UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Zimbabwe

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Project Title: Zimbabwe HCFC phase-out plan (Stage II)

Project Number: 00137178

Implementing Partner: Ministry of Environment, Climate, Tourism and Hospitality Industry of Zimbabwe

Start Date: January 2021; **End Date:** December 2029 **PAC Meeting date:** 11 August 2021

Brief Description
2021-2029 Stage II of the Hydrochloroflouro carbon Phase-out Management Plan (HPMP) will build upon the experience gained during implementation of stage I. The project will focus on the reduction of HCFC-22 through the adoption of energy efficient, ozone- and climate friendly refrigerants in the RAC sector, consistent with the provisions of the Kigali Amendment to the Montreal Protocol. The HPMP Stage-II is expected to phase-out a total of 10.01 ODP tonnes of HCFCs used in the RAC servicing sector by 1st January 2030. The successful completion of HPMP Stage II will result in reduction of emissions by approximately 18 giga tonnes CO2 equivalent. Further reductions in CO2 emissions will be achieved through good refrigeration servicing practices resulting in lower amounts of refrigerant being emitted into the atmosphere during equipment operation and maintenance and reduced direct emissions of CO2 from thermal power stations which provide the major sources of electrical power for the RAC appliances in the country. The activities will focus on strengthening the HCFC licensing and quota system and building the capacities of customs officers; training technicians in good servicing practices and servicing with alternatives; supporting training institutions; and continue implementing a certification system to sustain the long-term capacity development of technicians. No servicing tail is anticipated after 2030. The project which will be implemented in collaboration with UNEP, the lead agency, is aligned to the NDS1 Priority Area on Environmental protection, climate resilience and natural resource management and is designed to contribute to Zimbabwe's new climate promise under the Nationally Determined Contribution. The National Ozone Unit under the Ministry of Environment, Climate and Tourism Hospitality.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

ZUNDAF Outcome 2: Communities are equipped to cope with climate change and build resilience for household food and nutrition security.

CPD Outcome 3: Vulnerable Communities are equipped to cope with climate change and build resilience for household and food and nutrition security

NEW COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods

OUTPUT 2.3 Solutions scaled up for sustainable management of natural resources, ecosystem services, chemicals and waste management (Indicator 2.3.4 Amount of chemicals/GHG/ HCFCS reduced, sequestrated or offset as a direct result of UNDP interventions)

Total resources required:		580,000
Total resources allocated:		
	UNDP TRAC:	120,000
	Donor MLF:	400,000
	(In-kind) **Government:**	60,000
	In-Kind:	
Unfunded:		0

Tranche 1 (2021-2022): 100,000 USD
Tranche 2 (2023-2024): 150,000 USD
Tranche 3 (2027-2029): 150,000 USD

Agreed by (signatures):

Government	UNDP	Implementing Partner
Ministry of Finance and Economic Development G.T. GUNAMATANGA Print Name: Date:	United Nations Development Programme Madalena Moneja Print Name: Date: 9/19/21	Ministry of Environment, Climate Tourism and Hospitality Industry M. MUNODAWAFA Print Name: Date: 26/8/21

GLOSSARY

CFCs	Chlorofluorocarbons
ExCom	Executive Committee of the Multilateral Fund
GWP	Global Warming Potential
HCFCs	Hydrochlorofluorocarbons
HFCs	Hydrofluorocarbons
HPMP	HCFC Phase-Out Management Plan
MLF	Multilateral Fund of the Montreal Protocol
NIM	National Implementation Modality (as per UNDP process)
ODS	Ozone-Depleting Substance
UNDP	United Nations Development Programme

I. DEVELOPMENT CHALLENGE

The depletion of the Ozone Layer presents major challenges to all countries globally, in terms of health, environmental and economic impacts. The evolution of these impacts is regularly reviewed at the global level by the Scientific Assessment Panel of the Protocol (SAP), which consists of hundreds of top scientists from around the world. The SAP assesses the status of the depletion of the ozone layer and relevant atmospheric science issues. Pursuant to Article 6 of the Montreal Protocol, a report is prepared every 3 or 4 years by the SAP. Evidence of the potential impacts can be found on the Secretariat's web site, (https://ozone.unep.org/sites/default/files/2019-11/twentyquestions.pdf). As mentioned in this summary of the last SAP report (2018): "Montreal Protocol controls have led to a substantial reduction in the emissions of ODSs over the last two decades. These reductions, while protecting the ozone layer, have the additional benefit of reducing the human contribution to climate change. Without Montreal Protocol controls, the climate forcing due to ODSs could now be nearly two and a half times the present value". The depletion of the ozone layer and increased climate forcing would have a particular impact on the part of the population with lower revenues, which may not have sufficient financial means to protect itself and to adapt to the induced environmental and economic changes.

Zimbabwe accessed to the Montreal Protocol on Substances that Deplete the Ozone Layer in November 1992. The Multilateral Fund (MLF) for the Implementation of the Montreal Protocol established under Article 10 of the Montreal Protocol provides funds for meeting the compliance obligations for phase out of Ozone-Depleting Substances (ODSs) to parties operating under Article 5 (developing countries) of the Montreal Protocol including Zimbabwe.

The funding provided by the MLF is linked to quantitative phase out target for specific Ozone-Depleting substance towards meeting compliance obligation under the Montreal Protocol. Through funds made available for quantitative phase-out targets of ODSs in a country, funding is provided for conversion of enterprises to non-ODS technologies, technical assistance, training and capacity building, etc. as specified in the Decisions of the Executive Committee of the MLF. The funding sought from the MLF is based upon a proposal submitted by the Country which is developed with

assistance of the designated implementing agency and covers domestic enterprises to be converted to non-ODS technologies to meet the phase-out targets, technical assistance and training / capacity building activities etc.

Stage I of the HPMP for Zimbabwe was originally approved at the 65th meeting and revised at the 71st meeting to meet the 35 per cent reduction from the baseline by 2020, at a total cost of US $1,038,818, plus agency support costs, to phase out 12.34 ODP tonnes of HCFCs (5.29 ODP tonnes of HCFC 22 used in the refrigeration and air conditioning (RAC) servicing sector, 0.94 ODP tonnes of HCFC-141b used in flushing refrigeration systems and 6.11 ODP tonnes of HCFC 141b contained in pre-blended polyols in the foam manufacturing sector). An overview of implementation of stage I, including an analysis of the HCFC consumption, the progress and financial reports on implementation, and the request for the fifth and final tranche is available.

The proposed STAGE II project is fully aligned to the principles of basic right to a healthy, safe and clean environment in the 2013 Constitution, and to the national priorities of the newly launched National Development Strategy 1 (NDS 1) and the country's Nationally Determined Contributions (NDC) and low emissions developed strategy. Under the 2021 -2021 NDS1, Environmental protection, climate resilience and natural resource management is a national priority area under which the levels of GHGs emissions (MtCO2eq) is a key performance indicator under the priority area. Strengthening capacity building and awareness on climate change adaptation and mitigation is one of the strategies to achieve these results. Similarly, under its NDC, the RACI sector is earmarked as a sector to contribute to emissions. Zimbabwe submitted its Intended Nationally Determined Contribution (INDC) to the United Nations Framework Convention on Climate Change (UNFCCC) in 2015, setting a mitigation target of a 33% reduction of energy emissions per capita by 2030 compared to the Business as Usual (BAU) energy scenario, which includes the greenhouse gases (GHG) CO2, CH4 and NO2. The mitigation measures considered under the Industrial processes and product use (IPPU) include HFC Phasedown schedule Kigali Amendment.

The initiative will be part of UNDP's commitment to support the Government of Zimbabwe to adopt a low emission economy expressed in the National Development Strategy, National Determined Contribution NDC and the Low Emissions Development Strategy. This project is also fully aligned with the UN Cooperation Framework Outcome 1: (By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods) which will be achieved through the new CPD Output 2.3 (Solutions scaled up for sustainable management of natural resources, ecosystem services, chemicals and waste management. CPD Output Indicator 2.3.4 (Amount of chemicals/GHG/ HCFCS reduced, sequestrated or offset as a direct result of UNDP interventions alongside those of UNEP) will specifically measure this STAGE II projects contribution to the CPD Output and Outcome. UNDP Zimbabwe has also committed to support private sector in leading action to reduce emissions and to partner with other UN agencies in unlocking international climate and environment finance mechanisms, for common climate outcomes.

II. STRATEGY

Theory of Change

Stage II of the HPMP is a national programme focussing on RAC institutions across the country. It will build upon the experience gained during implementation of stage I and will focus on the reduction of HCFC-22 through the adoption of energy efficient, ozone- and climate friendly refrigerants in the RAC sector, consistent with the provisions of the Kigali Amendment to the Montreal Protocol. The activities will focus on strengthening the HCFC licensing and quota system

and building the capacities of customs officers; training technicians in good servicing practices and servicing with alternatives; supporting training institutions; and continue implementing a certification system to sustain the long-term capacity development of technicians. No servicing tail is anticipated after 2030.

Hence IF the HCFC regulatory framework is strengthened; IF systems for enforcing standards and licencing systems are strengthened; and IF capacity is enhanced among technical training institutions to offer appropriate and standard training to refrigeration and air cooling technicians is in place THEN energy efficient ozone and climate friendly technologies in the RACI sector that are consistent with the Kigali amendment of the Montreal Protocols provisions will be adopted and effectivelt applied to facilitate Zimbabwe's ambition towards reduction of the HCFC-22 by 2030 and the ambition under the NDC.

Assumptions

- That economic conditions will sustain activity and demand in RAC services
- That Covid 19 and other shocks will not impact negatively on the sector
- The project is expected to deliver the objectives with the following assumptions:
- That strengthened refrigeration associations are able to support the outreach and delivery of training institutions
- That the project will receive high-level political support which will allow regulations to be updated.

The Theory of Change Diagram is in Annex 1.

Lessons from STAGE 1

The STAGE 2 project builds strongly on the experiences and lessons from TMPT and STAGE I. The learning points that can support effective implementation of HPMP Stage II include:

(i) These projects have demonstrated that good servicing practice, effective regulatory framework, stakeholder engagement, information dissemination, involvement of the informal sector and networking with other countries can lead to successful implementation of HCFC phase out strategies.

(ii) Achieving objectives of the project is possible through a well-knit system and the development of innovative processes for implementation. The following main factors led to the successful implementation of the HPMP Stage I:

- Strategic project planning through a joint consultation process with the leading technical experts, industry and all stakeholders,
- Dedicated and experienced implementing agencies with a strong agenda and sufficient resources to support the project,
- Dedicated and well informed senior management structure with effective coordination and decision-making capabilities,
- Regular review of the regulatory systems in line with phase out provisions ensured effective control of imports at ports of entry.
- Appropriate use of limited resources to reach out to a maximum number of stakeholders,
- Development of an infrastructure and methodologies specifically tailored to the needs of the target group and creating synergies for all the components,

(iii) Development of a network which effectively provides all the necessary support to the project during its entire implementation cycle and optimal utilization of project resources is critical for project success.

The Stage II continues the Stage I programme within the overarching strategy taking account of difficulties encountered, experience gained, and the lessons learned above. To this extent the project will ensure good servicing practice, effective regulatory framework, stakeholder engagement, information dissemination, involvement of the informal sector and networking. A good service, operations and maintenance plan has been incorporated in the set of outputs of this project.

Approach

The strategy adopted under stage II of the HPMP was determined through national stakeholder consultation. The Government has banned the import of HCFC-based equipment since 1 November 2016, which should curtail the demand beyond 2030, and will establish a ban on the import of all HCFCs by 1 January 2030. A stage II covering a 10-year period toward complete phase-out by 2030 (not anticipating any servicing tail after 2030) will enable long term strategic planning and policy intervention by the Government to support the HCFC phase-out. The Government will set a clear target with measurable milestones for the industry to plan their business and be prepared for market transformation, taking into consideration of the life span of RAC equipment. Stage II also takes into consideration HFC phase down under the Kigali Amendment and promoting the transition to low-GWP technologies to maximize climate benefit.

The HPMP Stage-II needs to be implemented not only with in the limited time frame available, especially for the foam sector while addressing the challenges, but also towards meeting the compliance obligations of the country, in accordance with the agreement between the Ex-Com of the MLF and the Government of Zimbabwe.

The strategy for implementing the second stage was determined taking into account the following factors:

- The levels of reductions in HCFC consumption already achieved by the country.
- The market trends in the use of alternatives to HCFCs and the need to mitigate their potential
- negative impacts, e.g. on production technology, the environment or health;
- And the need for continuity in phasing out HCFC consumption in the numerous SMEs in all sectors.

After deducting 12.34 ODP tonnes of HCFCs associated with stage I of the HPMP, the remaining consumption eligible for funding for complete phase-out amounts to 11.57 ODP tonnes of HCFC-22.

There are approximately 2,500 technicians and 900 workshops servicing domestic air conditioners, commercial and industrial refrigeration, transport refrigeration, mobile air-conditioning (AC) and chillers, as shown in Table 3.

Table 3. Estimation of demand for HCFC-22 in the RAC servicing sector in Zimbabwe

Sub-sector		Number of units	Average charge (mt/unit)	HCFC bank (mt)	Leakage (%)	Annual needs for servicing	
						mt	ODPt
Commercial refrigeration	Stand-alone	17,750	13	230.75	25	57.69	3.17
	Condenser units	7,824	25	195.6	25	48.90	2.69
	Centralized system	1,937	35	67.80	25	16.95	0.93
Industrial refrigeration		1,566	20	31.32	25	7.83	0.43
Transport refrigeration		9520	2	19.04	25	4.76	0.26
Residenial AC		78,750	0.8	63	15	9.45	0.52

Sub-sector	Number of units	Average charge	HCFC bank (mt)	Leakage (%)	Annual needs for servicing	
Other AC (Packaged units)	16,113	10	161.13	15	24.17	1.33
Chiller AC	1,039	60	62.34	15	9.35	0.51
Total	**134,499**		**830.98**		**179.10**	**9.85**

HCFC-22 represents 31 per cent of the refrigerants used in the servicing sector, followed by HFC-134a (28 per cent), R-410A (17 per cent), R-404A (14 per cent), R-407C (7 per cent), R-600a (6 per cent), R-290 (2.4 per cent) and other refrigerants and blends.

Integrating gender considerations in the approach

In line with the ExCom decision 84/92, as well as, UNEP and UNDP gender mainstreaming policies, HPMP Stage II implementation will take care of the gender equality and women's empowerment, from the project board and project management team to consultants, and from training to active participation in consultation workshops.

During the implementation of Stage II, NOU will aim to seek stakeholders' inputs on how to integrate gender specific indicators in planning, implementation, and reporting process of each component. A focus will be encouraged to support gender balanced participation including, the participation of young technicians, in training and capacity building activities and benefit from other supporting measures. The project will ride on the current strategies by the Ministry of Women Affairs and the Gender Commission to champion champions gender issues in all aspects of national development processes in order to enhance participation of women in previously male dominated sectors such as refrigeration and air conditioning. Links with the government agencies, the private sector, Non-governmental organisations, community-based organizations, and women's associations or groups whose work focuses on gender mainstreaming and the specific area of intervention will be utilized to mainstream country specific gender sensitive actions to mirror project's components and to both strengthen and benefit from national expertise.

The meetings and trainings will aim to attract more women by giving incentives and workshops will also incorporate sessions on gender to further sensitize participants on the importance of gender mainstreaming and women empowerment. Communication and awareness activities will be targeted to this end as well as aim women as a specific audience group.

III. RESULTS AND PARTNERSHIPS

Expected Results

The goal of the project is to reduce HCFC-22 through the adoption of energy efficient, ozone and climate friendly refrigerants in the RAC sector. The specific objective is to promote the adoption of zero Ozone Depletion Potential and zero or low Global Warming Potential technologies consistent with the provisions of the Kigali Amendment to the Montreal Protocol.

This will be achieved through capacity building, retooling and enforcing industry standards and regulations. A combination of approaches such as training and certification of technicians, adoption and use of standards in the RAC sector to promote use of low GWP and energy efficient refrigerants (MEPS), incentives for imports of alternatives technologies will be adopted.

The results expected from UNDP's intervention are:

Result 1: Seven training institutions are fully equipment and retooled to enable them to effectively train refrigeration technicians across the country. The corresponding output isOutput 1:

Complementary equipment and tools needs established and materials procured and supplied to strengthen seven training institutions and RAC Technicians

Result 2: improved access to demonstration facilities by the Small Commercial RAC sector for the demonstration of R-290 assembly. The corresponding output is Output 2: Demonstration Programme for R-290 assembly in the RAC sector set up and operationalised

Result 3: Six refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector are established and fully functional. The corresponding output is Output 3: Six operational refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector

UNDP will achieve the three results and objectives and contribute to the goal through the following activities:

- Identifying needs and providing equipment and tools to strengthen seven training institutions; providing equipment and tools to the RAC Association to facilitate its role in the certification of technicians; establishing six refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector, including the provision of equipment and developing an operational and maintenance plan to ensure that the centers remain operational.
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Alongside, UNEP will carry out the following capacity building initiatives:

- Training 25 trainers and 1,000 customs and enforcement officers (including staff in tax, customs, revenue collection, and law enforcement department) in monitoring and controlling imports of HCFCs and identifying illegal trade; and conducting ongoing reviews and updates of the customs training curriculum to incorporate new issues into the customs training
- Developing standards and procedures, and continue implementing the certification of technicians in the RAC sector; stakeholder consultations and training on the certification process; conducting 10 awareness-raising campaigns and distributing certification procedures; and certifying 1,000 technicians
- Developing, in collaboration with the Zimbabwe Energy Regulatory Authority, technical standards for the safe handling (installation, operation, maintenance and decommissioning) of flammable and toxic refrigerants, as well as the standard for minimum energy efficiency in RAC equipment; stakeholder consultation, training and awareness-raising on the safety and energy efficiency standards; monitoring compliance in the implementation of safety and energy efficiency standards; supporting policy development on green procurement; and providing training for procurement officers on low-GWP, energy-efficient RAC equipment
- Revising the training curriculum and training 25 trainers and 1,000 refrigeration technicians in good servicing practices, in brazing competence and in the safe handling of flammable and toxic refrigerants with the support of the RAC Association and seven training institutes; conducting targeted awareness-raising activities for importers, distributors and end-users on the need to move away from HCFCs and introduce alternative technologies

The first funding tranche of stage II of the HPMP, at the total amount of US $250,000 with UNDP receiving US $100,000 of the aforementioned total amount, will be implemented between February 2021 and November 2023 and will include the following activities:

- Identifying the needs of and providing training equipment to seven training institutions; and establishing six refrigerant R&R centres, including the provision of equipment (**UNDP**) (US $100,000);

- Reviewing the customs training curriculum; training 25 trainers and 150 customs officers in ODS import control and the prevention of illegal trade; conducting border dialogues (twice a year) with neighboring countries (UNEP) (US $70,000);
- Updating national codes of conduct for technicians; reviewing and revising the training curriculum for RAC technicians in training institutions; conducting five training sessions to train 100 technicians in good servicing practices, the requirements of the certification process and the national code of conduct for servicing RAC systems to prepare the technicians going through the certification process; conducting two targeted awareness campaigns for importers, distributors and end-users on the need to move away from HCFCs and introduce alternative technologies (UNEP) (US $60,000);
- Project implementation, monitoring and reporting (UNEP) (US $20,000): US $9,000 for staff and consultant; US $4,500 for travel; US $6,000 for meetings and workshops; and US $500 for other miscellaneous expenses.

With regard to the refrigerant R&R programme to be implemented by UNDP, the six RRR centres are hosted by servicing workshops and their operation is limited to the recovery of refrigerants from large commercial and industrial equipment only. Reclamation will not be included due to cost constraints. The regulatory support to ban the intentional venting of refrigerant is in place. With the increase in the price of HCFC 22, it is expected that RRR centre operations will be more sustainable.

Resources Required to Achieve the Expected Results

As to resources, the following is provided (as per the agreement) by the Multilateral Fund:

APPENDIX 2-A: THE TARGETS, AND FUNDING

Row	Particulars	2020	2021-2022	2023	2024	2025-2026	2027	2028-2029	2030	Total
1.1	Montreal Protocol reduction schedule of Annex C, Group I substances (ODP tonnes)	11.57	11.57	11.57	11.57	5.78	5.78	5.78	0	n/a
1.2	Maximum allowable total consumption of Annex C, Group I substances (ODP tonnes)	11.57	11.57	11.57	11.57	5.78	5.78	5.78	0	n/a
2.1	Lead IA (UNEP) agreed funding (US $)	150,000	0	192,500	0	0	192,500	0	105,000	640,000
2.2	Support costs for Lead IA (US $)	18,844	0	24,183	0	0	24,183	0	13,190	80,400
2.3	***Cooperating IA (UNDP) agreed funding (US $)***	***100,000***	***0***	***150,000***	***0***	***0***	***150,000***	***0***	***0***	***400,000***
2.4	Support costs for Cooperating IA (US $)	7,000	0	10,500	0		10,500	0		28,000
3.1	Total agreed funding (US $)	250,000	0	342,500	0	0	342,500	0	105,000	1,040,000
3.2	Total support costs (US $)	25,844	0	34,683	0	0	34,683	0	13,190	108,400
3.3	Total agreed costs	275,844	0	377,183	0	0	377,183	0	118,190	1,148,400

Row	Particulars	2020	2021-2022	2023	2024	2025-2026	2027	2028-2029	2030	Total
	(US $)									
4.1.1	Total phase-out of HCFC-22 agreed to be achieved under this Agreement (ODP tonnes)									11.57
4.1.2	Phase-out of HCFC-22 to be achieved in the previous stage (ODP tonnes)									5.29
4.1.3	Remaining eligible consumption for HCFC-22 (ODP tonnes)									0.00
4.2.1	Total phase-out of HCFC-141b agreed to be achieved under this Agreement (ODP tonnes)									0.00
4.2.2	Phase-out of HCFC-141b to be achieved in the previous stage (ODP tonnes)									0.94
4.2.3	Remaining eligible consumption for HCFC-141b (ODP tonnes)									0.00
4.3.1	Total phase-out of HCFC-141b contained in imported pre-blended polyols agreed to be achieved under this Agreement (ODP tonnes)									0.00
4.3.2	Phase-out of HCFC-141b contained in imported pre-blended polyols to be achieved in the previous stage (ODP tonnes)									6.11
4.3.3	Remaining eligible consumption for HCFC-141b contained in imported pre-blended polyols (ODP tonnes)									0.00

* Date of completion of stage I as per stage I Agreement: 31 December 2021.

To achieve a balanced funding distribution according to the needs of the country throughout the implementation period, and taking into consideration the restrictions of the COVID-19 pandemic, the funding distribution has been adjusted as shown in Table 4.

Table 4: Adjustment of the funding tranche distribution for stage II of the HPMP for Zimbabwe

Description	Agency	2020-2022	2023-2024	2025-2026	2027-2029	2030	Total
As requested	UNEP	370,000	0	165,000	0	105,000	640,000
	UNDP	160,000	0	240,000	0	0	400,000
	Total	**530,000**	**0**	**405,000**	**0**	**105,000**	**1,040,000**
After adjustment	UNEP	150,000	192,500	0	192,500	105,000	640,000
	UNDP	***100,000***	***150,000***	***0***	***150,000***	***0***	***400,000***
	Total	**250,000**	**342,500**	**0**	**342,500**	**105,000**	**1,040,000**

Co-financing

The Government's contribution to the HPMP will be through in-kind contributions in staffing, office space, utility costs, and transport vehicles for the NOU's operation, estimated at 15 per cent of the total cost of the HPMP. The Government of Zimbabwe is also implementing a national communication programme under the UNFCCC to promote the adoption of low energy consuming RAC appliances.

Partnerships

Stakeholders have been actively engaged in the Stage II preparation process from the onset, through several consultative meetings, which helped shape and decide on the country's strategy for HCFC phase-out. During the preparation of Stage II of the HPMP, the following activities were carried out: a) Stakeholder sensitisation and awareness; b)Recruitment of a National Consultant to work with the NOU and collect data on HCFC and HCFC alternatives in the country; c) Data collection and analysis and compilation of first draft Stage II HPMP; and d)Stakeholder workshop to review the data and the draft Stage II HPMP proposal. This involved key stakeholders in the RAC sector including major importers of refrigerants and RAC equipment, refrigeration

technicians, RAC servicing companies and RAC equipment owners and Customs Department and the ZimStats Trade Statistics Department.

Going forward broad sectors of industry have been invited to take part in the project as stakeholders, beneficiaries or implementers. The project will also engage with customers (who purchase and own refrigerators and AC units) as well as the general public for awareness-raising purposes. Key stakeholders such as technical trainers and customs authorities will be kept engaged regularly through project activities as well as the functioning of the project steering committee.

The project involves strong coordination needs among different stakeholders to achieve national targets of Zimbabwe. The main stakeholders and their roles are given below:

The Government of Zimbabwe: The Government is responsible for the achievement of overall project results. The Government has a binding agreement with the Executive Committee of the Multilateral Fund. The Government is also responsible, as a partner to UNDP and UNEP, for project implementation, monitoring and reporting the results of phasing out of HCFCs. The National Ozone Unit will work under the direct guidance of the Government and UNDP to implement the project components.

UNEP: UNEP is designated as the Lead Implementing Agency (IA) for this project. 10. The Lead IA will be responsible for ensuring co-ordinated planning, implementation and reporting of all activities under this Agreement, including but not limited to independent verification.

UNDP: UNDP is the Cooperating Implementing Agency (IA). The Cooperating IA will support the Lead IA by implementing the Plan under the overall co-ordination of the Lead IA.

The project intends to maintain the coordination and consultation among stakeholders through the below indicative actions and their frequency spread over the duration of the project (this frequency will be confirmed by HPMP Steering Committee):

a) Consultation meetings with customs authorities: 2/year

b) Consultation meetings with ODS Importers: 2/year

c) Consultation meetings with the industries using ODSs in their production (undergoing reconversion of technology to non-ODS): 3-4/year

d) Regular coordination meeting with the NOU (including PMU) and UNDP: 3-4/year.

E) Meeting with RAC Association 2/year

F) Regular consultation meetings with training institutions 2/year

G) Regular meetings with the National Ozone Committee

All these actors play a central role in the partnerships that will support the achievement of the expected results in Zimbabwe.

Risks and Assumptions

The full risk log can be found as an Annex.

Risks	Risk level	Impact	Mitigating mechanism	Assumptions
Level of technical training programmes is insufficient, not providing	High	Medium	Systemic, enhanced training systems, adoption of solid certification system	. Strengthened refrigeration associations able to

necessary and sufficient knowledge for handling low-ODS Technologies (safety risk) and limiting the potential of uptake of some low-ODS HCFC alternatives.			in the country.	support the outreach and delivery of training institutions . High-level political support
Technology development slower than expected, and slow market uptake of the new, low-GWP and Non-ODS technologies	Low	High	(a) Close monitoring of technology development by the NOU (including PMU) in consultation with technical experts. (b) Periodic consultations with industries on conversion to HCFC-free technologies, highlighting benefits of new technology options. (c) Updates on regulations that can help avoid adoption of old HCFC-based technologies in advance	Sufficient resources available and allocated to this technology surveillance and related outreach
Industry not aware and reluctant to adopt HCFC-Free technologies	Medium	High	(a) Workshops and consultations with industries on HPMP Stage-II and support offered for HCFC phase-out project activities (including funding support), informing on recent developments, as well as costs of alternatives. (b) Updates on regulations that would prohibit adoption of old HCFC-based technologies in advance	Political support allows regulations' update
Informality of the servicing sector makes training programmes insufficiently impactful and jeopardises implementation progress and safety	Medium	High	Strengthened networks of training centres and of industry associations allow to reach higher number of SMEs / individual informal technicians, and to demonstrate to this sector the economic benefits of increased formality.	Sufficient geographic coverage and logistical capacity of the training centres
Small / Medium enterprises find it difficult to adopt new technologies	Medium	High	(a) Workshops and consultations with industries on HPMP Stage-II and support offered to service sector for HCFC phase-out project activities (including funding support). (b) Updates on regulations that would prohibit adoption of old	Engagement networks of the ministry with eth SMEs are strengthened

			HCFC based technologies and its impact on servicing applications. (c) Closer engagement and cooperation with large equipment manufacturers on service sector capacity building support.	
Arrival of new companies that potentially do not abide by the phase-out rules and cannot be funded	Low	Low	Engagement of Industry associations through public awareness and training on regulations; close monitoring by NOU and its partners to survey the state of the national market; spot-check to ensure that current regulations fully enforced.	Incentives for compliance are high enough and disincentives via penalties are strong enough to impact the choices of the newcomers.
COVID	Medium	High	Low uptake of the technology due reduced industry operations. Training institutions may not be able to conduct physical meetings and may need further support to conduct these online.	COVID 19 pandemic may continue for several months or years
Access to finance for the RAC sector	Medium	Medium	There is a possibility of that the RAC sector may not have access to finance to adopt the technology	The economy my continue to perform poorly with limited foreign direct investment

Stakeholder Engagement

The project will involve close coordination among Government, industries (being the main intended beneficiaries), industry associations, regulatory bodies and UNDP and its partner agencies. The project stakeholder engagement and coordination are the foundation for systematic and sustainable HCFC phase-out. The roles and responsibilities of each stakeholder and how the would participate in the "network" for project implementation has been detailed in section on partnerships earlier. The project is expected to be implemented with minimum disruption to business continuity and livelihood of different industry stakeholders. Through funding support and proper timeframe, systematic project implementation process and technology transfer, the project is expected to achieve HCFC phase-out targets with minimum cost to industry and consumer.

A specific strategy will be required, in addressing the servicing sector, for the informal workers in this field. This requires a long-term strategy and well-designed engagement, which will be one of the key focuses of HPMP Stage II.

These key target groups can be listed:

- The Industries: The Industries will be responsible for achieving their respective phase-out targets. Through the funding support and technical support of the project, and under the overall guidance of the HPMP Project Management Unit and the NOU, the identified industries would convert to HCFC-free technologies. In the servicing sector, where a large number of small enterprises are involved, the Project Unit will work with industry associations and other industry stakeholders in capacity building for smooth adoption of HCFC-free technologies.

- Industry associations: Industry associations will closely work with the Project Management Unit on specific project activities for the HCFC phase-out. They would also play an important role in strengthening public-private partnership which is an important element for success of this project.
- Other Governmental and non-governmental bodies: There are several Government bodies and Agencies that would need to participate in project implementation under this project, which includes institutions responsible for import-export of chemicals, Zimbabwe Revenue Authority , the licensing authority , Environmental Management Authority and other (NGOs), the Ministry of Industry and Commerce, the Ministry of Energy and Power Development and Zimbabwe Energy Regulatory Authority (particularly for the energy efficiency dimension), and the Ministry of Higher and Tertiary Education (for the support to technical training institutions). Finally, Local Government Authorities will play a key role as well in smooth implementation of the programmes on the ground and must be fully engaged, as they were in Stage 1 of the HPMP. Overall, this engagement will generally strengthen the national structure supporting the HPMP implementation.

Relevant international cooperation authorities and agencies such as UNEP will also be involved. Their roles would be defined under specific project components. They would also be engaged at various points during project initiation, implementation monitoring and other specific project activities.

South-South and Triangular Cooperation (SSC/TrC)

UNDP's Montreal Protocol Unit benefits from its large portfolio to draw benefits form South-South and Triangular cooperation in implementation of its programme. MPU is present in 49 countries, and all the aspects of Zimbabwe HPMP Stage 2 (foam, manufacturing sector, servicing sector, policy and enforcement) can of course benefit from the lessons learnt in other countries through comparable implementation - MPU implements projects in 50 countries. It works very closely with Country Offices to make sure that the Montreal Protocol's implementation is fully supported at the local level. Experience in the servicing sector in large countries like Malaysia, Indonesia, Lebanon, Ghana and Nigeria provides a valuable basis for the crucial sector of servicing in Zimbabwe. Noticeably, this sector will become even more important during the HFC phase-down phase in the future. The specific programmes supporting SMEs in the Montreal Protocol implementation in India, Malaysia or Brazil can also be considered as references. Finally, other countries that have strengthened their licensing and other regulatory systems, such as Colombia for example, can provide expertise that would be beneficial to Zimbabwe.

Additionally, the experience of China in addressing a very large servicing sector will be useful for the implementation of Zimbabwe HPMP. Cooperation with the training centres in China focusing on the refrigeration and AC servicing sector will be sought. This will be particularly useful in the context of the R290-based equipment which Zimbabwe plans to promote as part of the HCFC phase-out strategy, to ensure the appropriate safety measures and infrastructures are adopted in Zimbabwe.

Knowledge

The project will strengthen national systems and capacities in monitoring import and export of ozone depleting chemicals mainly through the database and through working on amending/updating the legislation related to import/export activities. The database can be used by the Government to manage other MP chemicals and other hazardous industrial chemicals.

Furthermore, good practices, knowledge management and learning will be assessed and codified in order to draw upon the experiences and define the most useful types of knowledge products. It is proposed to use informal mechanism such as blogs, newsletter updates and webinars to share learning, trends and good practices in "real time".

Finally, the project results (HCFC phased-out) will be periodically reported to the Executive Committee as a requirement, in addition to the Article 7 data to the OS. Concerning knowledge products, training manuals will be produced and distributed to industries during workshops.

Sustainability and Scaling Up

The Montreal Protocol has distinguished itself by establishing the sustainability of its phase-out of controlled substances. One of the reasons of this success is the focus placed on Policy enforcement (particularly of the licensing and quota systems). This will be the case with this HPMP Stage 2 with, in particular:

- Support to the strengthening of the regulatory monitoring system for imports
- Sustained training of custom officers and provision of the required equipment
- Engagement of key stakeholders in charge of ODS trade controls at the national level

Additionally, the participation in the informal Prior Informed Consent (iPIC) system coordinated by UNEP Ozone Action's programme will be a key tool to complement this national effort, by ensuring exchanges with other trading partners among Article 5 and non-Article 5 countries. This is a key tool to prevent illegal trade in HCFCs.

Furthermore, the technical and financial support provided to the industries to convert their technology/production into non-HCFCs products will expand their international market with a limited impact on production costs and consumers. This would reflect a positive economic return on the industries and on the country. As indicated in the risk section, particular attention will be given to new enterprises joining Zimbabwe's market, so that they are aware of regulations, follow them and realise that their best economic opportunities are with non-ODS low GWP technology options. The support of industry associations will be essential on this point.

The Project has been designed to be country-driven and country-owned, with technical and institutional capacities developed through a learning-by-doing approach. National Government ownership of project implementation and achieved results is considered instrumental for ensuring that human, technical, and institutional capacities are built and sustained with partnering institutions and other national champions.

National capacities will be built via a coherent and strategic implementation of activities which will yield sustainable long-term impact at national, sub-national and sectoral levels, assuring that knowledge and experiences stay in the country.

The timely phasing-out of the HCFCs ensures the Zimbabwe's compliance with its set targets and thus with the Vienna Convention on Ozone Layer Protection. Furthermore, the technical and financial support provided to the industries to convert their technology/production into non-HCFCs products will expand their international market with a limited impact on production costs and consumers. This would reflect a positive economic return on the industries and on the country.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The strategy of Stage 2 is inspired by the required analysis for any Multilateral Fund project, which must abide with very strict energy efficiency and effectiveness standard rules.

These are summarised as such in the guidelines of the MLF, for the foam projects:

Decision 74/50(c), Eligible incremental costs of HCFC phase-out projects: To apply the following principles in respect of eligible incremental costs of HCFC phase-out projects for stage II of HPMPs, subject to are view in 2020:

(i) The current cost-effectiveness threshold values used for CFC phase-out projects in paragraph 32 of the final report of the 16th meeting of the Executive Committee (document UNEP/OzL.Pro/ExCom/16/20), to be measured in metric kilograms, and a cost-effectiveness threshold of US $7.83/metric kilogram for rigid insulation refrigeration foam, should be used as guidelines during the development and implementation of the second and subsequent stages of HPMPs;

(ii) Article 5 countries would have the flexibility to allocate the approved funding from incremental operating costs to incremental capital costs and to allocate up to 20 per cent of the approved funding for incremental capital costs to incremental operating costs, as long as the use of the flexibility did not change the intent of the project. Any reallocation should be reported to the Executive Committee;

(iii) Funding of up to a maximum of 25 per cent above the cost-effectiveness threshold would be provided for projects when needed for the introduction of low-GWP alternatives; however, for small and medium-sized enterprises (SMEs) in the foam sector with consumption of less than 20 metric tonnes, the maximum would be up to 40 per cent above the cost-effectiveness threshold.

HCFC phase-out in the foam sector

(iv) Incremental operating costs for projects in the polyurethane foam sector would be considered at US $1.60/metric kilogram for HCFC-141b; however, for projects that make the transition to low-GWP alternatives, incremental operating costs would be considered at up to US $5.00/metric kilogram;

(v) Incremental operating costs for projects in the extruded polystyrene foam sector would be considered at US $1.40/metric kilogram for HCFC-142b, HCFC 142b/HCFC-22, or HCFC-22 consumption to be phased out at the manufacturing enterprise;

(vi) For group projects linked to systems houses, incremental operating costs would be calculated on the basis of the total HCFC consumption to be phased out for all downstream foam enterprises;

(vii) When it was clearly demonstrated that low-GWP alternatives with incremental operating costs as indicated in sub-paragraph (c)(iv) above were not feasible, the Executive Committee would fund higher levels of incremental operating costs when needed for the introduction of low-GWP alternatives by SMEs.

One should note that to ensure this cost effectiveness, it is a common approach of UNDP (and applied here as well) to treat the phase-out of HCFCs in larger companies as individual projects, while smaller projects are addressed through the coordination of a foam system house approach. This has been a proven methodology to minimise the costs of conversion at a sectoral level.

Additionally, for Low-volume consuming countries, the following thresholds apply in the Refrigeration Servicing sector, including servicing for all the relevant refrigeration and air-conditioning subsectors:

"Article 5 countries with total HCFC consumption above 360 metric tonnes used in both the manufacturing and refrigeration servicing sectors should prioritize consumption in the manufacturing sector to meet the reduction steps in 2020, where possible. Activities in the refrigeration servicing sector for such countries would be calculated at US $4.8/metric kilogram, to be deducted from their starting point for aggregate reductions in HCFC consumption."

In the servicing sector, it is important to note that synergy will be implemented with other support to the country, in complement to the MLF - principally with the KCEP-financed programmes. These training programmes aim to improve energy efficiency in the refrigeration servicing sector through

improved technicians' practices. The training of the KCEP will be undertaken in an integrated manner with the MLF funded ones.

Project Management

There will be strong country ownership as the project will be implemented using the National implementation modality, giving high level of initiative to the Government through its National Ozone Office. Additionally, the commitment to phase-out (through the HPMP agreement) is between the MLF and the Government, making it thus a national commitment to achieve compliance with the Montreal Protocol. The National Ozone Unit (NOU) is based within the Ministry of Environment, Climate, Tourism and Hospitality Industries

The Project will receive financial assistance from the Multilateral Fund and implemented by UNDP. The project will use the National Implementation Modality (NIM) and the implementing partner will be the Ministry of Environment, Climate, Tourism and Hospitality Industry of Zimbabwe. For all project implementation purposes, the Project Management Unit will be responsible. It will be established within the National Ozone Unit, under the supervision of the National Ozone Officer, and fully integrated with its overall operation for the overall target of the Montreal Protocol implementation in the country. The PMU will be under the direct supervision of the NOU.

The exact functions of Project Management Units for HPMP derive from documents reviewed by the ExCom of the MLF. Specifically, in the context of the Montreal Protocol, the following functions have been determined for the Project Management Units of HPMPs, as listed in document ExCom document UNEP/OzL.Pro/ExCom/83/39:

- Day-to-day implementation of investment projects (where applicable), training programmes, technical assistance and awareness-raising activities included in the approved HPMPs
- PMU provides support to the NOU and independent verifier on verification process (e.g., meetings with relevant stakeholders, data collection coordination, and inputs on review findings)
- PMU usually, under the supervision of the NOU, takes the role of coordinating non-governmental stakeholders or some Government department(s), industrial associations, research institutes, standard bureau, training institute, and statistics bureau for the implementation of HPMP activities.
- While the main responsibility for data gathering, analysis and reporting remains within the NOU, in some cases the PMU participates in collecting and analyzing consumption data pertaining to the controlled substances associated with HPMP implementation.

The National Ozone Officer oversees the Project Management Unit, which forms an integral part of the National Ozone Office.

UNDP, using the IA fees, will be working closely with the Ministry of Environment, Climate, Tourism and Hospitality Industries; the UNDP Country Office will be

responsible for result-based project monitoring as well as auditing and reporting in compliance with UNDP procedures for support to national implementation.

As Cooperating Agency, UNDP will be responsible for a range of activities. These activities are specified in the Plan, including at least the following:

(a) Providing assistance for policy development when required;

(b) Assisting the Country in the implementation and assessment of the activities funded by the Cooperating IA, and refer to the Lead IA to ensure a co-ordinated sequence in the activities;

(c) Providing reports to the Lead IA on these activities, for inclusion in the consolidated reports as per Appendix 4-A; and

(d) Reaching consensus with the Lead IA on any planning, co-ordination and reporting arrangements required to facilitate the implementation of the Plan.

The UNDP Country Office may provide, at the request of the designated institution, the following support services (Direct Project Costing) for the activities of the programme /project (related fees tobe collected as directed in the DOA Letter from BPPS, based on the Universal Price List (UPL):

i. Payments, disbursements and other financial transactions

ii. Recruitment of staff, project personnel, and consultants

iii. Procurement of services and equipment, including disposal

iv. Organization of training activities, conferences, and workshops, including fellowships

v. Travel including visa requests, ticketing, and travel arrangements

vi. Shipment, custom clearance, vehicle registration, and accreditation

vii. Security management service and Malicious Acts Insurance Policy

viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff

The UNDP Country Office will also provide, the following general oversight and management services for the activities of the project which include the following (as per the DOA, GMS will be credited directly to the CO account based on delivery):

i. Participation in project reviews

ii. Resource management and reporting

iii. Thematic and technical backstopping

The project will be implemented under the Climate Change and Resilience Programme Pillar in the PRECC UNIT and will be overseen by the Climate Change Specialist. Effort will be made to manage this under a broader programme portfolio through a coordinated Outcome Board and key results will contribute to the UN Cooperation Framework Results Group.

The audit of the Support to NIM project is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigation).

The Project Management and Coordination: The system established under stage I of the HPMP will continue into stage II, where the NOU, with the assistance of UNEP, monitoring activities, reports progress, and works with stakeholders to phase out HCFCs. The cost of those activities amounts to US $60,000 (staff and consultants (US $20,000); travel (US $5,000); meetings and workshops (US $30,000); and other miscellaneous expenses (US $5,000)).

V. RESULTS FRAMEWORK[1]

Project title and Atlas Project Number: Proposal/Award ID: 00137178 – Project/Output ID: 00127769 Title: HPMP II - HCFCs Phase-out Management Plan II.

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

ZUNDAF Outcome 2: Communities are equipped to cope with climate change and build resilience for household food and nutrition security.
Outcome 3: Vulnerable Communities are equipped to cope with climate change and build resilience for household and food and nutrition security

2021-2026 COOPERATION FRAMEWORK OUTCOME 1: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods

OUTPUT 2.3 Solutions scaled up for sustainable management of natural resources, ecosystem services, chemicals and waste management

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
INDICATOR 2.3.4: Amount of chemicals/GHG/ HCFCS reduced, sequestrated or offset as a direct result of UNDP interventions. *Baseline: 0 (2021)*
Target: 834,819 (tCO2eq) (2024)
Relevant Kigali Agreement Baseline and Target: Baseline: 5.78 HCFC-22 ODP tonnes Target by 2021 11.67 HCFC-22 ODP tonnes by 2030

Applicable Output(s) from the UNDP Strategic Plan: Outcome 2: Accelerate Structural Transformations for Sustainable Development.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year 0 2021	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Year 6 2027	Year 7 2028	FINAL 2029	
Output 1: Complementary equipment	*1.1 Equipment and tools needs assessment update report*	Project Reports	0	2021	1								Project Reports reviews

[1] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[2] 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.

and tools needs established and materials procured and supplied to strengthen seven training institutions and RAC Technicians	*1.2 Number by type of complementary equipment and tools to strengthen seven training institutions and RAC Technicians*	*Project reports, Asset Registers and inventories*	*0*	*2021*	*Full set of equipment Determined at inception*		*Full set of equipment TBD at inception procured and delivered to college and RAC Associations*						*Annual check of Asset Registers and inventories*
	1.3: Number training colleges receiving complementary equipment and tools to strengthen training	*Project Reports*	*0*		*2*	*4*	*1*						*Asset register checks*
	1.4: Number of Associations receiving complementary tools and equipment	*Project Reports*	*??*	*2021*	*2*	*3*	*3*	*1*					*Project Reports reviews*
Output 2: *Demonstration Programme for R-290 assembly in the RAC sector set up and operationalised*	*2.1: Number of Demonstration programmes for R-290 assembly in commercial RAC sector, including training*	Project Reports	0	2021			2	2	2				Project Reports reviews
	2.2: Number technicians accessing demonstration for R290 equipment		0	2021			200	200	100				Project Reports review

Output 3 Six operational refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector	***3.1** Number of refrigerant recovery and recycling (R&R) centres established and operationalised to reduce HCFC consumption in the commercial and industrial refrigeration sector* *(5 rehabilitated and 1 new established)*	*Project Reports*	*0*	*2021*	*Equipment needs determined and confirmed*	*Equipment needs procured for all 6 centers*	*2*	*2*	*2*				*Project Reports reviews*
	3.2 Training, Operations and Maintenance strategy developed and rolled out for refrigerant recovery and recycling (R&R) centres .	*Project Reports*	*0*						*1*				*Review of project documents*

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Along with each request for tranche as per the schedule approved by the MLF.	Slower than expected progress will be addressed by project management.	UNDP NOU	Internal
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.	UNDP consultation with NOU	Internal
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.	UNDP NOU	Internal
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	Internal
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.	NOU to present to Project Board	Internal
Project Report	A progress report will be presented to the	Annually, and at		UNDP	Internal

	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 long with mitigation measures, and any evaluation or review reports prepared over the period.	the end of the project (final report)		NOU	
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.	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.	NOU with participation of UNDP	Internal

Evaluation Plan[3]

The project will have to submit Verification reports upon completion of the last tranche and when the grant for the report is approved by the donor, conducted by independent consultant, that need to be reviewed by the MFS and approved by the Executive Committee (ExCom) of the Multilateral Fund (main funder). As mentioned in the HPMP Agreement: "In accordance with subparagraph 5(b) of this Agreement, the Country will accept independent verification of the achievement of the annual consumption limits of the Substances as set out in row 1.2 of Appendix 2-A of this Agreement. The aforementioned verification will be commissioned by the relevant bilateral or implementing agency."

There are no Mid-term or Terminal evaluation requirements for this project as it is not part of the requirements for MLF-funded projects (which function by a system of tranche review and approval). The ExCom may nevertheless request independent evaluations or specific activity reports through specific decisions.

In addition, and while it is not mandatory as per the MLF requirements, independent evaluations would be very helpful and are recommended (in order to extract lessons learnt, in particular, that can be used in Zimbabwe and across the MPU portfolio). These evaluations in Stage 2 will also be very useful for Stage 3, Stage 4, and the Kigali Amendment implementation and are thus recommended.

[3] Optional, if needed

The Evaluation Plan is as follows:

Evaluation Title	Partners (if joint)	Related Strategic Plan Outcome	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-Term Evaluation	MECTHI, NOU, UNDP, UNEP	2	CF Outcome 1 CPD Outcome 2	March 2025	MEWC, NOU, MoFED, Min of Higher and Tertiary Education, RAC Association, National Ozone Committee, CUSTOMS. ZIMRA,	US$5,000, UNDP
Project End of Term Evaluation	MECTHI, NOU, UNDP, UNEP	2	CF Outcome 1 CPD Outcome 2	June 2030	MEWC, NOU, MoFED, Min of Higher and Tertiary Education, RAC Association, National Ozone Committee, CUSTOMS. ZIMRA	US$5,000, UNDP
MLF Verification	MLF	2	CF Outcome 1 CPD Outcome 2	tbd	MEWC, NOU, MoFED, Min of Higher and Tertiary Education, RAC Association, National Ozone Committee, CUSTOMS. ZIMRA	US$30,000 MLF *(TBD by MLF based on if project is selected for verification)*

VII. MULTI-YEAR WORK PLAN AND BUDGET [45]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED RESULTS and OUTPUTS											RESPONSIBLE PARTY	PLANNED BUDGET		
			2021	2022	2023	2024	2025	2026	2027	2028	2029		Funding Source	Budget Description	Amount
Result 1: Seven training institutions are fully equipment and retooled to enable them to effectively train refrigeration technicians across the country. **Output 1**: Equipment and tools needs established and materials procured and supplied to strengthen seven training institutions. *Gender marker:1*	1.1: Identification of requirements by Technical Training Colleges and RAC technicians.		10,000									UNDP	MLF	Consultancy and meetings	10,000
	1.2: Procurement and distribution of complementary tools and equipment for 7 Technical Training Colleges and RAC technicians, including training stands on R-290				140.000				40,000			0	180,000	Equipment	180,000
	Sub-Total for Output 1														**190,000**
Result 2: Demonstration Programme for R-290 assembly in the RAC sector set up and operationalised and improved access to	**2.1:** Identification of requirements demonstration programme for R-290 compressors											UNDP	MLF	-	

[4] 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

[5] 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.

demonstration facilities by the Small Commercial RAC sector for the demonstration of R-290 assembly **Output 2:** Demonstration Programme and Training Offered for R-290 assembly in the RAC sector *Gender marker:1*	**2.2:** Procurement and distribution of complementary equipment to demonstrate R290 compressors in the small commercial equipment.				80,000							UNDP	MLF	Equipment	80.000
	2.3: Facilitate S-S cooperation among training centres in other countries focusing on the refrigeration and AC servicing particularly on the R290-based equipment					500.000						UNDP	UNDP	Online meetings	
	Sub-Total for Output 2														**80.000**
Result 3: Six refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector are established and fully functional **Output 3:** Establishing six refrigerant recovery and recycling (R&R) centres to reduce HCFC consumption in the commercial and industrial refrigeration sector, including the provision of equipment *Gender marker:1*	**Activity:**											UNDP	MLF		
	3.1: Identify needs of 6 recovery and recycling centres				10,000								10,000	Consultancy	10.000
	3.2: Procure and deliver equipment for 6 recovery and recycling centres				80,000								80,000	Equipment and Training	80,000
	3.2: Develop a sustainability/O&M plan for the recovery and recycling centers													Staff time Consultancy	
	Sub-Total for Output 3														**90,000**
Project Management Unit and other costs	**Monitoring and Evaluation and Audit, Communication expenses**		20,000		20,000							UNDP	MLF	Staff costs, travel and consultancy	**40,000**
Direct Project Costs UNDP DPC	**UNDP Staff Costs**			15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	UNDP	UNDP	UNDP staff time	**120,000**
General Management Support	Project Management Unit Costs														
TOTAL															520,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Role and responsibilities of the project's governance mechanism:

Implementing Partner: The Implementing Partner for this project is the Ministry of Environment, Climate, Tourism and Hospitality Industry of Zimbabwe.

The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

The National Ozone Unit will play a key role in implementation of the HPMP as described below. It will host the Project Management Unit of the HPMP and ensure coordination and monitoring of the PMU's activities with direct hierarchical responsibilities for the National Ozone Unit head. It will ensure the coordination of policy and programme and oversee the overall coordination of sectoral activities, as well as coordination between the various implementing/bilateral agencies.

Project stakeholders and target groups: the stakeholder described above in this Project Document (Industry, NGOs, other Government entities and agencies) will be engaged through participation in the steering committee and regular meetings gathered to update on the planning and progress of the HPMP Stage 2 project.

UNDP: UNDP is accountable to the MLF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering MLF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.

Project Steering Committee: The Project Steering Committee is responsible for taking corrective action as needed to ensure the project achieves the desired results. Project Steering Committee decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

In case consensus cannot be reached within the Committee, the Director, or his representative from the NOU, mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

Specific responsibilities of the Project Steering Committee include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the NOU;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Ensure that the project is implemented within the parameters set by the MLF;
- Advise on major and minor amendments to the project within the parameters set by the MLF
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation reports, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

The composition of the Project Steering Committee will include the following roles:

a. Chair (as Project Executive): Is an individual who represents ownership of the project and chairs the Project Steering Committee. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: Director, Climate Change Management Department of the Ministry of Environment, Climate, Tourism and Hospitality Industry

b. Beneficiary Representative: Individual or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the steering committee is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role. The Beneficiary representative is: the Ministry of Environment, Climate, Tourism and Hospitality Industry.

c. Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner is UNDP Zimbabwe.

d. Project Assurance: UNDP performs the quality assurance role and supports the Project Committee and the NOU by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Committee cannot delegate any of its quality assurance

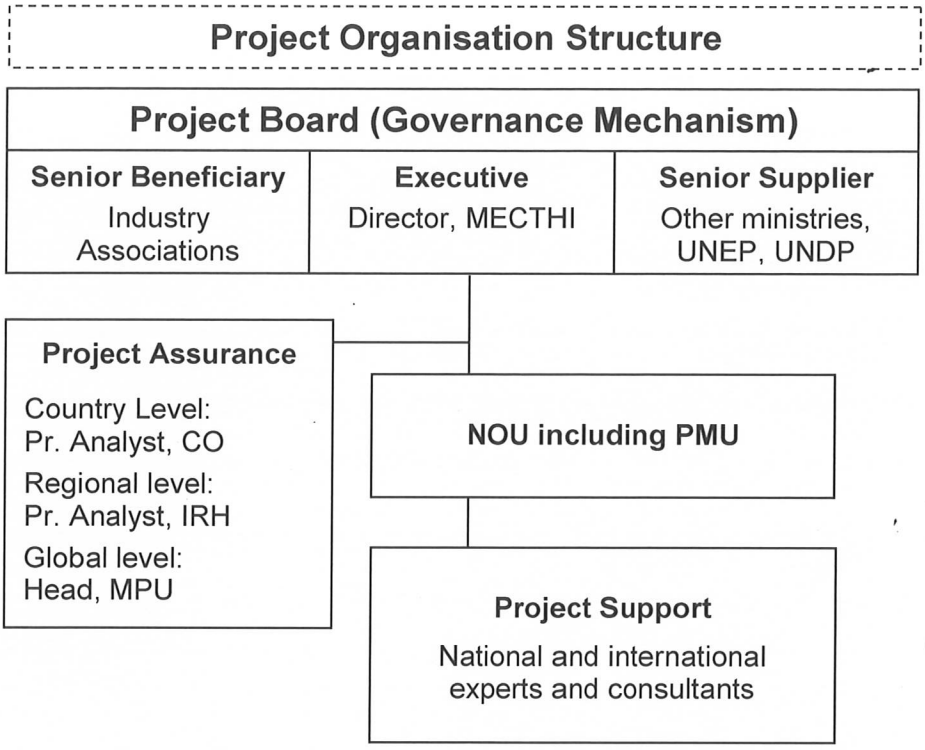
responsibilities to the Project Manager. UNDP provides a three-tier oversight services involving the UNDP Country Office and UNDP at regional and headquarters levels. Project assurance is totally independent of the Project Management function.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Ministry of Environment, Climate, Tourism and Hospitality Industry, Implementing Partner, within the constraints laid down by the Project Committee. The Project Manager is the Senior Expert on the project.

The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the NOU, Project Steering Committee and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

Specific responsibilities include:

- Manage the overall conduct of the project.
- Plan the activities of the project and monitor progress against the approved workplan.
- Execute activities, training, including drafting terms of reference and work specifications, and in collaboration with NOU officials, monitoring all contractors' work.
- Monitor events as determined in the project monitoring plan and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress, watch for plan deviations and make course corrections when needed within project steering committee (PSC)-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.
- Perform regular progress reporting to the PSC as agreed with the steering committee, including measures to address challenges and opportunities.
- Prepare and submit financial reports to NOU which would be forwarded to UNDP on a quarterly basis.
- Manage and monitor the project risks including social and environmental risks - initially identified and submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually
- Prepare the necessary reports to the donors (including the final completion of the tranche reports and requests, the reports to UNDP, and the inputs to UNDP's annual Progress Reports submitted to the MLF.
- Assess major and minor amendments to the project within the parameters set by UNDP and the MLF, in coordination with UNDP;
- Monitor implementation plans are in line with the Social and Environmental Safeguards Plan (SESP);


Project Organisation Structure
Project Board (Governance Mechanism)
Senior Beneficiary
Industry Associations
Executive
Director, MECTHI
Senior Supplier
Other ministries, UNEP, UNDP
Project Assurance
Country Level: Pr. Analyst, CO
Regional level: Pr. Analyst, IRH
Global level: Head, MPU
NOU including PMU
Project Support
National and international experts and consultants

IX. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

    i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

    ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

    iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

    iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

    v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

    b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices

and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

    Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.
   (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**

6. **HPMP Stage 2 document** as approved by the MLF Executive Committee in its Decision XX/XX (submitted as a separate document due to its length)

7. **HPMP Stage 2 agreement** between Zimbabwe and the Executive Committee of the Multilateral Fund