistance for the transition to low-GWP and Efficient cooling technology Gender marker: GEN2	2.1 Demonstration of low-GWP RAC technologies	-	10,000	-	-	-	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	10,000
		-	481,900	-	-	-			75700 Training, Workshops and Confer	481,900
	2.2 Enhancing the capabilities and expertise of stakeholders and private sector	-	116,000	-	75,000	75,000	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	266,000
		-	-	-	18,000	18,000			71300 Local Consultants	36,000
		-	25,000	-	-	-			75700 Training, Workshops and Confer	25,000
	2.3 Training on best practices for installing, maintaining, and handling low-GWP efficient cooling technology	-	15,000	-	-	-	UNDP	63040	71200 Intl Consultants-Sht Term-Tech	15,000
		-	25,000	-	-	-			75700 Training, Workshops and Confer	25,000
	Sub-Total for Output 2	-	672,900	-	93,000	93,000	-			858,900
Evaluation (as relevant)	Donor Reports (Bilateral)	5,000	5,000	-	-	-	UNDP	63040	71400 Contractual Services - Individ	10,000
	Sub-total for Evaluation									10,000
Project Management Costs	Technical assistance	10,000	19,838	22,100	11,500	10,000	UNDP	63040	71400 Contractual Services - Individ	73,438
	Sub-total for General Management Support									73,438
TOTAL		24,000	732,838	134,600	113,500	193,000	UNDP	63040		1,197,938

³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

RESULTS FRAMEWORK

Intended Outcome as stated in the UNDP Strategic Plan: Strategic Outcome 4: By 2029, international environmental agreements are mainstreamed into national development frameworks to drive sustainable development.
Outcome indicators as stated in the UNDP Strategic Plan: Outcome indicator 2: Number of countries having ratified the Kigali Amendment to the Montreal Protocol on phasing down Hydrofluorocarbons
Applicable Output(s) from the UNDP Strategic Plan: Strategic Objective 4: Healthy Planet. Output A.4.1 National commitments of global environmental agreements embedded within policies, institutions, and budgetary frameworks. Indicator A.4.1.1 Number of countries that integrate commitments of inter governmentally agreed multilateral environmental agreements into development plans or budgets Output A.4.2 Financing for climate and nature-based solutions expanded to promote prosperity while protecting the planet. Indicator A.4.2.4 Number of people benefiting from public and private investment mechanisms for biodiversity, chemicals and waste pollution management, water, oceans, climate solutions and affordable and sustainable energy access
Project title and Quantum Project Number: Global Enabling Activities for Montreal Protocol Implementation

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2	Year3	Year4	Year5	FINAL	
Output 1 National Strategy and Action Plan for the implementation of the Montreal Protocol developed	1.1 Key data collection and stakeholder consultation. Level of confidence of collected data (consumption, legislation, policies, regulations, stakeholders, costs).	UNDP, MLF, Ozone Secretariat	TBD	2025						4	MLF progress reports, Donor Progress Reports, Project Progress Reports
	1.2 Development of an overarching strategy and detailed action plans. Number of countries that have adopted and submitted an overarching national strategy and detailed action plan aligned with Montreal Protocol and Kigali Amendment targets.	UNDP Procurement	0	2025						4	Annual Project Progress Reports
	1.3 Awareness raising for HFC phasing down and promotion of Energy Efficiency. Number of outreach campaigns conducted and percentage increase in stakeholder/public awareness on energy-efficient sustainable cooling solutions (measured through surveys or feedback tools).	Project Management team, NOUs	TBD	2025	1	1	1	1	1	5	Annual Project Progress Reports
Output 2. Technical Assistance for the transition to low-GWP and Efficient RAC technology	2.1 Demonstration of low-GWP RAC technologies. Number of successful interventions on the introduction of low-GWP RAC technologies that reduce HFC consumption and improve EE.	MEPS, Regulations, Policies	0	2025						5	Annual Project Progress Reports
	2.2 Enhancing capabilities and expertise of stakeholders and private sector. Number of SMEs receiving technical assistance for the transition to low-GWP and EE RAC technology and Stakeholder Participation rates.	UNDP Procurement	0	2025						4	Annual Project Progress Reports
	2.3 Training in best practices for installing, maintaining, and handling low-GWP efficient cooling technology. Number of technicians trained in best practices for installing, maintaining, and handling low-GWP, energy-efficient cooling technologies.	Project Management team, NOUs	TBD	2025	1	3	1	1	1	7	Annual gender-disaggregated report on the number of persons trained and in attendance at awareness, sessions collected and reported.

⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.