INDEPENDENT EVALUATION UNIT
OFFICE OF EVALUATION AND INTERNAL OVERSIGHT

INDEPENDENT TERMINAL EVALUATION

Making polychlorinated biphenyls management and elimination sustainable in Morocco

UNIDO Project ID: 170117

GEF ID: 9916

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INDUSTRIAL DEVELOPMENT ORGANIZATION

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LIST OF ACRONYMS AND ABBREVIATIONS

BAT	Best available techniques
BEP	Best environmental practices
DSD	Department of Sustainable Development
ESM	Environmental Sound Management
GC/ECD	Gas Chromatography – Electron Capture Detector
GEF	Global Environment Facility
IA	Implementing Agency
ISID	Inclusive and Sustainable Industrial Development
M&E	Monitoring and Evaluation
METSD	Ministry of Energy Transition and Sustainable Development
MME	Maroc Maintenance Environnement
MSP	Medium-sized Project
NEA	National Executing Agency
NIP	National Implementation Plan
NPC	National Project Coordinator
NPD	National Project Director
PCBs	Polychlorinated biphenyls
PMC	Project Management Cost
PPE	Personal Protective Equipment
PIF	Project Identification Form
PIR	Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PRF	Project Results Framework
PSC	Project Steering Committee
SC	Stockholm Convention
SEDD	Secrétariat d'Etat du Développement Durable
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
USD	United States Dollar
WP	Work Plan

A. Introduction

The medium-sized project "*Making polychlorinated biphenyls management and elimination sustainable in Morocco*", funded by the Global Environment Facility, is being implemented from January 2018 to November 2023 by the United Nations Industrial Development Organization (UNIDO) in the kingdom of Morocco. The project was nationally by the Department of Sustainable Development, Ministry of Energy Transition and Sustainable Development

The main objective of the project was to protect the environment through the safe elimination of PCB-containing oil, equipment and wastes combined to strengthening the regulatory framework applicable to PCBs. The evaluation covered the implementation period from January 2018 to March 2023.

B. Evaluation findings and conclusions

One main limitation of this evaluation was that a national consultant, who would have assisted in gathering information through interviews and carrying out field visits, could not be identified and recruited. Thus, the in-depth evaluation was carried through remote interviews of key stakeholders and partners of the project and a review of project documents only, and no field visit was undertaken. Based on the information available and the findings of the discussions held, the evaluation made the following conclusions:

Relevance: The project is highly relevant as it is assisting Morocco to fulfill its obligations for the elimination of PCBs by 2028 in the context of the Stockholm Convention. The project is aligned with GEF strategic priorities in the POPs focal area and with UNIDO`s priorities and mandates.

Effectiveness: Due to a serious weakness in the design, the key targets to ship 613 tons of highly PCB contaminated equipment for the safe elimination abroad and to treat 1740 tons of low contaminated equipment locally respectively for Component 3 cannot be achieved at the onset. For these elimination and treatment activities only cash co-financing would be appropriate. As only in-kind instead of cash co-financing was pledged at design for Component 3, it resulted in a significant shortfall of cash funding of $ 3,335,500 for these activities. In the end, only 250 tons of contaminated equipment would be eliminated abroad, and 220 tons treated locally. These activities are on-going and would be completed by November 2023, the project closure date. The project has nevertheless facilitated the drafting of three decrees for the sound management of PCBs, two of which have already been officially published. The project also provided the PCB owners, in particular small owners such as SMEs, with adequate training on PCB sound management and access to BAT and BEP. The project facilitated an inventory update of PCB contaminated equipment, and is building capacity for PCB testing and for elimination of pure PCB through on-going trials of co-incineration at cement kilns. As only one of the three intermediate states proposed in the theory of change has emerged so far, progress to long term impact of the project interventions is considered moderately satisfactory.

Efficiency: The project was not very effective in the delivery of outputs and products. The duration, which was originally designed for 3 years, was significantly extended (by 34 months) due to several factors/circumstances such as the late launch of the project, time required for procurement and subcontracting, COVID 19 pandemic, and a failed bid for Output 3.2. Nevertheless, the project took

some cost-effective measures such as applying best options for the recruitment of consultants and service providers and for procurement.

Sustainability: As no risks that could influence or jeopardize the project outcomes and future flow of project benefits have been identified, sustainability of the project results are considered likely.

UNIDO Backstopping: UNIDO has provided adequate technical backstopping by hiring high-quality national consultants. Procurements of goods and services for the project were according to internal procedures. However, the decision to launch a bid for the treatment of all identified contaminated equipment whilst the available budget was largely insufficient, delayed project implementation by fifteen months.

Cross-cutting issues:

The project made good effort to mainstream the gender dimension in project activities during implementation. A satisfactory involvement and participation of women was seen in the project activities

Regarding M&E, the SMART indicators, proposed in the project results framework of the project document, were adequate to allow for proper monitoring and tracking progress at both output and results levels. Seven PSC and national PCB commission meetings were satisfactorily undertaken to monitor project progress and to provide guidance to the project team. Relevant reports such as project implementation review reports and annual reports were submitted on time.

	Evaluation criteria	**Rating**
A	**Impact (progress toward impact)**	**MS**
B	**Project design**	**MS**
1	• Overall design	MS
2	• Logframe	S
C	**Project performance**	**MS**
1	• Relevance	HS
2	• Effectiveness	MS
3	• Coherence	S
4	• Efficiency	MS
5	• Sustainability of benefits	L
D	**Cross-cutting performance criteria**	
1	• Gender mainstreaming	S
2	• M&E: ✓ M&E design ✓ M&E implementation	S
3	• Results-based Management (RBM)	S
E	**Performance of partners**	
1	• UNIDO	MS
2	• National counterparts	S
3	• Donor	S

	Evaluation criteria	Rating
F	**Overall assessment**	S

C. Recommendations

To UNIDO
1. In the past, UNIDO contracted MME that was established under the PCB Programme Pillar II, and which successfully treated 1530 tons of lowly PCB contaminated equipment (less than 2000ppm). MME has also been contracted under this project to collect, manage and export 220 tons of highly contaminated equipment. Furthermore, trials for the destruction of pure PCB or highly PCB contaminated dielectric oils at cement kilns are on-going. If these trials prove to be successful, UNIDO could consider promoting the cement kiln results and the MME PCB treatment Platform in the region including Africa and the Middle East as two reliable and economically competitive options for the sound disposal of PCB equipment.
To UNIDO and the Ministry of Energy Transition and Sustainable Development:
2. The project has been granted a further 10 months extension to allow for project completion. UNIDO and the national counterparts should closely monitor progress to ensure that activities are successfully completed within deadlines. 3. The project has established cooperation with the Medpartnership programme for the sound management of big PCB contaminated equipment. It is recommended that the project should follow up on this cooperation to ensure that all the big contaminated equipment located across the country are covered under the Medpartnership initiative.
To the Ministry of Energy Transition and Sustainable Development:
4. The project has facilitated the drafting of three decrees for the management of PCBs. Two have already been officially published. It is recommended that efforts are made to get the third one, which requires owners to soundly dispose of the PCB equipment by 2028, published by the authorities. This would ensure the country fulfilling its obligations regarding PCBs under the Stockholm Convention. 5. The project has facilitated the drafting of incentive mechanisms to financially assist owners to dispose of their PCB equipment. So far these incentive mechanisms have not yet been endorsed by the government. It is recommended that efforts are made to convince the national authorities to put in place such mechanisms that would particularly assist small owners such SMES, which lack the necessary financial resources to soundly manage their PCB equipment. 6. To ensure compliance with national legislation, it is recommended that the relevant enforcing authorities undertake regularly monitoring and inspection at the premises of PCB owners.

D. Lessons learned

Two key lessons emerged:

1. Instead of cash, only in-kind co-financing was pledged at design for the treatment and destruction of PCB contaminated equipment (Outputs 3.1 and 3.2). Given that only cash co-financing would be appropriate for these activities, there was a significant shortfall of funds in cash. At the onset, the targets for these two outputs could never be achieved. Planning for the appropriate type of co-financing at design would ensure the achievement of targets for outputs and results during implementation.

2. Although the funds available were limited, project management nevertheless launched a bid for the treatment of all the identified PCB contaminated equipment (Output 3.2). This failed bid delayed implementation by 15 months and contributed to significant over expenditures for project management costs. Through a bid waiver, MME was eventually contracted to treat 220 tons of PCB contaminated equipment. Had project management been aware of the current PCB decontamination costs, they would have already limited the bid amount to the available budget during the first exercise and would have avoided the 15 months delay.

1. Introduction

1.1 Evaluation rationale, purpose, objectives and scope

Rationale and purpose of the evaluation

1. The project under evaluation *Making polychlorinated biphenyls management and elimination sustainable in Morocco* (GEF Project ID 9916) was implemented in kingdom of Morocco from January 2018 to December 2022 (henceforth referred to as the Morocco project). Given the number of PCB projects being implemented by UNIDO, many being in the last phase of implementation, and taken into account significant similarities at project design level, a cluster evaluation approach was adopted. This PCB cluster evaluation covered eight (8) projects, and included the Morocco project (Table 1).

2. One of the main reasons of the cluster evaluation approach was to overcome some of the shortcomings present in traditional project evaluation, namely the inward-looking nature of the exercise, the timing and high transactional costs and administrative burden.

3. This cluster approach was also to produce synergies and increase the value added in the conduct of evaluations. The efficiency gains produced by this approach would be invested in additional learning and more strategic assessments to inform UNIDO management, Member States, donors and beneficiaries with further more relevant and useful evaluation findings, conclusions and recommendations, such as:

a. Inter-project comparisons (e.g. differences in implementation approaches, different strategies for broader adoption)
b. Incorporation of additional aspects normally not so well-covered (e.g. socio-economic and environmental impacts of projects, other aspects (e.g., global crisis such as the COVID 19 pandemic).
c. Aggregated information for cross-cutting and recurrent issues, such as management, systemic challenges and root causes based on several cases and therefore less anecdotal.

Objectives and scope of the evaluation

4. The Cluster Evaluation followed the UNIDO Evaluation Policy[1], the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle[2], and UNIDO Evaluation Manual. Furthermore, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy[3] and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied. The evaluation was also built upon the findings and recommendations of the Cluster Evaluation on UNIDO POPs portfolio carried out in 2015[4].

Table 1: List of projects for the PCB Cluster Evaluation*

[1] UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)
[2] UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)
[3] https://www.thegef.org/sites/default/files/council-meeting documents/EN_GEF.ME_C56_02_GEF_Evaluation_Policy_May_2019_0.pdf
[4] https://www.unido.org/sites/default/files/2015-04/FINAL_report_NIPS_CLUSTER_EVAL_20150409_0.pdf#page=81&zoom=100,120,76

Region	Country	GEF ID	Project budget (USD)	Budget left (SAP 31.03.22 USD)
EUR	Serbia	4877	2,100,000	786,423
ASP	India	3775	14,100,000	107,230
ASP	Lao PDR	4782	1,400,000	271,414
LAC	Bolivia	5646	2,000,000	278,300
LAC	Guatemala	5816	2,000,000	403,866
EUR	Russian Federation	4915	7,400,000	30,000
AFR	Republic of Congo	5325	975,000	25,000
AFR	Morocco	9916	1,826,484	621,734
Total			***31,801,484***	***1,902,233***

*Table taken from the terms of reference for this evaluation

1.2 Project Context

5. Morocco ratified the Stockholm Convention on POPs in 2004 and committed in this regard to implement all necessary measures to ensure compliance with the provisions of the Convention, including disposal of all PCBs in equipment by 2025, and in their wastes by 2028. Morocco submitted its National Implementation Plan (NIP) to the Convention on May 2006, and identified the sound management of PCBs as a top priority requiring immediate attention and action.

6. Following the ratification of the Stockholm Convention, Morocco benefitted two GEF grants: Safe Management and Disposal of PCBs, Pillar I – GEF ID 3082 and Safe Management and Disposal of PCBs, Pillar I – GEF ID 3883. Under Pillar I implemented by UNDP, more than 1,080 metric tons of pure PCB-contaminated equipment and wastes containing PCBs were exported to France for elimination at TREDI facility. In the framework of Pillar II implemented by UNIDO, a national PCB commission, responsible to implement the provisions of the Stockholm Convention, was established. An inventory carried out and covering 6,000 transformers led to the identification of 4,170 tons of contaminated equipment. And in 2016, a platform for the treatment and rehabilitation of PCB contaminated equipment, a first in sub-Saharan region was established. The platform treated 1530 tons of the contaminated equipment identified.

7. Despite, these two completed initiatives, there still remained a number of barriers that needed to be addressed in order to ensure PCBs are managed and disposed of in an environmentally sound manner. The barriers identified and mentioned in the project document include amongst others: incomplete legislation and insufficient enforcement of the existent legislation on environmentally sound management of PCB-contaminated equipment; absence of BAT and BEP on sound management of PCBs that should provide technical guidance to owners of PCB-contaminated equipment to proceed with a safe decontamination of this equipment; absence of tailored measures that target owners of small-scale private companies, owners of PCB-contaminated equipment, and which prevented the involvement these owners in the two previous initiatives; and inefficient use of the decontamination platform which had been established within the UNIDO led initiative (Program pillar II). It was within this context that the project has been developed to assist Morocco overcome all these barriers for the environmentally sound management of PCBs until their final elimination.

1.3 Overview of the Project

8. The project was funded through a GEF grant, amounting to USD 1,826,484, a UNIDO co-financing of USD 250,000 (grant and in-kind)), and a total counterparts' and beneficiaries' co-financing of USD 5,450,500 (in-kind) amounting to a total project budget of USD 7,526,984.

9. The main objective of the project was to protect the environment through safe elimination of PCB-containing oil, equipment and wastes combined to strengthening the regulatory framework applicable to PCBs. To achieve this objective, the project design proposed three components on legislation improvement and incentives; identification and sound management of PCB contaminated equipment; and the safe treatment / elimination of the identified PCB contaminated equipment, which were expected to achieve the following three substantive Outcomes:

- Conducive environment for safe management of chemicals, with focus on PCBs, supported by incentive mechanisms
- Environmentally sound management of PCBs-contaminated equipment, waste and oil
- PCBs, in either equipment in-use or decommissioned, are safely eliminated through the decontamination platform

10. With regard to implementation arrangements, the project was implemented by UNIDO and its project manager (PM), based at UNIDO headquarters in Vienna. The project lead national executing partner was the Secretariat of State for Sustainable Development. Sub-contracts including national recruitment, the organization of trainings, other capacity building activities and the procurement of support services were projected to be issued in accordance with UNIDO's procurement procedures.

11. A project steering committee (PSC) would be established under the Chairmanship of the Director of Program and Achievement Directorate. Its members would be the Secretary of State in Charge of Sustainable Development (SEDD[5]), the Ministry of Industry, Trade, Investment and Digital Economy, representatives of the major electricity distribution companies and UNIDO. The PSC was to be responsible for reviewing and approving the project strategic orientation as well as reviewing the overall progress in line with the project document

12. A project management committee (PMC) was to be established to monitor the management of the project execution. PMC would be chaired by the head of the Pollution Control Division in the State Secretariat for Sustainable Development assisted by the UNIDO staff in Rabat and the national project coordinator. The committee would meet monthly to discuss technical, financial and managerial issues.

13. A project management unit (PMU) would be established to coordinate, administer and supervise the day-to day activities of the project as agreed in the project's work plan. The responsibilities of the PMU would include the preparation of procurement plans, terms of reference and procurement packages, the oversight of consultant activities, monitoring and evaluation of execution activities, knowledge management, the preparation of progress reports and financial reports for the project, and consultation with project stakeholders. It would coordinate all project

[5] SEDD: Secrétariat d'Etat du Développement Durable

activities being carried out by project national experts and partners as well as organize awareness raising events and outreach initiatives.

Project factsheet*

Project Title:	Making polychlorinated biphenyls management and elimination sustainable in Morocco
GEF ID:	9916
UNIDO ID:	170117
GEF Replenishment Cycle:	GEF-6
Country(ies):	Morocco
Region:	AFR - Africa
GEF Focal Area:	Chemicals and Waste (CW)
Integrated Approach Pilot (IAP) Programs[6]:	Not applicable
Stand-alone / Child Project:	Stand-alone
Implementing Department/Division:	ENV / IPM
Co-Implementing Agency:	Department of the Environment
Executing Agency(ies):	UNIDO
Project Type:	Medium-Sized Project (MSP)
Project Duration:	36 months
Extension(s):	2 extensions
GEF Project Financing:	1,826,484 USD
Agency Fee:	173,516 USD
Co-financing Amount:	5,700,500 USD
Date of CEO Endorsement/Approval:	10/19/2017
UNIDO Approval Date:	1/11/2018
Actual Implementation Start:	1/19/2018
Cumulative disbursement as of 30 June 2022:	1,256,425.29 USD
Mid-term Review (MTR) Date:	NA

[6] Only for **GEF-6 projects**, if applicable

Original Project Completion Date:	1/19/2021
Expected Project Completion Date:	1/19/2023**
Expected Terminal Evaluation (TE) Date:	3/31/2023
Expected Financial Closure Date:	3/31/2024

*Table taken from the Project Implementation Report for Financial Year ending June 2022. **Further extension of 10 months granted to close 19 November 2023

I.4 Theory of Change

14. A theory of change (TOC) was not provided in the project document. As per the terms of reference for this PCB Cluster evaluation, a common TOC[7] for the eight projects was developed by the evaluation team, and was shared with the UNIDO Project Managers of the eight projects and the UNIDO Evaluation Office during the inception phase. For the Morocco project, the TOC was adapted to explain the process of change by outlining causal linkages in the initiative for its shorter-term, intermediate, and longer-term outcomes and impact (Figure 1).

15. The nine outputs as well as the three outcomes included in the TOC (Figure 1) are those proposed in the project document. The evaluation team has proposed three intermediate states that indicate progress to longer term impact. It is anticipated that once the legislation on PCBs has been strengthened, the relevant authorities in the countries would take actions for its enforcement to ensure full compliance of PCB owners (Intermediate State 1). This would trigger Intermediate State 2, whereby the PCB owners would engage in establishing ESM systems for the identification and sound management of PCBs at their facilities. Finally, with the assistance and support of the relevant authorities and the incentive mechanisms put in place, it is foreseen that by 2028, the PCB owners would have soundly disposed all their PCBs (Intermediate State 3), and hence would reduce risk exposure of humans and the environment to the harmful effects of PCBs (Impact statement).

16. Two key assumptions have been identified for the intermediate states to happen for long-term impact. It is expected that the relevant enforcing authorities would undertake regular inspection (Assumption No. 3) to ensure that the PCB owners are complying with the national regulations on PCBs, in particular that the latter have established the ESM system at their premises. Furthermore, it is anticipated that the PCB owners would have the financial resources to soundly dispose of their PCB contaminated equipment and wastes (Assumption No. 4).

[7] Refer to Figure 1 of the inception report for this PCB cluster evaluation.

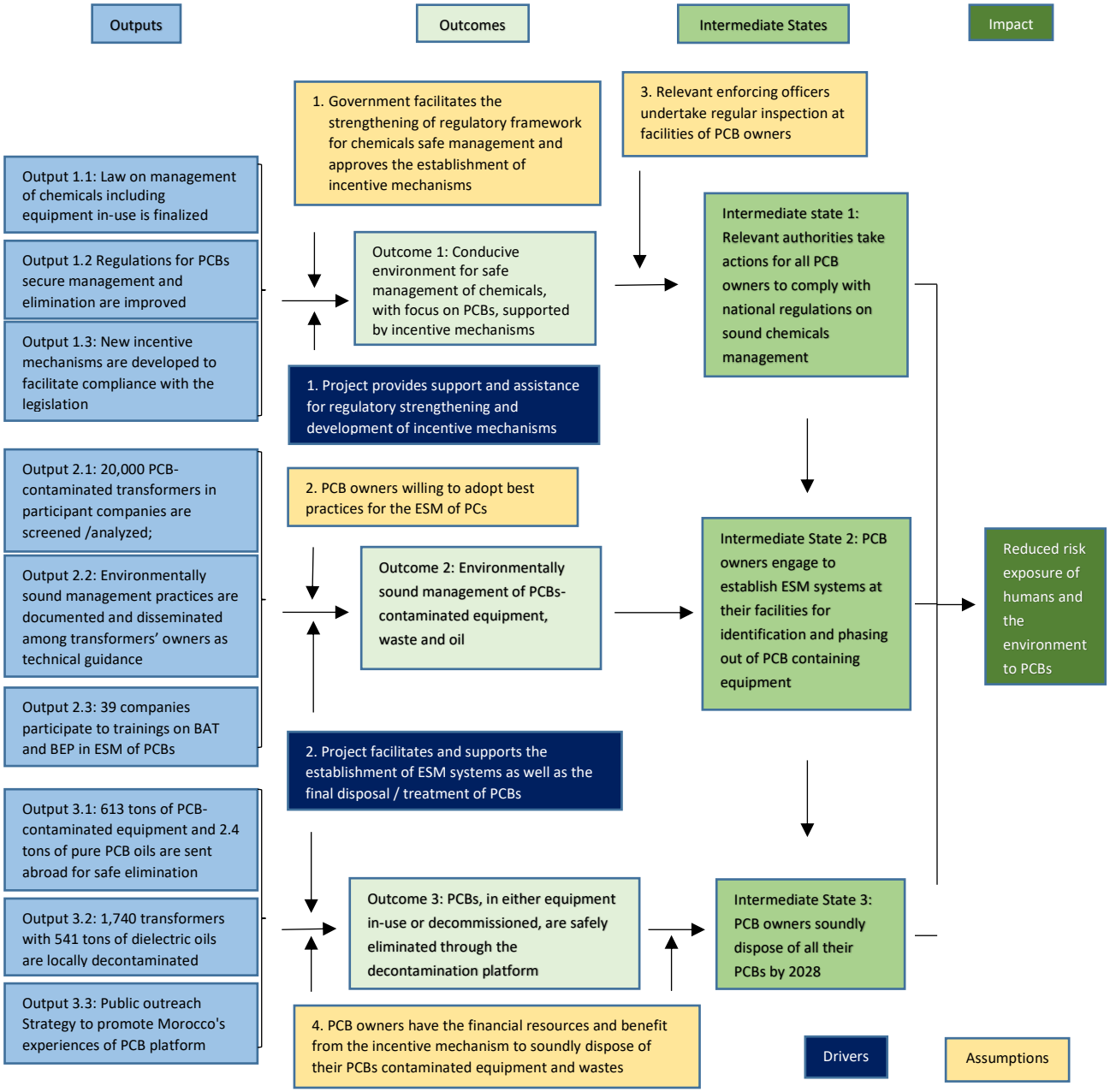

Figure 1: Theory of Change

I.5 Evaluation approach and methodology

17. The cluster evaluation was carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the eight projects (Table 1) to be evaluated were kept informed and consulted throughout the process. A team of three international consultants were involved in this cluster evaluation: Nee Sun CHOONG KWET YIVE (team leader), Suman LEDERER, and Paulina LAVERDE. During the inception phase in August 2022, the team liaised with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation

and methodological issues. It was agreed that the team leader (also French speaking) would be responsible for the evaluation of the Congo, Morocco and Russia projects; S. Lederer (also Hindi speaking) for the India, Serbia and Lao PDR projects, and P. Laverde (also Spanish speaking) for the Bolivia and Guatemala projects (Table 1).

18. Furthermore, it was agreed to undertake evaluation missions in India, Russia and Bolivia. For the other countries, it was decided to hire national consultants to assist the team in information gathering and site visits. However, due the global political situation[8], it was decided not undertake a mission to Russia but rather to rely on a national consultant for information gathering.

19. Unfortunately, despite efforts made, the UNIDO Evaluation Division could not identify a suitable national consultant for the Morocco project, and the team was informed accordingly in November 2022. In this context, the evaluation methods used were mainly desk studies and remote individual interviews[9] with key stakeholders and partners of the project. The planning of the persons to be selected for interviews was done in close consultation with the UNIDO Evaluation Office and the UNIDO Project Manager (PM). A participatory approach that sought to keep informed and consult all key stakeholders of the project was used throughout the evaluation process. Where appropriate, both quantitative and qualitative evaluation methods were used to determine project achievements against the expected outputs, outcomes, and impacts.

20. The effective evaluation was carried out from October 2022 to February 2023. The remote interviews were carried out from mid-November to beginning January 2023. Prior to all the interviews, specific questionnaires[10] were developed (in French language) and emailed to all interviewees at least one week before the scheduled interview. They were requested to fill out these questionnaires and to email them back before the interview. As per the terms of reference for this evaluation, the evaluation team proposed a theory of change (TOC) (cf. Section 1.4) that was used to identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, drivers, and assumptions to achieve them. In particular, the evaluation assessed the extent to which the project contributed to put in place the conditions necessary to trigger the occurrence of the intermediate states proposed in the TOC in order to achieve long term impact.

21. In preparing for interviews, the evaluation team reviewed the extensive documentation provided by the UNIDO Project Manager and the National Project Coordinator. These included the project document, minutes of Project Steering Committee (PSC) meetings, annual and progress reports, Project Implementation Reports (PIR), awareness and training workshop reports, as well as technical reports of national experts. The full list of documents consulted and persons interviewed during the evaluation are given in Annexes 2 and 3, respectively.

22. The use of the theory of change approach, remote interviews and desk review of the project documents allowed the evaluators to assess causality, explain why objectives were achieved or not, and to triangulate information.

[8] Conflict between Russia and Ukraine, and economic sanctions imposed on Russia
[9] Using Zoom mainly
[10] Annex 5 for set of questionnaires developed by the evaluation team

I.6 Limitations of the Evaluation

23. The NPC facilitated the evaluation process by individually contacting all the stakeholders to respond to our requests for interviews. However, the process was long. As mentioned in the previous section, it took more than one month to complete all the remote interviews. Many took time to respond to our requests for interviews, and a few did not respond at all. Nevertheless, the evaluation team was able to obtain most of the required information during the interviews. Otherwise, no major limitations in terms of access to information was encountered. As aforementioned, a very substantive set of documentation was submitted to the evaluation team upon request (Annex 2).

2. Project's contribution to Development Results - Effectiveness and Impact

2.1 Project's achieved results and overall effectiveness

24. Overall effectiveness is assessed on the extent to which the outputs have been successfully delivered and the outcomes achieved, and whether the objective of project has been met. To meet the objective of the project, the planned activities were designed to deliver nine outputs that would contribute to three substantive outcomes. The assessment of the delivery of outputs as well as achievement of outcomes and project objective was based on whether their indicators or targets proposed in the Project Results Framework (PRF)[11] are available or achieved. The scale used for rating ranges from **Highly Satisfactory** (**HS**) to **Highly Unsatisfactory** (**HU**)[12].

2.1.1 Delivery of outputs

25. The project has performed satisfactorily in terms of delivery of outputs. As reported in Table 2, of the nine outputs, two have been rated **Highly Satisfactory** (**HS**), three **Satisfactory** (**S**), and the remaining four **Moderately Satisfactory** (**MS**) respectively. The assessment, which is summarized below, was based on whether the target for indicators of the respective output has been achieved (Table 2).

26. The focus of **Component 1** was to strengthen the regulatory framework for chemicals management focusing on PCBs and to develop compliance incentive measures. The target for **Output 1.1** has been fully achieved and is rated **S** (Table 2). Provisions related to PCB waste incorporated into national law on industrial waste have been approved by the national commission on PCB, but not yet in force as under review by the government. **Output 1.2** is also rated **S** as its target has been achieved as well. The decree on the collection, transport, storage, treatment and disposal of PCB wastes was published in the Official Bulletin (BO) N° 70 58, of the Minister for Energy Transition and Sustainable Development on January 20, 2022. The decree on the restriction of importation of PCB-contaminated equipment developed, approved by the Ministry of Trade and Industry was also officially published on July 12, 2022. On the other hand the draft decree requiring owners to dispose of their PCB contaminated equipment and wastes soundly before the end of 2028 has not been published yet. In order to ensure compliance of PCB owners to the Stockholm Convention obligations, it is recommended that actions are taken to get this decree published. **Output 1.3** has been rated **MS** as the target has not been achieved. The report on financial incentives and partnership for PCB management was developed and validated during the meeting of the national commission held on November 15, 2021. In the report, incentives were planned in the context of the national fund for environment and sustainable development. Despite consistent efforts from the project team, these

[11] Annex A of the project document

[12] **HS**: highly satisfactory; **S**: satisfactory; **MS**: moderately satisfactory; **MU**: moderately unsatisfactory; **U**: unsatisfactory; and **HU**: highly unsatisfactory

proposals have not yet been endorsed by the government. In an effort to provide the country with more options, the project initiated a study, which was not planned at design, on sustainable and comprehensive management of PCBs, including a co-incineration test in a cement kiln to destroy pure PCBs and highly contaminated dielectric oils. The evaluation considers this initiative to be very relevant as this would make both options for treating lowly and highly contaminated equipment locally available, which would certainly reduce destruction costs for PCB owners. If the results, which are expected by the end of project in November 2023 (cf. **Output 3.2** under **Component 3** of this section) are conclusive, these could pave the way for a cost-effective organization of the value chain for PCB management until final disposal. Overall, **Component 1** is rated S (see Table 3).

27. **Component 2** is also **S** (Table 3). Target for **Output 2.1** was not reached and is thus rated **MS** (Table 2). Of the 20,000 transformers designed to be screened/tested for PCB, 1,139 were tested by OKSA, subcontracted in April 2020, and 700 to 1000 annually tested by different PCB-owners on their own budget reaching an amount of only 5,000 transformers screened / analysed. Within this output, at the request of the national counterparts and not planned in the design, a gas chromatograph with an electron capture detector (GC/ECD) was procured to build the capacity of the laboratoire national des études et surveillance de sante public (LNESP), of the Ministry of Energy Transition and Sustainable Development (METSD) for PCB analysis in different media. However, the custom clearance of this equipment was very much delayed as it contained a radioactive element. Clearance was expected during first quarter of 2023, and its commissioning and the training of the LNESP staff on its use was planned just after. Target for **Output 2.2** was very successfully achieved and is thus rated **HS** (Table 2). An updated PCB safe management guide, brochures on sustainable and safe management of PCBs, and an educational support on ESM of PCBs were developed and disseminated / shared with 249 companies including 39 small PCB owners through 7 regional workshops conducted between January 2020 and November 2021. The last workshop was held in Agadir on 24 and 25 November, 2021. In total 249 people participated at these 7 regional workshops with a 55% female participation rate. **Output 2.3** on the training of 39 companies on BAT and BEP in ESM of PCBs is also rated **HS**. Representatives of 179 industries owning transformers were trained on BAT/BEP practices during the 7 workshops mentioned under **Output 2.2**, 40% of whom were women. Delivery for **Component 2** is rated **S** (Table 3).

28. **Component 3** concerned the elimination / treatment of PCB contaminated equipment and wastes. Delivery for this component has been delayed and thus in addition to the extensions granted so far, a further extension of ten months has been granted and the project would close in November 2023. The target of eliminating abroad 613 tons of PCB-contaminated equipment and 2.4 tons of pure PCB oils for **Output 3.1** could never be achieved at the onset. The proposed shipping and destruction cost of $1,500 per ton[13] for the elimination of highly PCB contaminated equipment was not realistic. In comparison, for a project developed (in 2007) and implemented (in 2010) by UNIDO, an elimination cost that included the packing, shipping and destruction ranging from $5000 and $10,000 per ton was mentioned[14]. Furthermore, the design of the Morocco project included a co-financing of $500 per contaminated equipment. Given the nature of the activity, this co-financing

[13] Table 3 on page 15 of the Project document

[14] *Global programme to demonstrate the viability and removal of barriers that impede the adoption and successful implementation of available Non-Combustion Technologies for destroying persistent organic pollutants* – Philippines Project – GEF ID 2329

cannot be in-kind and should be in cash. Yet, according to the project document and commitment co-financing letters, only in-kind contribution was pledged from national counterparts and beneficiaries (PCB owners) at design. Given this co-financing shortfall and the underestimation of elimination cost, Maroc Maintenance Environnement (MME), owner of the PCB decontamination platform that was established in 2016 in the context of the PCB Programme Pillar II[15], was sub-contracted (for $464,000) on September 29, 2020 to collect, pack and ship for final elimination abroad only 250 tons of the identified 613 tons of highly contaminated equipment. This activity was delayed due requirement of Basel notifications, and the export agreement to ship 63 tonnes of PCB equipment and oil for final elimination by Orion BV in the Netherlands was obtained only on December 7, 2021. As activities are still on-going, **Output 3.1** is rated **MS**.

29. Similar to **Output 3.1**, at the onset the target of locally decontaminating 1,740 transformers with 541 tons of dielectric oils for **Output 3.2** could not be achieved as only in-kind co-financing was pledged from beneficiaries. The cost for decontamination would require $3,219,000 co-financing in addition to $870,000 GEF funds[16]. As only cash co-financing would be relevant for this activity, thus a shortfall of $3,219,000 cash to undertake this decontamination activity. Furthermore, as a result funds reallocation, the budget for **Component 3** was reduced from $1,466,484 to $1,172,779, a net reduction of $293,704 (Table 6). Had the implementers realized that the funds available would not be sufficient to treat all the identified lowly (less than 2,000ppm) PCB contaminated equipment, they would not have lost time, about 15 months, through a failed bid that was initiated in July 2021 and launched in October 2021, all bids received being well above the available budget. MME was eventually selected through a request for waiver from completive bidding on 19 October 2022, and the contract was signed on 10 February 2023 to decontaminate 220 tons of PCB contaminated equipment for an amount of $450,000. **Output 3.2** is rated **MS**.

30. **Output 3.3** is rated **S**. The experience of the Moroccan PCB platform was successfully shared during national meetings and awareness raising workshops. Since the beginning of the project, more than 200 communication materials (flyers, brochure, etc.) containing guidance to best practices for PCB management. In particular, one of the flyers existed in both Arabic and French versions. Communication on the PCB platform was made during 3 events carried out in 2022 including during an international fair on waste management, and during the visit made by a delegation from the Gulf and Middle East countries. Good practice guidance documents and PPT presentations were distributed during these events. However, there are no posts yet about the project on the MME website[17], one of the indicators for this output (Table 2).

31. To rate the achievement of components and the delivery of outputs, the ratings have been converted to scores. Then the average score for all the outputs have been calculated and reconverted to a rating again (see Table 3). Based on this approach, **Delivery of outputs** is rated **Satisfactory**.

Table 2: Delivery of outputs

[15] Safe PCB Management Programme in Morocco, Pillar II, GEF ID 3082
[16] See footnote 15
[17] https://maroc-maintenance-environnement.com/accueil/

Outputs	Target / Indicators	Comments	Rating
Output 1.1: Law on management of chemicals including equipment in-use is finalized	The law on chemicals is finalized and submitted for approval	Provisions related to PCB waste incorporated into national law on industrial waste have approved by the national PCB commission but not yet in force. Provisions under review by the Government.	**S**
Output 1.2: Regulations for PCBs secure management and elimination are improved	The regulations on PCBs are developed and submitted to approval	Two of the three decrees developed by the project officially published	**S**
Output 1.3: New incentive mechanisms are developed to facilitate compliance with the legislation	New incentive schemes (at least 2) are set up.	Report on financial incentives and partnership for PCB management developed and validated. However proposal not yet approved by the government In addition, a study on sustainable management of PCB, including a co-incineration test in a cement kiln, was launched by the Project in 2022	**MS**
Output 2.1: 20,000 PCB-contaminated transformers in participant companies are screened /analyzed;	20,000 screening tests and analysis of PCBs in equipment completed A database of the PCB-contaminated equipment in the small-scale private sector is available	Following the signature of a contract with the OKSA Laboratory in April 2020, 1139 transformers were analysed for PCB In addition, 700 to 1000 analysis were carried out annually by different PCB-owners on their own budget since the beginning of the project, reaching an amount of 5,000 analysis conducted Target not reached	**MS**
Output 2.2: Environmentally sound management practices are documented and disseminated among transformers'	At least 39 companies adopt best PCBs management practices	An updated PCB safe management guide, leaflets on sustainable and safe management of PCBs, and educational support on ESM of PCBs developed and distributed / shared shared with 249 companies through 7 regional workshops conducted between January 2020 and November 2021. In total, 249 people trained during the 7 regional workshops with a 55% female participation rate.	**HS**

owners as technical guidance			
Output 2.3: 39 companies participate to trainings on BAT and BEP in ESM of PCBs	At least 2 training sessions on BAT and BEP practices; 39 companies participate to training sessions (at least 30% of companies representatives are female)	Target successfully achieved. 179 industries owning transformers trained on BAT/BEP practices during the 7 workshops mentioned under Output 2.2, 40% of whom were women.	**HS**
Output 3.1: 613 tons of PCB-contaminated equipment and 2.4 tons of pure PCB oils are sent abroad for safe elimination	613 tons of highly PCB-contaminated, transformers are decontaminated; 2.4 tons of pure PCB oil from decontamination are sent abroad for safe elimination	Contract signed with Maroc Maintenance Environnement (MME) on September 29, 2020 • 81 transformers weighing approximately 97 tons were collected • export agreement from the Department of Sustainable Development, granted on December 7, 2021. • 63 tonnes of PCB equipment and oil were exported for final elimination by Orion BV in the Netherlands. 250 tonnes of PCB oil and contaminated equipment should be eliminated by the end of the Project. 10 months extension granted to allow for completion of activities	**MS**
Output 3.2: 1,740 transformers with 541 tons of dielectric oils are locally decontaminated	1,740 transformers are decontaminated; 541 tons of dielectric oils are decontaminated;	After an unsuccessful first call for tenders, in consultation with the Ministry of Energy Transition and Sustainable Development, an agreement was found with project partner MME for the local decontamination of 220 tonnes of PCB, using the national PCB decontamination platform. Contract for execution for services was signed with MME on 10 February 2023 10 months extension granted to allow for completion of activities	**MS**
Output 3.3: Public outreach Strategy to promote Morocco's	3 posts in the website on the decontamination platform	Communication and sharing of experiences of the Moroccan PCB platform has been done nationally during meetings and awareness raising workshops and also regionally during an	**S**

experiences of PCB platform	3 PPT presentations on the experiences of the platform	international waste fair and during the visit of a delegation from the Gulf and the Middle East countries. However, no posts on the MME website yet	

Table 3: Rating of components and overall rating for achievement of outputs

Component	Outputs	Rating	Score*	Average score	Component Rating
Component 1	Output 1.1	S	5	4.7	S
	Output 1.2	S	5		
	Output 1.3	MS	4		
Component 2	Output 2.1	MS	4	5.3	S
	Output 2.2	HS	6		
	Output 2.3	HS	6		
Component 3	Output 3.1	MS	4	4.3	MS
	Output 3.2	MS	4		
	Output 3.3	S	5		
Overall			43	4.8	S

*HS: 6; S: 5; MS: 4; MU: 3; U: 2; HU: 1; **Total score and average score for outputs and overall rating for achievement of outputs

2.1.2 Achievement of outcomes

32. The assessment of project objective and outcomes was based on the availability of the indicators proposed in the PRF of the project document. Similar to outputs, the rating scale used was from **HS** to **HU**. Table 4 summarizes this assessment. **Outcome 1** on conducive environment for safe management of chemicals, with focus on PCBs, supported by incentive mechanisms is rated **MS**. While the indicator, a legal framework (law and subsequent regulations) for chemicals management, including PCBs-contaminated equipment in-use is submitted to approval, is available (Table 4), the key decree requiring owners to dispose of their PCB contaminated equipment and wastes soundly before the end of 2028 has not been officially published yet. Moreover, as discussed previously, the proposed incentive mechanism have not yet been approved by the government.

33. **Outcome 2** related to environmentally sound management of PCBs-contaminated equipment, waste and oil is also rated **MS**. Efforts have been made by the project to engage small and medium enterprises (SME). Transformers of 500 of the 10,000 existing SMEs were tested for PCB during the inventory exercise. As earlier mentioned, 39 small PCB owners, mostly SMEs, participated in the training workshops on BAT/BEP for ESM of PCBs. However, there is no evidence whether they have adopted and implemented the ESM system. Furthermore, efforts must be made by the project and authorities to raise the awareness all SMEs and to get their equipment screened before 2028. **Outcome 3** is also rated **MS**. The target to eliminate of 50% highly contaminated oil would likely be achieved as no additional pure PCB has been identified during the inventory carried out in addition to the 2.4 tons that were identified during the preparatory phase. On the other hand, local decontamination of PCB contaminated equipment of 39 PCB owners would not be achieved as only in-kind co-financing is available (cf. Section 2.1.1, **Output 3.2**).

34. **Achievement of Outcomes** is rated **MS**.

Table 4: Achievement of Outcomes

Outcomes	*Indicators /^Target	Comments	Rating
Outcome 1: Conducive environment for safe management of chemicals, with focus on PCBs, supported by incentive mechanisms	* A legal framework (law and subsequent regulations) for chemicals management, including PCBs-contaminated equipment in-use is submitted to approval ^The law and subsequent regulations finalized and submitted to approval during first year of the project	*Indicator available ^Law and subsequent regulations sent for approval. Two of three decrees already officially published, key decree requiring owners to destroy their PCBs by 2028 not yet published	**MS**
Outcome 2: Environmentally sound management of PCBs-contaminated equipment, waste and oil	*No of PCB-contaminated transformers sent for analysis *No of companies adopting best practices and techniques on ESM of PCBs ^ Small-scale companies in the private sector analyze their equipment and have access to BAT and BEP on environmentally sound management of PCB contaminated equipment	*About 5000 transformers analyzed *249 companies followed training on best practices on ESM of PCBs, no information on the number having adopted them ^OKSA analyzed 1139 transformers, no indication if small scale private were included. No indication how many were small scale companies among the 249 companies	**MS**
Outcome 3: PCBs, in either equipment in-use or decommissioned, are safely eliminated through the decontamination platform	* Quantities of PCB contaminated waste eliminated *Quantities of pure PCB-containing oil sent abroad for elimination *No of transformers decontaminated *Quantities of dielectric oil decontaminated	*63 tons of equipment and pure PCB sent abroad for sound disposal ^target of elimination of 50% highly contaminated oil would be achieved ^Local decontamination on-going but target would not be achieved as only in-kind co-financing	**MS**

	^Identified highly PCB-contaminated equipment decommissioned are sent abroad for safe disposal ^At least 50% of highly contaminated oils are sent abroad for elimination ^Contaminated transformers in-use (<5000ppm) in 39 companies are decontaminated locally	available due to weakness in design	

2.2. Progress towards impact

35. Impact can be assessed through the extent to which the project interventions have brought about changes in the human condition or in the environment. Whether intended or unintended, changes can be positive or negative. For this project, there was no evidence of negative impacts on human health or on the environment. Progress towards this long term impact has been discussed at three levels: (i) Behavioral changes; (ii) Broader adoption; and, (iii) Emergence of the TOC intermediate states.

2.2.1. Behavioral changes

36. Behavioral changes have been discussed according to the following three aspects: (i) Economically competitive – Advancing economic competitiveness; (ii) Environmentally sound – Safeguarding environment; and, (iii) Socially inclusive – Creating shared prosperity; which are discussed below:

37. **Economically competitive** – MME was subcontracted to decontaminate 220 tons of PCB contaminated equipment for a total amount $450,000, corresponding to a destruction cost of $2.05 per kg. Compared to existing PCB decontamination rates at dedicated facilities[18], which are in the range of $3 - $5 per kg, the rate proposed by MME is quite competitive. The possibility of recycling the treated oils and reclaiming the metallic parts of the contaminated equipment would also contribute to competiveness of the MME PCB platform. Trials for the destruction highly contaminated and pure PCB oils at cement kiln are on-going. If these trials would prove to be feasible and successful, it is anticipated that the destruction costs would also be much more competitive than exporting for destruction at dedicated facilities.

38. **Environmentally sound** – One of the key objective of the project was the safe elimination of PCB-containing oil, equipment and wastes. The project interventions contributed to concrete behavioral changes at the facilities of PCB owners. The adoption or enforcement[19] of the ESM plan for PCB management by the major transformer owners[20] helped improve the awareness of the workers' occupational safety, and they were provided with appropriate personal protective

[18] Rates for PCB destruction in Europe
[19] Prior to the project, many companies already adopted some elements of ESM system for PCB management
[20] Mainly companies distributing electricity across Morocco

equipment (PPE) when dealing with equipment containing PCBs[21]. The MME PCB decontamination platform is classified, in accordance with the Morocco legislation, under the category dangerous, inconvenient or unhealthy establishments in class 2 (industrial designation 215b). The platform is installed in the industrial zone of Bouskoura, which is an authorized site for class 2 and 3 activities. The platform and its operation was established according to international norms that included ventilation of the ambient environment, catchment and water networks, management of aqueous, gaseous and solid discharges to avoid releases to the environment out. In addition, the platform is totally watertight and has a containment barrier to prevent any contamination of water and soil ecosystems. During decontamination operations, the risk of workers contamination was reduced through the systematic use of PPE.

39. **Socially inclusive** – It was anticipated that the best practices adopted for ESM of PCBs and awareness raised would also spill over to promote clean work places in general. The improved safety and cleaner work environment would thus reduce risk exposure to PCBs and keep workers healthy in the longer term, which would bring down social costs. This was confirmed during the interview process, whereby all PCB owners confirmed having adopted best practices or at least elements of ESM for management of PCB contaminated equipment at their premises.

2.2.2. Broader adoption

40. This section addresses the catalytic effect of the project and describes the extent to which the project's interventions have been adopted within the country or beyond the domains and scales originally targeted. The three mechanisms, namely mainstreaming, replication, and scaling-up, and which are frequently used to promote the broader adoption of project interventions and innovations, are discussed below.

41. **Mainstreaming** occurs when information, lessons or specific results generated by the project are incorporated into broader institutional mandates and operations, such as laws, policies, regulations, and programs. Two of the decrees developed by the project to strengthen the national legislation on PCB management have already been published in official journals. It is recommended however that actions are taken for the publication of the third decree, which requires owners to soundly dispose of their PCB contaminated equipment by 2028. This would ensure the country fulfilling its obligations towards the Stockholm Convention regarding PCBs.

42. **Replication** occurs when the initiatives, technologies or innovations supported by the project are reproduced or adopted on a comparable scale. The key objective of this project was the identification and sound disposable of PCB contaminated. The project has contributed to update the PCB inventory, however the screening and testing activities did not cover the total number of existing transformers in the country. Similarly, the project is contributing to soundly dispose of about 500 tons of PCB contaminated equipment, which represents only a fraction of the total identified so far. To be in compliance with the national legislation, it is anticipated that companies and SMEs would take advantage on the capacity built by the project to identify and soundly dispose of their PCB contaminated equipment.

[21] Interview data

43. **Scaling-up** takes place when the project-supported interventions are implemented at a larger scale, which can be administrative, geopolitical, ecological or business scales. As discussed in the previous section, replication is anticipated. Scaling-up also is likely to happen as all PCB owners across the country would need to comply with national regulations on PCB destruction by 2028.

2.2.3 Emergence of TOC intermediate states

44. Project progress to long-term impact was also assessed based on the extent to which the three Intermediate States proposed in the TOC (Figure 1) were seen to be emerging in Morocco. The likelihood of impact was supported by assessing whether the proposed necessary assumptions and drivers in the TOC have shown to hold. This assessment is reported in Table 5.

45. Legal texts (decrees) for the sound management have already been drafted, reviewed, and accepted by the project partners. Two of the three decrees have already been officially published. However, the decree requiring owners to soundly dispose of their PCB equipment has not been officially approved by the government. Nevertheless, the relevant authorities have taken steps to enforce regulatory measures aimed at encouraging owners to manage their PCBs in an environmentally sound manner[22]. Thus Intermediate State 1 has started to emerge. As discussed earlier (Sections 2.2.1 under behavioural changes), there are indications that Intermediate State 2 is already emerging, all the major PCB owners (mainly electricity distributors) have adopted in full or partially ESM practices for the management of PCBs. The challenge remains for the small PCB owners. However, given that the great majority of transformers are owned by these big electrical companies Intermediate State 2 has been rated **Satisfactory** (Table 5). It is nevertheless recommended that the authorities take actions to ensure that small PCB owners, mostly SMEs, soundly dispose of their PCB wastes by 2028. Interviews with some of the major PCB owners reveal that some already have an adequate system to identify and eliminate PCB contaminated equipment through chemical testing, contaminated equipment replacement and sound disposal. Others stated that they have ESM systems in place and would allocate the necessary financial resources to soundly eliminate their PCB contaminated equipment. These findings tend to indicate that Intermediate State 3 is likely to emerge regarding the major PCB owners. To ensure that all PCB owners are legally bound to soundly dispose of their PCB contaminated equipment by 2028, it is recommended that the corresponding decree proposed by the project is approved by the government. To support the small PCB owners in this endeavor, it is recommended that the authorities consider setting up an incentive system based on the proposal made by the project. Intermediate State 3 is rated **MS**.

46. Two of the three draft decrees proposed by the project have already been officially published, but the incentive mechanism is not yet in place, Assumption 1 is thus rated **MS**. All major PCB owners were fully engaged in the project, most of them are members of the national PCB commission. Although the challenge would be the small owners, Assumption 2 is rated **S**, given that the majority of transformers are owned by these big owners. There is evidence that authorities are taking steps to enforce PCB regulations, but as there is no indication as to whether inspections are being undertaken by the relevant enforcing authorities, Assumption 3 is rated **MS**. As discussed earlier, the big PCB owners are committed to soundly manage their PCB contaminated equipment until final disposal, and most of them would allocate the necessary financial resources. However as the

[22] Interview data

incentive mechanism that would financially assist small PCB owners to sound dispose of their contaminated equipment is not yet in place, Assumption 4 is thus rated **MS.**

47. The two drivers were in place during project implementation and contributed to the successful the regulatory strengthening and capacity building on ESM of PCBs. The two drivers have been satisfactorily rated (Table 5). Given the status of intermediates, assumptions, and drivers, **Progress towards impact** is considered **Moderately Satisfactory**.

Table 5: Status of intermediate states, assumptions and drivers

Intermediate State	Observation/findings	Rating*
Intermediate state 1: Relevant authorities take actions for all PCB owners to comply with national regulations on sound chemicals management	There are indications that the relevant authorities are taking actions for PCB owners to comply with national regulations.	**MS**
Intermediate State 2: PCB owners engage to establish ESM systems at their facilities for identification and phasing out of PCB containing equipment	Most major PCB owners have established ESM systems at their facilities. The challenge would be for small owners	**S**
Intermediate State 3: PCB owners soundly dispose of all their PCBs by 2028	Too early to assess, however if the decree requiring owners to soundly dispose of their PCB contaminated equipment is published. This would definitely ensure the emergence of this intermediate state	**MS**
Assumptions	**Observations/findings**	**Rating**
1.Government facilitates the strengthening of regulatory framework for chemicals safe management and approves the establishment of incentive mechanisms	The government has already approved two of the three decrees, but is yet to approve the third and to endorse the incentive mechanisms proposed by the project	**MS**
2.PCB owners willing to adopt best practices for the ESM of PCBs	All major PCB owners were fully engaged in the project, the challenge would be the small owners	**S**
3.Relevant enforcing officers undertake regular inspection at facilities of PCB owners	Some evidence that authorities are taking steps to enforce PCB regulations, no evidence of inspection by authorities	**MS**
4.PCB owners have the financial resources and benefit from the incentive mechanism to soundly dispose of their PCBs contaminated equipment and wastes	PCB owners are committed to soundly manage their PCB contaminated equipment until final disposal, and most of the big owners have stated that they would allocate the necessary financial resources. However incentive mechanism not yet in place.	**MS**

Intermediate State	Observation/findings	Rating*
Drivers	Observations/findings	Rating
1.Project provides support and assistance for regulatory strengthening and development of incentive mechanisms	The project satisfactorily facilitated the regulatory strengthening through the recruitment of national consultants to draft and update the national legislation, and to develop incentive mechanisms	**S**
2.Project facilitates and supports the establishment of ESM systems as well as the final disposal / treatment of PCBs	Training on ESM of PCBs targeting PCB owners satisfactorily undertaken. Export of highly contaminated PCB equipment on going, and MME subcontracted for local decontamination of PCB equipment (less than 5000ppm)	**S**

*__HS__: Highly Satisfactory, __S__: Satisfactory, __MS__: Moderately Satisfactory, __MU__: Moderately Unsatisfactory, __U__: Unsatisfactory, __HU__: Highly Unsatisfactory

48. Given the findings regarding delivery of outputs, achievement of outcomes and progress towards impact, overall **Effectiveness** is rated **Moderately Satisfactory**.

3. Project's quality and performance

3.1. Project design and results framework (logframe)

49. The evaluation acknowledges several strengths in the design of the project. In particular the logical framework approach was used to develop the project that led to the establishment of a PRF[23] and the main elements of the project, i.e., the overall objective, outcomes, outputs, as well as indicators, their means of verification, and the assumptions.

50. The evaluation found that the project design, based on previous initiatives on PCB management implemented in the country, and still existing gaps on legislation and technical aspects, to be adequate to assist Morocco fulfil its obligations to eliminate the whole of the existing PCB contaminated equipment in the country by 2028. Based on the situational analyses and the needs assessment done, a clear thematically-focused development objective has been proposed, and the causal pathways from project outputs through outcomes towards impacts have been clearly described in the PRF. The evaluation considers that the proposed expected results are realistic and measurable. Moreover, the proposed set of SMART[24] indicators as well as their means of verification therein are considered adequate to monitor progress at both output and results levels.

51. The project document provided a detailed budget per component and per output for GEF funds[25] as well as for co-financing. In general, the allocation of funds (GEF and co-financing) was adequate to achieve the target for each component. However, the type of co-financing was not appropriate. For **Component 3** concerning the elimination of PCBs, a total amount of $4,235,500 co-

[23] Annex A of the project document
[24] SMART: specific, measurable, achievable, relevant and time-bound indicators
[25] Annex C of the project document

financing was pledged[26]. According to Table 3 of the project document[27], $116.500 and 3,219,000 were budgeted as co-financing to eliminate and decontaminate PCB equipment respectively. To undertake these activities, only cash and not in-kind co-financing would be appropriate. As only in-kind co-financing was pledged at design[28], the evaluation considers this to be a major weakness of the design. Given the significant shortfall in cash co-financing, at the onset the objectives for **Component 3** could never be attained.

52. Relevant socioeconomic benefits to be delivered by the project as well as consideration of gender dimensions have been adequately described in the project document[29]. In particular, the gender dimensions have been incorporated into the project design and logframe with proper indicators selected following the UNIDO's policy on Gender Equality and the Empowerment of Women.

53. Adequate institutional arrangement has been proposed for project implementation at UNIDO level, and for coordination and execution at national level. Relevant national stakeholders, such ministries, PCB owners, and the private sector been identified and their foreseen involvement described[30].

54. Given the serious weakness identified for the type of co-financing for **Component 3**, **Project Design and results framework** is rated **Moderately Satisfactory**.

3.2. Relevance

55. The project is highly relevant as it is assisting Morocco, which is a party to the Stockholm Convention, to fulfill its obligations towards the Convention. In particular, the project, through strengthening the legal framework, is assisting Morocco for an effective and efficient implementation of the Stockholm Convention on POPs in eliminating PCBs by 2028.

56. The project is in line with the GEF Chemical and Waste Focal Area Strategy as described in the GEF-6 Programming Directions. The GEF-6 Chemical and Waste Strategy's long term goal is to prevent the exposure of humans and the ecosystems to harmful chemicals and waste of global importance, including POPs controlled under the Stockholm Convention, through a significant reduction in the production, use, consumption and emissions/releases of those chemicals and wastes.

57. The project is aligned with UNIDO priorities and mandates, and the renewed mandate on Inclusive and Sustainable Industrial Development (ISID). In particular, the project is very relevant to one of the pillars of ISID: Safeguarding the Environment - environmentally sustainable growth, via cleaner industrial technologies and production methods, including in the fields of waste management and recycling; the promotion, adaptation, and transfer of environmentally sound technologies, under which UNIDO aims to assist countries in reaching compliance with the Stockholm Convention and aims at developing capacities in developing countries to protect their populations and their

[26] Refer to Part 1.B of the project document
[27] Table 3 of page 15 of the project document
[28] Refer to Part 1.C of the project document
[29] Annex I and page 20 of the project document
[30] Page 24 of the project document

environmental resources from POPs-related pollution. Also, UNIDO has the comparative advantage of having implemented GEF projects in various regions in the Chemicals Focal Area including environmentally sound management of PCBs.

58. As the project is responding to the needs of the country for the sound management of PCBs, and it is in line with GEF Chemicals Focal area and UNIDO mandates, rating on **Relevance** is **Highly Satisfactory**.

3.3 Coherence

59. As discussed earlier (Section 3.1), the project was developed based on the outcomes of previously implemented initiatives on PCB management in the country. In particular, under the Program pillar I, more than 1,080 metric tons of pure PCB-contaminated electricity equipment and wastes containing PCBs were exported to France for elimination at TREDI facility. And in the framework of the Program pillar II, the MME PCB platform was established, which treated the 450 transformers containing approximately 110 tons of contaminated oils were treated. This platform is being used to treat 220 tons of lowly (less than 2000ppm) PCB contaminated equipment. It is foreseen that all the identified lowly contaminated equipment in Morocco would also be treated at this platform.

60. The project was faced with the challenge of managing very big transformers weighing 30 tons or more, as the necessary logistics / equipment for their handling and transportation were not available. During that time, under the umbrella of the Medpartnership Programme (Medprogramme), the United Nations Environment Programme (UNEP) was implementing a GEF funded initiative[31] in 10 Mediterranean countries including Morocco. The objective of Output 1.1 of this initiative was the management and disposal of 2,000 tons of POPs. The project established contact with the implementers of the initiative, who agreed to include the sound management of big PCB contaminate equipment until final disposal in the scope of their interventions.

61. In view of the above, **Coherence** is rated **Satisfactory**.

3.4 Efficiency

62. The CEO endorsement date of the project was 19 October 2017 but project implementation started officially at UNIDO on 19 January 2018. The project was planned for a duration of 36 months years and to end on 19 January 2021. However, due to challenges faced, project implementation was delayed, and three extensions were granted to allow for completion of activities and the actual closure date is 19 November 2023. The first two extensions were granted due to a late launch of the project in March 2018, substantial amount of time (between 3 to 8 months) procurement or sub-contracting, and also the COVID19 pandemic. The last extension was granted mainly due to the time lost in the failed bid for **Output 3.2** (cf. Section 2.1.1 under **Component 3**).

63. As per the project document, a national execution contract was prepared and issued and accepted by the SEDD, the national executing agency (NEA) in June 2018. However, due to difficulties in receiving and managing related funds by NEA, among others the contract was cancelled. Instead a national legal expert, a national technical expert, a national project assistant, and a national project

[31] *Reducing Pollution from Harmful Chemicals and Wastes in Mediterranean Hotspots and Measuring Progress to Impacts*" – GEF ID 9684

coordinator were recruited to be part of the PMU for the execution of activities at national level. A full agency mode of execution was thus applied with UNIDO managing the GEF funds. The procurement of equipment and goods as well as the recruitment of consultants and experts was done by UNIDO according to internal procedures. For payments and disbursements of funds disbursement, for example, the UNIDO PM ensured that all relevant documents and approvals were obtained before making requests[32].

64. There is a clear evidence that the project has used the most efficient options for the recruitment of consultants, for sub-contracting service providers, and for project execution. Recruitment of consultants was done based on a selection process in close consultation with the national counterparts. High quality consultants were recruited, some were involved in the previous PCB initiatives (PCB pillar I & II) or in the preparatory phase of the project. In particular, one of the national consultants has very solid experience at international level in strategic and sustainable development, and has undertaken more than 300 international missions. As earlier discussed (see Section 3.3), the project has also largely benefitted from the results of the previous PCB initiatives. In particular, the MME platform that was established under the PCB pillar II initiative has been selected to treat the lowly PCB contaminated equipment.

65. In terms of financial management expenditures, Table 6 summarizes the expenditures (in $) component wise as at 20 February 2023 for GEF funds. It also reports the variances of budget disbursed compared to budget allocated at design. There has been significant over expenditures for the **Components 1** and **2** as well as for project management costs (PMC). The increase in budget (about $45,000) for **Component 1** was to finance the study on sustainable and comprehensive management of PCBs including a co-incineration test in a cement kiln to destroy PCBs (see Section 2.1.1). For **Component 2**, the additional budget (+$69,000) was to procure a GC/ECD equipment for LNESP to build their capacity for PCB testing in different media. The over expenditures for PMC, amounting to $177,654, was due to the additional staff costs (NPC and project assistants) required because of the three extensions (amounting to 34 months) granted to the project. While some of the delays were due to external factors such as the COVID19 pandemic, but the poor decision to launch a bid for the decontamination of the lowly PCB contaminated equipment that resulted in a failed bid, and delayed implementation by 15 months (see Section 2.1.1, **Output 3.2**). The implementers should have been aware that the available budget (about $450,000) was largely insufficient to treat all the identified contaminated equipment, and would have developed the terms of reference for this bid accordingly. Funds for these over expenditures were drawn from **Component 3**. While the over expenditures for **Components 1** and **2** are considered relevant as these funds have been invested to build national capacity for PCB destruction and PCB testing respectively. On the other hand, for PMC, the project could have saved about $78,000[33] had the project taken the right decision to launch a bidding exercise with the appropriate terms of reference for **Output 3.2**. And with that amount, the

[32] Interview data

[33] In total the project was granted an extension of 34 months, the failed bid delayed the project by 15 months. The total over expenditure for PMC was $177,654, thus the 15 months delay cost the project: 15 x 177,654/34 = $78,376

project would have been able to treat an additional amount of 38 tons of PCB contaminated equipment[34].

66. A total co-financing amount of $5,700,500, mostly in-kind – only $50,000 as grant from UNIDO was pledged at design. As discussed in Section 3.1, due to a weakness in the design, pledging only in-kind instead of cash co-financing as well for **Component 3**, resulted in a shortfall of about $3,300,000 cash for the destruction and treatment of PCB contaminated equipment. The total co-financing that has materialized so far amount to $2,547,200 (Table 7). No co-financing figures that materialized for the beneficiaries were provided to the evaluation. The evaluation notes however that most of the big electrical companies invested to replace PCB equipment and also undertook chemical testing using their own funds to screen for PCBs. For instance, one of them invested about $70,000 to replace 7 transformers and to buy dielectric oils. Three others indicated that since the 1990s they have in place a replacement and elimination plan[35].

67. Given the higher project management costs due to the delays encountered, some of which could have been avoided if the right decision was taken, efficiency is rated **Moderately Satisfactory**.

Table 6: Expenditures ($) of GEF funds as at 21 February 2023

	Budget at design**	Allocated Budget	Variance	%***	Disbursements****	Available budget
Component 1	100,000	145,949.97	+45,949.97	+46	143,997.11	1,952.86
Component 2	60,000	129,100.00	+69,100.00	+115	122,792.77	6,307.23
Component 3	1,466,484	1,172,779.61	-293,704.39	-20	1,156,075.26	16,704.35
Evaluation	50,000	51,000.00	+1,000.00	+2	36,475.07	14,524.93
PMC*****	150,000	327,654.42	+177,654.42	+118	314,010.16	13,644.26
Total	1,826,484.00	1,826,484.00			1,773,350.37	53,133.63

* Figures provided by UNIDO; ** Figures taken from project document; *** % change with respect to budget at design; ****Disbursements include obligated funds; *****PMC: project management costs

Table 7: Co-financing ($) at design and materialized

Sources of co-financing	Co-financier	Type	Total Pledged	Total materialized

[34] MME was subcontracted for $450,000 to treat 220 tons of equipment, corresponding to a decontamination rate of $2,045 per ton. The estimated $78,376 that cost the project for the 15 months delay would have allowed to treat an additional amount of 78,052/2,045 = 38.2 tons

[35] Interview data

Partner	MME	In-kind	-	2.008,500
Beneficiaries	Companies benefitting from project	In-kind	5,285,500	FNA*
Recipient Government	Ministry in charge of environment	In-kind	165,000	538,700
GEF Agency	UNIDO	Grant	50,000	
GEF Agency	UNIDO	In-kind	200,000	
Total co-financing			**5,700,500**	**2,547, 200**

*FNA: figures not available

3.5 Sustainability

68. Sustainability is understood as the likelihood of continued benefits after the project ends. Sustainability is assessed in terms of the risks confronting the project; the higher the risks, the lower the likelihood of sustenance of project benefits. The four dimensions or aspects of risks to sustainability (as mentioned in the TOR, namely, sociopolitical, financial, environmental, and institutional frameworks and governance risks) are discussed below.

69. **Sociopolitical Sustainability** – Morocco has signed and ratified the Stockholm Convention. Since the transmission of its NIP on POPs in May 2006, Morocco has benefitted from two GEF grants to soundly manage its PCB contaminated equipment[36]. During the period 1997 to 2013, the GEF has allocated over US$ 108 million to Morocco through 29 approved national projects. During that period, Morocco was also a participating country in 23 regional and 16 global projects supported by the GEF. These projects fell under the five focal areas of GEF: Biodiversity, climate change, international waters, persistent organic pollutants, and multi-focal area[37]. Furthermore, Morocco is one of the thirteen beneficiary countries of the UNEP Medpartnership Programme[38], which is a strategic partnership for the Mediterranean Sea Large Marine Ecosystem to address the main environmental challenges that Mediterranean marine and coastal ecosystems face. The Medparnership aims at: (i) improving environmental conditions of pollution and biodiversity hotspots and other priority areas under stress; (ii) promoting the sustainable use of marine and coastal resources through integrated approaches; (iii) reducing pollution from land-based sources; (iv) enhancing the protection of 'critical' habitats and species; and (v) integrating climate considerations into national marine and coastal planning. So far, thanks to GEF grants and other donors including the European Union, Medparnership has implemented 78 demonstration projects, some still on-going including the one mentioned earlier (see Section 3.3). These initiatives clearly indicate that the past and the current governments of Morocco have strong commitments to promote sustainable development and to protect human health and the environment from pollution and other hazardous chemicals including PCBs and POPs. There is no particularly reason why the commitment of future governments would change, and for this reason rating on **Sociopolitical Sustainability** is rated **Likely**.

[36] Pillar I and II projects – GEF ID 3082 and 3883
[37] https://www.gefieo.org/evaluations/cpe-morocco
[38] https://themedpartnership.org/

70. **Financial Sustainability** – For this aspect of risk, the key point is whether the PCB owners could likely mobilize the necessary resources to soundly dispose of the remaining and newly identified PCB contaminated equipment. The five big PCB owners, mainly electricity and water distribution companies that the evaluation interviewed (see Annex 3) stated that either they already have a budget for PCB management including identification, replacement and final disposal, or they would plan and allocate the necessary budgets whenever required. On the other hand according to available information[39], the small owners such as SMEs would require financial support to soundly dispose of their PCB contaminated equipment. It is thus recommended that the national authorities consider the adoption, in toto or partially, the incentive mechanisms proposed by the project in order to assist these small owners. Despite these identified risks, as the great majority of transformers are the property of big electricity and water distribution companies, **Financial Sustainability** is rated **Likely**.

71. **Institutional framework and governance sustainability** – A national commission on PCB was created in 2010 by decree No. 2-08-243. Under the chairmanship of the METSD, it is constituted by representatives of various ministries as well as representatives from national offices and all major electricity distributing companies. The mission of this commission is to ensure compliance with and implementation of the provisions of the Stockholm Convention on POPs, particularly those related to PCBs. This national PCB commission was very actively involved in the PCB Programmes Pillar I and Pillar II as well as in the project under evaluation. For instance, it reviewed the legal documents drafted by the project and provided useful comments for their improvement.

72. The legislative framework for the sound management of PCBs was strengthened during Pillar I & II. It has been further strengthened during this project, two of the three proposed decrees have already been officially published. There are evidence that the concerned authorities are enforcing the PCB regulations on PCB. All the big PCB owners have already put in place ESM systems for PCB management, and most have a plan PCB phase out plan. In light of the above **Sustainability of institutional framework and governance** is considered **Likely**.

73. **Environmental risks** – The project is considered ecologically sustainable as it was designed to further enhance the capacity of Morocco for the sound management of PCBs until their final disposal by 2028. There are good evidences that the PCB contaminated equipment are being soundly managed at the level of big owners[40] and MME is treating the PCB contaminated equipment at BAP/BEP level (cf. Section 2.2.1 under **Environmentally Sound**). Moreover, as no environmental risk that can influence or jeopardize the project outcomes and future flow of project benefits has been identified, **Environmental Sustainability** is rated **Likely**.

74. As no risks have been identified, **Sustainability** of the project is rated **Likely**.

3.6 Gender mainstreaming

75. The project design and the PRF included gender dimensions in its interventions in line with UNIDO's policy on gender equality and women's empowerment. In particular, a thorough situation analysis was made on gender dimension of the work force in the country. The key findings were that

[39] Interview data from three different sources
[40] Interview data from big PCB owners

since 2000 Morocco was committed to a process for reforming its institutions in order to promote the rights of women and ensure their needs and contributions were fully integrated in public budgeting at national and sub-national levels. Several institutional reforms targeted the integration of gender dimensions in development initiatives including planning, programming and implementation of public policies. The principle of gender equality is enshrined in the Constitution of July 2011. In this context all Moroccan departments are required to mainstream gender dimensions in their programs and projects. The findings also showed that despite these institutional changes, the share of women in the public sector workforce was only 25% in Morocco. In view of these findings, the project anticipated at least 30% of the total number of experts trained under Component 2 to be females, and in that regard included gender-disaggregated indicators and targets of at least 30% women participation for this component in the PRF. These targets were successfully achieved. Of the 935 people that attended awareness raising activities, seminars, and training workshops, 400 were women representing a percentage of 43%. The women were from different target groups such PCB owner companies, laboratory, and private and public sectors. It is worth to note that 7 of the 16 interviewees were women (Annex 3). Rating on **Gender mainstreaming** is **Satisfactory**.

4. Performance of Partners

4.1 UNIDO

76. There have been two turnovers of PM at the level of UNIDO. The first turnover took place in November 2021. The incoming PM, which the evaluation interviewed, did not face any particular challenge for the taking over as a proper handing over from the previous PM took place. In addition, he was very well assisted by a project administrator who was involved in the management of the project since the beginning. The second turnover occurred during the fourth quarter of 2022. These two turnovers did not cause any disruption as the bulk of the activities were completed during the mandate of the first PM. In general, UNIDO performed satisfactorily. Appropriate solutions were found to the reported problems. During missions to attend the PSC meetings, the UNIDO PM provided adequate support and advice that was appreciated by the national counterparts and stakeholders (Table 8)[41]. The UNIDO Country Representative was also involved during project implementation, mostly by sharing projects results to high-level officials, organizing project site visits with representatives from ministries and participating to PSC meetings. However, given the poor decision taken to launch a bid for the treatment of lowly-PCB contaminated equipment (**Output 3.2**), and that delayed implementation by about 15 months (See Section 2.1.1 under **Output 3.2** and Section 3.4), the performance of UNIDO is rated **Moderately Satisfactory**.

4.2 National counterparts

77. The engagement of national counterparts was satisfactory. Representatives of the Department of Sustainable Development (DSD) of METSD as well as other ministries fulfilled their roles during project execution. As confirmed from various sources during the remote interviews, they were fully engaged and active during the PSC meetings and also during the meetings of the national PCB commission. They provided adequate support and took the necessary decisions to facilitate implementation. This strong support is confirmed by the high amount of recipient government co-

[41] The stakeholders interviewed were asked to rate the UNIDO PM, the PMU, the NPC and consultant consultants (NCs). Not all of them gave ratings.

financing that materialized, more than triple compared to the the amount pledge (Table 7). The **Performance of national counterparts** is rated **Satisfactory**.

Table 8: Rating of UNIDO PM, NC and NPC by stakeholders

Entity	n*	Stakeholder ratings**			Average score	Overall rating***
		MS: 4	S: 5	HS: 6		
UNIDO PM	9	0	7	2	5.2	**S**
NPC	12	0	8	4	5.3	**S**
PMU	10	0	8	2	5.2	**S**
National consultants	6	1	5	0	4.8	**S**

*n is the number of stakeholders having rated the entity; **Ratings given by stakeholders to each entity; ***HS = 6; S = 5; MS = 4; MU = 3; U = 2; HU = 1

4.3 Donor

78. GEF was the main donor for the project. The funds were available, and fund transfers were timely and adequate. Rating is **Satisfactory**.

5. Factors facilitating or limiting the achievement of results

5.1 Project management and Results-based management

79. **Project Management**. At UNIDO level, the project was managed by a PM supported by a project administrator. As mentioned earlier, there was two turnovers of the PM, which did not disrupt implementation. They provided the necessary support and technical assistance to the national counterparts, through the recruitment of national consultants, and adequate guidance, well appreciated by to the national counterparts (see Table 8). However, as earlier discussed, the poor decision to launch a first bid for **Output 3.2** that failed, and delayed the project by 15 months caused an over expenditure for PMC by about $78,000.

80. As discussed earlier (Section 3.4), at national level due to challenges a contract was not signed with DSD, the NEA. Instead, for national execution, the PMU was properly staffed with the recruitment of the NPC, legal and technical experts and a project assistant. DSD nominated two representatives to be part of the PMU that was hosted at the offices of DSD. The PMU satisfactorily performed its duties that included supervision and coordination of project activities, organization meetings and events, developing work plans, and reviewing consultant reports among others. The PMU was able to benefit from the guidance and support of the PSC and the national commission on PCB, and to rely on high-quality national expertise, and the UNIDO project team in Vienna, who provided timely support and guidance to the national team. There is documented evidence that there was good communication between PMU, in particular the NPC, with the stakeholders and partners of the project. The PMU and the NPC were satisfactorily rated by the stakeholders (see Table 8).

81. Because of the poor decision to launch the first bid for the treatment of PCB contaminated equipment that delayed implementation by 15 months **Project Management** is rated **Moderately Satisfactory**.

82. **Results-based Management**. There is documented evidence a Results-Based Management approach was adopted to implement the project. As per the Project Implementation Reports (PIR) provided to the evaluation, it is clear that implementation was based on the PRF, and the indicators mentioned therein were used to track progress at both output and outcome levels. Rating on **Results-Based Management** is **Satisfactory**.

83. Overall rating for **Project Management & RBM** is **Moderately Satisfactory**.

5.2 Monitoring & evaluation and reporting

84. **M&E Design.** The project document proposed a detailed the monitoring and evaluation (M&E) plan. This plan, with a total budget of GEF grant US$50,000, included all the monitoring and evaluation activities to be implemented within the project. It involved the measurement of GEF tracking tool specific indicators at project completion and the monitoring of impact indicators as per the PRF to be fed into the PIRs. These monitoring activities fell under the responsibilities of the PMU and the PSC. The M&E included also the conduct of a final external evaluation falling under the responsibility of UNIDO. **Monitoring and Evaluation Design** is rated **Satisfactory**.

85. **M&E Implementation and reporting**. As per the M&E plan, the M&E system was operational. PMU regularly discussed with project stakeholders/partners on the progress of execution of activities according to the agreed work plan, then reported to the UNIDO project team in Vienna which, and if necessary provided technical support and guidance to national counterparts. In addition to the PSC meetings, project progress was also discussed and monitored through the meetings of the national commission on PCB. It worthy to note that as per the lists of participants to these meetings the membership of these two committee/commission was the same. Since the start of the project to the period ending June 2022, a total of 7 meetings were held (3 PSC and 4 PCB commission) and useful and adequate guidance and recommendations were provided to the PMU. In terms of reporting, the annual as well as the PIR reports were timely submitted. **M&E implementation and reporting** is rated **Satisfactory**.

86. Overall rating for **M&E and reporting** is rated **Satisfactory**.

5.3 Stakeholder engagement and communication

87. **Stakeholder engagement** – The key stakeholders and partners such the ministries of tourism and environment, health, energy, hydrocarbons, and finance and local municipalities, as well as the public and private sectors including the major electricity companies were identified and contacted during the preparatory phase to ensure their commitment. Most of them were effectively involved in the PSC and national PCB commission meetings, in training and awareness raising workshops and meetings for the validation of technical documents or during monitoring missions. Some such as the big electricity distributing companies were also involved in the inventory activities. DSD, as part of the PMU, was directly involved in the supervision of the daily activities of the project across the country. The materialization of co-financing, although figures for beneficiary electricity companies were not available (See Section 3.4 and Table 4), confirmed the active involvement of key stakeholder. The rating on **Stakeholder engagement** is **Satisfactory**.

88. **Communication** – There is good evidence that efforts have been made to ensure continuity in communication at national level seems was very satisfactory. This was done during training and

awareness raising workshops, field missions and at the PSC and national PCB commission meetings. In addition, the experience of the MME PCB decontamination platform was shared during the meetings and awareness workshops organized in Morocco. Since the start, more than 200 communication materials (leaflets, brochure, and flyers) were distributed during workshops and events organized by the project. Two of the leaflets produced were in both Arabic and French versions. In 2022, communication promoting the MME decontamination platform was made during 3 national events including during an international fair on recycling and waste management that was held in Tanger, Morocco on 22 – 25 June 2022, and that was attended by a delegation from the Gulf and Middle East countries. In view of the above, **Communication** is rated **Satisfactory**.

89. Rating on **Stakeholder engagement and Communication** is **Satisfactory**.

5.4. Overarching assessment and rating table

90. Table 9 below summarizes the assessment of the project.

Table 9: Summary of Assessment and Ratings for the project

	Evaluation criteria	Evaluator's summary comments	Rating
A	**Impact (progress toward impact)**	Only one of the three intermediate states proposed in the TOC fully emerged. The incentive mechanism to financially assist small PCB owners not yet in place, and no evidence of inspection by national authorities	**MS**
B	**Project design**		**MS**
1	• Overall design	Several strengths noted in the design, in particular logical framework approach adopted to develop project. However, one major weakness identified, in-kind instead of cash co-financing designed for the destruction of PCB contaminate equipment	MS
2	• Logframe	End of project target as well as well-defined SMART indicators to monitor progress and track at output and result levels	S
C	**Project performance**	**All stated objectives achieved**	**MS**
1	• Relevance	Project assisting the Morocco to fulfill its obligations to eliminate the country's PCB equipment by 2028 in the context of the Stockholm Convention, and aligned with GEF Focal areas and UNIDO mandates	HS
2	• Effectiveness	Targets for the three outcomes not fully achieved.	MS
3	• Coherence	Project developed based on results of previous initiatives on PCB (Pillar I & II),	S

	Evaluation criteria	Evaluator's summary comments	Rating
		and established cooperation with Medpartnership programme to manage very big PCB contaminated equipment.	
4	• Efficiency	Although some measures increasing efficiency adopted, not all outputs delivered. Project delayed by 34 months, 15 of which could have been avoided if right decision taken to launch bid for Output 3.2. Delays caused significant over expenditures for PMC	MS
5	• Sustainability of benefits	As no risks identified, sustainability considered likely	L
D	**Cross-cutting performance criteria**		
1	• Gender mainstreaming	Satisfactory involvement and participation of women seen in project activities	S
2	• M&E: ✓ M&E design ✓ M&E implementation	Adequate budgeted M&E plan available. Proper project monitoring and tracking of results done using SMART proposed in the PRF. 7 PSC and national PCB commission meetings held. PIR reports timely submitted	S
3	• Results-based Management (RBM)	RBM approach adopted and proper monitoring of project progress done involving all key stakeholders.	S
E	**Performance of partners**		
1	• UNIDO	UNIDO provided timely and adequate support and technical back-stopping through hired quality national experts. However, poor decision taken to launch a first bid for the treatment of identified PCB contaminated equipment given the limited budget available delayed implementation by 15 months	MS
2	• National counterparts	Key stakeholders fully engaged and fulfilled their responsibilities	S
3	• Donor	GEF funds available and timely transferred	S
F	**Overall assessment**		S

RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

6. Conclusions, recommendations and lessons learned

6.1 Conclusions

91. Implementation of this highly-relevant initiative was delayed by 34 months due to numerous challenges encountered including late launch of the project, time required for procurement, COVID19 pandemic, and a failed bid to select service provider for the treatment lowly PCB contaminated equipment (less than 2000ppm). In particular, the failed bid caused a delay of 15 months, and the project was granted a further extension of 10 months to allow for completion of remaining activities. Due to weakness in the design, pledging in-kind instead of cash co-financing from the beneficiaries, the target of eliminating / treating PCB contaminated equipment for Outputs 3.1 and 3.2 could never be achieved at the onset as only cash co-financing would be appropriate for these activities. On the other hand, the project has facilitated the strengthening the legislation for the sound management of PCBs, two of the three decrees proposed have already been officially published by the authorities. However, the proposed incentive mechanisms that would financially assist owners, particular the small ones such as SMEs, to soundly destroy their PCB equipment have not yet been endorsed by the government. As no risks have been identified, sustainability of the project results are considered likely. Progress to long term impact of the project is considered moderately satisfactory as only one of the three intermediate states proposed in the TOC has emerged so far.

6.2 Recommendations

92. For continued relevance, sustainability of the project results and impact, the following recommendations are addressed to various key stakeholders of the project.

To UNIDO
1. In the past, UNIDO contracted MME that was established under the PCB Programme Pillar II, and which successfully treated 1530 tons of lowly PCB contaminated equipment (less than 2000ppm). MME has also been contracted under this project to collect, manage and export 220 tons of highly contaminated equipment. Furthermore, trials for the destruction of pure PCB or highly PCB contaminated dielectric oils at cement kilns are on-going. If these trials prove to be successful, UNIDO could consider promoting the cement kiln results and the MME PCB treatment Platform in the region including Africa and the Middle East as two reliable and economically competitive options for the sound disposal of PCB equipment.
To UNIDO and the Ministry of Energy Transition and Sustainable Development:

2. The project has been granted a further 10 months extension to allow for project completion. UNIDO and the national counterparts should closely monitor progress to ensure that activities are successfully completed within deadlines. 3. The project has established cooperation with the Medpartnership programme for the sound management of big PCB contaminated equipment. It is recommended that the project should follow up on this cooperation to ensure that all the big contaminated equipment located across the country are covered under the Medpartnership initiative.
To the Ministry of Energy Transition and Sustainable Development:
4. The project has facilitated the drafting of three decrees for the management of PCBs. Two have already been officially published. It is recommended that efforts are made to get the third one, which requires owners to soundly dispose of the PCB equipment by 2028, published by the authorities. This would ensure the country fulfilling its obligations regarding PCBs under the Stockholm Convention. 5. The project has facilitated the drafting of incentive mechanisms to financially assist owners to dispose of their PCB equipment. So far these incentive mechanisms have not yet been endorsed by the government. It is recommended that efforts are made to convince the national authorities to put in place such mechanisms that would particularly assist small owners such SMES, which lack the necessary financial resources to soundly manage their PCB equipment. 6. To ensure compliance with national legislation, it is recommended that the relevant enforcing authorities undertake regularly monitoring and inspection at the premises of PCB owners.

6.3 Lessons learned

93. The following two lessons stemmed out

Two key lessons emerged:
1. Instead of cash, only in-kind co-financing was pledged at design for the treatment and destruction of PCB contaminated equipment (Outputs 3.1 and 3.2). Given that only cash co-financing would be appropriate for these activities, there was a significant shortfall of funds in cash. At the onset, the targets for these two outputs could never be achieved. Planning for the appropriate type of co-financing at design would ensure the achievement of targets for outputs and results during implementation. 2. Although the funds available were limited, project management nevertheless launched a bid for the treatment of all the identified PCB contaminated equipment (Output 3.2). This failed bid delayed implementation by 15 months and contributed to significant over expenditures for project management costs. Through a bid waiver, MME was eventually contracted to treat 220 tons of PCB contaminated equipment. Had project management been aware of the current PCB decontamination costs, they would have already limited the bid amount to the available budget during the first exercise and would have avoided the 15 months delay.

Annexes

Annex 1: ToR of PCB cluster evaluation

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Cluster evaluation of UNIDO projects

Polychlorinated biphenyls (PCBs)

Contents

1. UNIDO PCBs portfolio background

The Stockholm Convention (SC) on persistent organic pollutants (POPs) recognizes that POPs including polychlorinated biphenyls (PCBs) “possess toxic properties, resist degradation, accumulate and are transported through air, water and migratory species, across international boundaries and deposited far from their places, where they accumulate in terrestrial and aquatic ecosystems”. Exposure to PCBs is of a major public health concern, in particular impacts upon women and, through them, upon future generations.
PCBs are industrial products or chemicals mainly used in the energy sector, widely deployed as dielectric and coolant fluids in electrical apparatus, carbonless copy paper and heat transfer fluids. Generally, PCBs are very stable, which explains their persistence in the environment.

UNIDO’s PCBs management and disposal strategy aims to create fundamental capacities within industries, governments, institutions and PCBs owners, in order to comply with the PCB-related obligations under the SC. The projects implemented by UNIDO enhance the critical regulatory and legislative framework and strengthen institutions at the national, regional and local level to manage equipment and waste that contain PCBs in an environmentally sound manner.

Compliance with legislation is ensured by building capacities in local laboratories for PCB sampling and analysis, transfer of technology know-how for local PCBs treatment and elimination and undertaking inspections at PCB-contaminated sites. Environmentally sound PCB management practices reduce PCB releases and risks to human health and the environment; best practices are then further disseminated through public awareness raising initiatives.

Furthermore, UNIDO’s PCB projects include the elimination and disposal of PCBs, often by leveraging interests of the project recipient countries in non-combustion technology, which, in many cases, offer technical and financial advantages. One is on-site PCB decontamination, which solves many technical and procedural barriers for very large transformers that cannot be transported on the road to transformer maintenance facilities. The other is the regeneration of oil. Because workers would usually need to drain and dismantle these transformers, this helps reducing the workers’ risk of exposure to PCBs.

2. Rationale and purpose of the evaluation

Given the number of PCB projects in the last phase of implementation and taken into account significant similarities at project design level, a cluster evaluation approach will be used. The cluster will be tentatively composed of eight (8) projects selected from Table 1 below and the final list of projects included will be validated at Inception phase.

One of the main reasons of the Cluster evaluation would be to overcome some of the shortcomings present in traditional project evaluation, namely the inward-looking nature of the exercise, the timing and high transactional costs and administrative burden.

The purpose of the cluster approach is to produce synergies and increase the value added in the conduct of evaluations.

The efficiency gains produced by this approach will be invested in additional learning and more strategic assessments to inform UNIDO management, Member States, donors and beneficiaries with further more relevant and useful evaluation findings, conclusions and recommendations, such as:

a) Inter-project comparisons (e.g. differences in implementation approaches, different strategies for broader adoption)

b) Incorporation of additional aspects normally not so well-covered (e.g. socio-economic and environmental impacts of projects, other aspects (e.g., global crisis such as the COVID 19 pandemic).

c) Aggregated information for cross-cutting and recurrent issues, such as management, systemic challenges and root causes based on several cases and therefore less anecdotal.

Table 1. List of projects for Cluster Evaluation

Region	Country	UNIDO project N.	GEF ID	Them area	Project budget(EUR)	Year of Eval	Budget left (SAP 31.03.22 USD)
EUR	SERBIA	100313	4877	PCB	2,100,000	2022	786,423
ASP	INDIA	104044	3775	PCB	14,100,000	2022	107,230
ASP	LAO PDR	140157	4782	PCB	1,400,000	2022	271,414
LAC	BOLIVIA	140296	5646	PCB	2,000,000	2022	278,300
LAC	GUATEMALA	140298	5816	PCB	2,000,000	2022	403,866
EUR	RUSSIAN FEDERATION	140019	4915	PCB	7,400,000	2022	30,000
AFR	CONGO	140160	5325	PCB	975,000	2022	25,000
AFR	MOROCCO	170117	9916	PCB	1,826,484	2022	621,734 (ex OpenData)
tot					***31,801,484***		***1,902,233***

3. Scope and focus of the evaluation

The final cluster of projects will be decided upon in the Inception Report, based on the following criteria:

- *Thematic*: projects from same or similar programme, or within interrelated technical areas
- *Timing*: project which Terminal Evaluations are due within +/- 6 months

Projects will be selected based on the planned timing for the project end or operational completion and the respective thematic focal area. The final selection will be made in coordination with the respective project managers and the GEF coordination unit to ensure smooth implementation of the evaluation.

The Cluster Evaluation, as foreseen in the Independent Evaluation Division Work Plan (WP) 2018-19[42] and reiterated in WP 2020-21[43], will follow the UNIDO Evaluation Policy[44], the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle[45], and UNIDO Evaluation Manual. Furthermore, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy[46] and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied. The evaluation will also build upon the findings and recommendations of the Cluster Evaluation on UNIDO POPs portfolio carried out in 2015[47].

The evaluation has three main specific objectives:

i. Assess the projects` performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
ii. Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.
iii. Contribute to organizational learning, by UNIDO and its counterparts, while being forward looking, thus also guiding the development of new similar projects.

[42] https://www.unido.org/sites/default/files/files/2018-11/IEV_WP_2018-19_final_180228.pdf
[43]https://www.unido.org/sites/default/files/files/2021-06/2021-04-21_EIO%20Evaluation%20work%20plan-budget%202020-21_Update%202021_EB%20Approved_F.pdf

[44] UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)
[45] UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)
[46]https://www.thegef.org/sites/default/files/council-meeting documents/EN_GEF.ME_C56_02_GEF_Evaluation_Policy_May_2019_0.pdf
[47]https://www.unido.org/sites/default/files/2015-04/FINAL_report_NIPS_CLUSTER_EVAL_20150409_0.pdf#page=81&zoom=100,120,76

4. Evaluation approach and methodology

The cluster evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the projects to be evaluated will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change (ToC) approach[48] and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. The learning from this analysis will be useful for the design of the future projects so that the management team can effectively use the theory of change to manage the project based on results.

5. Data collection methods

The complete array of instruments for data collection will be finalized at Inception Report stage. Among the main methods foreseen to be used by the Evaluation Team:

(a) **Desk and literature review** of documents related to the projects, including but not limited to:
- The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
- Notes from the meetings of steering committees involved in the project.

(b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the projects; and
- Representatives of donors, counterparts and stakeholders.

(c) Whenever possible**, field visits** to project sites in the involved countries.
Due to the persisting emergency caused by the virus Covid-19, it shall be noted that restrictions on international travels are still in place at the time this ToR is drafted, therefore the field visits should be carried out by the national consultants only.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.

[48] For more information on Theory of Change, please see chapter 3.4 of UNIDO Evaluation Manual

- Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.

(d) **Online data collection** methods such as surveys will be used to the extent possible.

6. Evaluation key questions and criteria

The key evaluation questions, to be further refined at the level of Inception Report, are the following:

1) Have they done the right things in the context of PCB issues in the respective countries? How well have the projects fit with other policies and interventions that affect PCBs in the respective countries?
2) What are the projects` key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent are the achieved results to be sustained after the completion of the projects?
3) What are the key drivers and barriers to achieve the long term objectives? To what extent have the projects helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
4) What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the projects end?
5) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the analysed projects?
6) How far have the Mid-term reviews conducted on the cluster projects been used to ensure the success of the projects in the second phase of implementation?
7) Are there tangible differences with regard to the evaluation criteria between MSPs and FSPs?
8) Were lessons learned from previous projects in the countries and the POPs thematic area sufficiently taken into account while designing the cluster projects?
9) Was the gender dimension given sufficient attention at both project design and implementation?

The table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of UNIDO Evaluation Manual.

Table 2. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	**Progress to impact**	**Yes**
B	**Project design**	**Yes**

#	Evaluation criteria	Mandatory rating
1	• Overall design	Yes
2	• Logframe	Yes
C	**Project performance**	
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Coherence	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	**Cross-cutting performance criteria**	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	 Yes Yes
3	• Results-based Management (RBM)	Yes
E	**Performance of partners**	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	**Overall assessment**	Yes

Performance of partners

The assessment of performance of partners will ***include*** the quality of implementation and execution of the GEF Agencies and project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

The cluster evaluation will assess the following topics, for which ***ratings are not required***:

a. **Need for follow-up**: e.g. in instances financial mismanagement, unintended negative impacts or risks.
b. **Materialization of co-financing**: e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by

some other organization; whether and how shortfall or excess in co-financing affected project results.

c. **Environmental and Social Safeguards**[49]: appropriate environmental and social safeguards were addressed in the projects` design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

7. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per table below.

Table 3. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

[49] Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf

8. Evaluation process

The cluster evaluation will be conducted from June 2022 to December 2022. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term reviews – whenever available – and the current limitations imposed by the Covid-10 pandemic.
2) Desk review and data analysis;
3) Interviews, survey and literature review;
4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
5) Data analysis, report writing and virtual debriefing to UNIDO staff at the Headquarters; and
6) Final report issuance and distribution, and publication of the final evaluation report in UNIDO website.

9. Time schedule and deliverables

The evaluation is scheduled to take place from April 2022 to August 2022. The data collection phase from the field is tentatively planned for May 2022 but will be tailored on the different stages of projects` implementation and specific requirements by the different countries. At the end of the data collection, the evaluation team will present the preliminary findings for key relevant stakeholders involved in the project in the country. The tentative timelines are provided in the table below.

After the debriefing to the national stakeholders, the evaluation team will debrief UNIDO Headquarters and the internal stakeholders involved for debriefing and presentation of the preliminary findings of the terminal evaluation. Online presentation is to be arranged in case the visit cannot take place.

After this phase and the factual validation, a synthesis aggregating the comparable findings from the different projects is expected to be produced by the team. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Managers (PMs), UNIDO Independent Evaluation Division, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO ODG/EIO/EID standards.

Table 4. Tentative timelines

Timelines	Tasks

June 2022	Desk review and writing of inception report
June 2022	Online briefing with UNIDO project manager and the project teams based in Vienna.
July-August 2022	Data collection from the Field
August 2022	Debriefing in Vienna Preparation of first draft evaluation report
September 2022	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
October 2022	Preparation of the synthesis of aggregated findings from the clustered evaluations
November 2022	Review of the Synthesis and the first draft
December 2022	Final evaluation report

10. Evaluation team composition

Given the number of projects included in the Evaluation and the current travel restrictions in place, the evaluation team will be composed of a mix of two international evaluation consultants - one acting as the team leader - and one national evaluation consultant per country, supported by a Cluster Evaluation coordinator from UNIDO IED. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards, and gender. All the consultants will be contracted by UNIDO pooling funds from the projects´ evaluation budgets.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The evaluation team is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to the GEF partnership up to three years after completion of the terminal evaluation.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in the different countries involved will support the evaluation team. The UNIDO GEF Coordinator and GEF Operational Focal Point (OFP) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

An evaluation manager from UNIDO Independent Evaluation Division will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO

Project Managers and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

11. Reporting

Inception report

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and cleared by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); division of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable[50]. The draft inception report will also include a suggested outline of the overall synthesis report (see below), including the specific evaluation questions for the cross-cutting analysis.

Evaluation report format and review procedures

All selected projects will be evaluated meeting GEF minimum requirements (see Annex I).

In terms of final outputs, one short evaluation report per project will be produced, including project performance ratings according to OECD-DAC criteria.

In addition, a final synthesis report of the evaluation findings of the cluster projects, inter-project comparisons and additional evaluation aspects will also be produced.

The draft reports will be delivered to UNIDO Independent Evaluation Division (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO's Independent Evaluation Division for collation and onward transmission to the evaluation team who will be advised of any necessary

[50] The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Division.

revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Division.

12. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 2 – List of documents consulted

1. Project Document and Annexes
2. Inception Report
3. PSC and National commission notes of meeting reports -
4. Project implementation Reports for FY 2019, 2020, 2021 and 2022
5. Work plans
6. Annual reports
7. All awareness raising and training workshop reports
8. Inventory report
9. Reports of consultants and service providers
10. Copies of flyers and brochures
11. Copies of drafted legal documents on PCB management
12. Report on the inventory exercise
13. MME reports
14. Certificates of disposal from Orion
15. Financial reports
16. Reports of technical meetings with PCB owners
17. PowerPoint presentations made at different events including at waste fair in Tanger
18. Copies of contracts with MME
19. Copies of official letters
20. Other relevant documents such as guidance documents developed, meeting reports with cement kilns, and list of participants

Annex 3: List of interviewees

Alessandro AMADIO	Former Project Manager	UNIDO
Clara Fernandez	Project administrator	UNIDO
Jamal ABBOUD	National Project Coordinator	UNIDO
Amal LEMSIOUI	Member of Project Management Unit	Head, Pollution Prevention and Reduction Division, Directorate of Programs and Achievements, Department of Sustainable Development, Ministry of Energy Transition and Sustainable Development
Saida ECH-CHAYEB	Member of Project Management Unit	Head, Health and Environment Unit, Directorate of Programs and Achievements, Department of Sustainable Development, Ministry of Energy Transition and Sustainable Development
Hassan CHOUAOUTA	National consultant	Impact +
Youssef BENOUNA	National consultant	Etudes et Mesures les 5 Domaines
Fatima Azzahra ECHCHAOUI	PCB owner	Société de Distribution d'eau et d'électricité AMENDIS Tanger
Redouane AZMANI	PCB owner	Lyonnaise des Eaux de Casablanca, Lydec
Wafaa RAISS	PCB owner	Office National de l'Electricité et de l'Eau Potable (ONEE) - Branche Eau
Said HASSIDI	PCB owner	Chef de Division Environnement, Office National de l'Electricité et de l'Eau Potable (ONEE) - Branche Electricite
Ahmed FADILI	PCB owner	Régie Autonome de Distribution d'Eau et d'Electricité Province d'Eljadida – RADEEJ
Mohamed ELBOUCH	Beneficiary	Laboratoire national des études et surveillance de sante public (LNSP) - METSD
Omar ECHAFI	Service provider	Manager, Maroc Maintenance Environnement (MME), PCB decontamination Platform
Nourdine ERRAZAKI	Service provider	Directeur Technique, Laboratoire OKSA
Dr. Farah MESRAR	Service provider	Manager, Labovolta Laboratory

Annex 4: Evaluation framework

Evaluation criteria	Evaluation indicators	Means of verification
Project Design		
The evaluation will examine the extent to which: • The project's design is adequate to address the problems at hand. • The project has a clear thematically-focused development objective, the attainment of which can be determined by a set of verifiable indicators. • The project was formulated based on the logical framework (project results framework) approach. • Was there a need to reformulate the project design and the project results framework given changes in the countries and operational context? • Is inventory data (conducted during the preparatory phase) included in the project document based on remote inventory, physical inventory or estimates? • Are relevant environmental and social risk considerations included at the time of project design?	• Situational analysis • Project results framework • Risk assessment and management • Adjustments made due to operational context • Environmental and social safeguards	• Project document and annexes • Interviews with UNIDO, National Focal Points, key national partners, and other project stakeholders
Relevance and Coherence		
The evaluation will examine the extent to which the project is relevant or coherent to the: • National development and environmental priorities, national implementation plans and strategies of the national governments and their populations, as well as regional and international agreements. • Target groups: relevance of the project's objectives, outcomes, and outputs to the different target groups of the interventions (e.g., national governments, municipalities, NGOs, women's associations, waste pickers, etc.). • GEF's focal areas/operational program strategies: In retrospect, were the project's outcomes consistent with the GEF focal area(s)/ operational program strategies? Ascertain the likely nature and significance of the	• Level of alignment with regional, sub-regional, and national environmental priorities, NIP, as well as with UNIDO and GEF strategic priorities at the	• Pertinent project documents and annexes • Interviews with UNIDO, national project coordinators, key national stakeholders

Evaluation criteria	Evaluation indicators	Means of verification
contribution of the project outcomes in the reduction or elimination of releases of uPOPs from open burning • Does the project remain relevant taking into account the changing environment? • To what extent was the project aligned with – and complementary to – other work being delivered within the participating countries?	time of design and implementation	
Effectiveness and Progress to impact		
The evaluation will assess the objectives and current results (results to date): • The evaluation will assess whether the results at various levels, including outcomes, have been achieved. In detail, the following issues will be assessed: Have the expected outputs and outcomes, been successfully achieved? What are the main reasons for the achievement/non-achievement of project objectives? • Are the project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, were there any real outcomes of the project? If there were, are these commensurate with realistic expectations from the project? • Are the targeted beneficiary groups actually being reached? How do the stakeholders perceive the quality of outputs? • Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects? • Identify actual and/or potential longer-term impacts or at least indicate the steps taken to assess these. • Have the relevant authorities in the countries prepared and enforced the regulations on PCBs? • What is the geographical coverage of the project? • What quantity of PCBs have been identified? And disposed off? • Have any spillages been observed or reported? • Does a certified laboratory for testing of PCB-oil exist in the country?	• Target for outputs, outcomes, and objectives of Project Results Framework • Occurrence of intermediate states in the participating countries • Stated contribution of stakeholders in achievement of outputs	• Review of relevant documents such as PIRs, progress reports, meeting reports • Direct observation and discussion during evaluation mission • Interviews with UNIDO, NPCs, National Focal Points, key government representatives, consultants and other partners such as NGOs, academia, etc.

Evaluation criteria	Evaluation indicators	Means of verification
• Will the participating countries continue with PCB disposal? • Has the project provided information on POPs, including PCBs, to educational institutions (schools, colleges, universities, …)?		
Efficiency at current stage of implementation		
The extent to which: • The project cost is effective? Has the project used the most cost-efficient options? • Has the project produced results (outputs and outcomes) within the expected time frame? Has project implementation been delayed? If the project has been delayed, what were the reasons for the delay, and has it affected cost effectiveness or results? • Have the project's activities been in line with the schedule of activities as defined by the project team and annual work plans? Have the disbursements and project expenditures been in line with budgets? • Have the inputs from the donor, UNIDO, and government/ counterpart been provided as planned, and were they adequate to meet the requirements? Was the quality of UNIDO inputs and services as planned and timely? • Have the counterpart institutions spent co-finance as initially committed? • Was there coordination with other UNIDO and other donors' projects, and did possible synergy effects happen? • Give the reasons/justifications for the extension granted to the project. • Has a knowledge management system been established? • To what extent have the recommendations of the mid-term evaluation been taken into consideration? • What has been the impact of COVID-19 on project implementation?	• Level of compliance with expected milestones mentioned in logical framework and with respect to financial planning and annual plans • Level of co-finance mobilized • Document the delays that occurred • List of reasons, validated by project team	For all questions under Efficiency: • PIRs, PSC meeting reports, annual and progress reports, NPSC meeting reports, national reports • Interviews with UNIDO, NPC, National Focal Points, consultants and other project stakeholders
Assessment of risks to likelihood of sustainability of project outcomes		

Evaluation criteria	Evaluation indicators	Means of verification
Sustainability is understood as the likelihood of continued benefits after the GEF project ends. Assessment of sustainability of outcomes will be given special attention, but also technical, financial, and organizational sustainability will be reviewed. This assessment will explain how the risks to project outcomes will affect continuation of benefits after the GEF project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed: • ***Financial risks***. Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available now that the GEF assistance has ended? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in the future, there will be adequate financial resources for sustaining project outcomes.) Was the project successful in leveraging the co-financing pledged at design? • ***Socio-political risks***. Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? • ***Institutional framework and governance risks***. Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency and required technical know-how in place?	UNIDO risk level indicators: Low, Moderate, High	• Review of relevant documents such as PIRs, progress reports, meeting documents, progress reports • Interviews with UNIDO, NPCs, National Focal Points, and other national stakeholders and NGOs

Evaluation criteria	Evaluation indicators	Means of verification
• ***Environmental risks***. Are there any environmental risks that may jeopardize sustainability of project outcomes? Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher-level results that are likely to have adverse environmental impacts, which, in turn, might affect sustainability of project benefits? The evaluation will assess whether certain activities will pose a threat to the sustainability of the project outcomes.		
Assessment of M&E systems		
• ***M&E design***. Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? The evaluation will assess whether the project met the minimum requirements for the application of the project M&E plan. • ***M&E plan implementation***. The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress towards project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Was monitoring and self-evaluation carried out effectively at regional and national levels, based on indicators for outputs, outcomes, and impacts? Are there any annual work plans? Were the steering or advisory mechanisms put in place at national and regional levels? Did reporting and performance reviews take place regularly? • ***Budgeting and funding for M&E activities***. In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project	• Availability of logframe, workplans, roles of overseeing bodies, budgeted M&E plan • Level of implementation of M&E system (execution of activities); changes in implementation approach to adapt to changing situations; compliance of the countries in the submission of relevant	• Project document • PIRs, meeting reports, progress and annual reports, financial and reports, audit and other relevant reports • Interviews with UNIDO, NPCs, and NPSC members, and other relevant stakeholders / partners

Evaluation criteria	Evaluation indicators	Means of verification
planning stage and whether M&E was adequately funded and in a timely manner during implementation.	reports in a timely manner • Compliance with reporting requirements as mentioned in TORs and/or project document	
Monitoring of long-term changes		
The M&E of long-term changes is often incorporated in GEF-supported projects as a separate component and may include determination of environmental baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments towards establishing a long-term monitoring system. The evaluation will address the following questions: a. Did the project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component? b. What were the accomplishments and shortcomings in establishment of this system? c. Is the system sustainable — that is, is it embedded in a proper institutional structure and does it have financing? How likely is it that this system will continue operating upon project completion? d. Is the information generated by this system being used as originally intended?	• Evidence of initial efforts to establish a long-term monitoring system	• Project reports, M&E reports • Interviews with UNIDO, NPCs, National Focal Points, and other relevant stakeholders
Project coordination and management		

Evaluation criteria	Evaluation indicators	Means of verification
The extent to which: • The national management and overall coordination mechanisms have been established and been efficient and effective. Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfill its role and responsibilities (e.g., providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? • The UNIDO HQ-based management, coordination, monitoring, quality control, and technical inputs have been efficient, timely, and effective (e.g., problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix, and frequency of field visits)? • The UNIDO CO is involved in the project.	• Level and quality of project coordination and management at regional and national level	• PIRs, meeting reports, and project coordination and management reports • Interviews with UNIDO, NPCs, National Focal Points, and other relevant stakeholders
Gender mainstreaming		
The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project: • Did the project design adequately consider the gender dimensions in its interventions? If so, how? (For GEF-4 take this point out?) • Was a gender analysis included in a baseline study or needs assessment (if any)? (For GEF-4 take this point out?) • How gender-balanced was the composition of the project management team at regional and national levels, the Regional and National Steering Committees, experts and consultants, and the beneficiaries? • Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? • Are women/gender-focused groups, associations or gender units in partner organizations consulted/included in the project?	Incorporation of gender-responsive approaches and indicators, such as: • Women's participation • Gender balance • Integration of gender dimensions in project delivery • Equality, benefits, and results	• Project reports • Interviews with UNIDO, NPCs, National Focal Points, NGOs, Women's Associations involved, and other beneficiaries

Evaluation criteria	Evaluation indicators	Means of verification
• To what extent were socio-economic benefits delivered by the project at the regional, national, and local levels, including consideration of gender dimensions?		

Annex 5: Evaluation questionnaires

UNIDO Project Manager

Questions	Answers
1. (i) How was the project developed? (ii) Was it a request from the country (iii) How relevant is the project to UNIDO's mandate?	
2. (i) Were you involved in the development of the project (PIF and PPG)? (ii) If yes, were the key national stakeholders identified during that phase? (iii) In particular, were the main PCB owners (e.g. utilities) identified during the preparatory phase? (iv) Are you managing other PCB projects? (v) If yes, were you involved in their development? Please give the GEF ID of these projects. (vi) Any linkages among these PCB projects? e.g., same international consultants involved or lessons learned in one project facilitated the implementation of other projects?	

3. Were you PM since the beginning of the project? 4. If no, when did you take over and was the taking over challenging? Proper handing over?	
5. (i) How many projects were you managing during the implementation of the project under evaluation? (ii) Were you assisted (e,g full time project assistant) for the management of this project?	
6. (i) At UNIDO level, who is responsible to develop the TORs, the contracts and other documents to recruit and sub-contract consultants countries or for procurement? (ii) Did UNIDO do all the procurement of equipment (e.g. for pilot projects)? What is the procedure? Any ceiling to request additional approval? Did this occur for this project? (iii) Were other modalities used for procurement (of goods, equipment, etc.) in the project? (iv) How long did it generally take for procurement or sub-contracting for the project? Any challenges for	

procurement or sub-contracting? If yes, what were the challenges? (v) Modality for disbursement of funds or payments? What approval are required and from whom? (vi) Were disbursements / payments done on a timely manner?	
7. (i) Was the UNIDO Country (or Regional) Office involved during project implementation? (ii) If yes, describe their involvement and support during implementation?	
8. Financial management (i) Was there a need for approval to reallocate budgets? If yes, what were the reasons for these reallocations?	
9. (i) Did UNIDO directly sub-contract the international as well as national consultants? (ii) How were these consultants identified? (iii)Procedure for their recruitment?	
10. Feedback on International Consultants (ICs (i) Did they perform as expected? (ii) Did they deliver on time? If no, what caused the delays?	

(iii) Did they cooperate fully with the Project? (iv) Have there been good collaboration between ICs and the other partners (UNIDO, National Project Coordinator, national counterparts, PCB owners, etc.)?	
11. Feedback on national consultants (NCs) (i) Did they perform as expected? (ii) Were they timely reporting? (iii) Quality of their reports?	
12. Project Management Unit (PMU) or equivalent (e.g. National Execution Agency – NEA) (i) When was the PMU (or equivalent) established? (ii) PMU led by whom (e.g. NPD, NPC, NPM)? (iii) Feedback on PMU (or equivalent) (iv) Feedback on responsible person (NPD, NPC, NPM, or other) heading the PMU	

13. Project Steering Committee, monitoring, challenges, delays, extension, achievement of objectives, and PIRs (i) Was a PSC established? (ii) Did the PMU/NEA submit the required reports (progress, quarterly, annual or other) on a timely basis? Quality of these reports? (iii) Has the gender dimension specifically been considered during implementation and monitoring of the project? (iv) What were the major challenges faced by the project? (v) How were these challenges overcome? (vi) Any impact of these challenges on project implementation? (vii) How many extensions did the project benefit?	

(viii) What were the main reasons for the extensions? (ix) Have all the project objectives / outcomes / outputs been successfully achieved? All indicators available? (x) Were all the recommendations of the MTR considered during project implementation? (xi) Have the PIR reports been timely submitted?	
14. Mechanism for replication / scaling up in place?	
15. Your general feedback on the project.	

Questionnaire – Coordonateur National du Project

Pays: Maroc

Information (nom et email):

Nom de votre établissement:

Votre position dans l'établissement:

Veuillez renvoyer le questionnaire rempli à: robert@uom.ac.mu

Questions	Réponses et commentaires
1. Quelle a été la procédure de sélection et d'embauche du Coordinateur National du Projet (CNP), et qui l'a embauché directement ? Qui a pris la décision finale ? Combien de candidats ont postulé ? A qui doit le CNP rapporter?	
2. Quelles sont vos principales responsabilités en tant que NPC ? 3. Combien de personnes travaillaient dans votre équipe ? Quels étaient leurs rôles ? Travaillaient-ils exclusivement sur ce projet ou partageaient-ils leur temps avec d'autres interventions ? 4. Etablissement d'une unité nationale gestion de projet (UNGP) ? Quand ? Sa composition ? 5. Les rôles et responsabilités du UNGP ? 6. Votre interaction avec l'UNGP ? 7. Quels sont les principaux défis auxquels vous avez été confrontés dans la gestion du projet ou l'exécution des activités ? Comment avez-vous surmonté ces défis ?	

8. Quels étaient les rapports/produits sous votre responsabilité ? Pouvez-vous partager les rapports/produits ? Qui approuve vos produits ou évalue votre travail ?	
9. D'autres consultants ont-ils été engagés pour le projet ? Si oui, qui et comment ont-ils été recrutés ? Veuillez énumérer les consultants et les contrats (a) Qu'est-ce que les consultants avaient à livrer? (b) Êtes-vous satisfait de leur performance? (c) Ont-ils soumis les rapports à temps ou en retard ? En cas de retard, les raisons du retard ? (d) Ces rapports doivent-ils être validés ? Si oui, par qui ? (e) Pourriez-vous m'envoyer une copie de ces rapports ?	
10. Qui étaient les principales parties prenantes du projet ? Veuillez expliquer leur rôles dans le projet. Participaient-ils et collaboraient-ils activement au projet ? Veuillez répondre par partie prenante. La collaboration et l'interaction entre les parties prenantes ont-elles été satisfaisantes ? Comment était la communication (fréquence et canal) entre les principales parties prenantes ?	

11. Les ressources de cofinancement (convenues au début du projet) ont-elles été fournies par les partenaires ? Le projet a-t-il reçu un soutien du gouvernement/des autorités nationales ou des autorités locales/du secteur privé ? Si oui, quel type de soutien (ressources humaines, renforcement des capacités, infrastructure) ? Veuillez répondre par partie prenante. 12. Comment les parties prenantes ont-elles partagé/mis à jour les informations ? Les parties prenantes disposaient-elles d'une plate-forme commune pour le stockage des informations ? Par exemple, les résultats d'analyse d'échantillons, l'inventaire, etc.	
13. Quand le projet a-t-il été officiellement lancé dans votre pays ? Quelle est la portée géographique du projet ? 14. Le projet s'est-il appuyé sur les résultats/données produits par des initiatives précédentes telles que l'inventaire sur les PCB ou autre ? 15. Qui a mis en œuvre l'analyse, l'inventaire et l'élimination (ou traitement) des PCB pendant le projet ? Quelle technique/méthodologie ont-ils utilisé ?	

16. Les parties prenantes concernées disposaient-elles des techniques analytiques, des certifications / autorisations et la technologie pour l'échantillonnage et l'analyse des PCBs, l'inventaire et l'élimination ? Veuillez décrire la situation avant et après le projet. 17. Les capacités développées / renforcées au sein du projet sont-elles suffisamment solides pour continuer à fournir des avantages (inventaire et élimination des PCB) aux parties prenantes au-delà de la durée de vie du projet ? Oui ou non? Veuillez élaborer. 18. Combien de propriétaires de PBC ont élaboré leurs plans de gestion écologiquement rationnelle pour l'élimination des BPC pendant le projet ? 19. Est-ce que les ateliers de maintenance des transformateurs ont-ils été inclus dans le projet lors de la mise en œuvre ? Veuillez préciser cette situation avant et après le projet.	
20. Êtes-vous satisfait du soutien et des conseils fournis par l'ONUDI et le directeur national du projet (DNP) ? 21. Veuillez évaluer les conseils et le soutien fournis par l'ONUDI, et le DNP séparément	ONUDI :

(de 1 à 6). **1 : Highly Unsatisfactory ; 2 : Unsatisfactory ; 3 : Moderately Unsatisfactory ; 4 : Moderately Satisfactory; 5 : Satisfactory ; et, 6 : Highly Satisfactory** 22. 19. Selon vous, quels autres types d'assistance auraient été utiles ?	DNP :
23. Le projet est-il en mesure de réaliser tous les résultats/produits prévus ? Le projet a-t-il eu des retards ? Les raisons du retards ? 24. Le projet a-t-il atteint ses objectifs principaux ainsi que les indicateurs clés ? Veuillez élaborer / commenter. 25. Existe-t-il des facteurs sociaux ou politiques susceptibles d'influencer positivement ou négativement les résultats du projet ? Si oui, veuillez commenter. 26. Quels ont été les principaux défis rencontrés pour entreprendre les activités du projet ? Comment les défis ont-ils été surmontés ? 27. Y a-t-il déjà des signes visibles de l'impact du projet, comme un changement de comportement (Détection et analyse, stockage, inventaire national, élimination) entre les acteurs privés/publics des PCB ? Veuillez donner des exemples concrets. 28. Êtes-vous au courant de la création d'emplois due à la mise en œuvre du projet ? Si oui, combien d'emplois ont été	

créés et quel type d'emploi ? Nombres d'hommes et de femmes? 29. Avez-vous connaissance d'une amélioration des mesures de prévention des risques pour la santé des travailleurs du secteur des PCB et des communautés habitants proches des lieux de stockage des PCB ?	
30. Les autorités compétentes ont-elles commencé à appliquer les lois et les mesures réglementaires de gestion écologiquement rationnelle des PCB à travers le pays? 31. Les organismes chargés de l'application disposent-ils des ressources nécessaires pour inspecter et surveiller les propriétaires de PCB en ce qui concerne la conformité aux réglementations nationales sur les PCB ?	
32. Le projet a-t-il impliqué les femmes ? Comment le projet a-t-il intégré la dimension de genre dans l'exécution du projet ? Y a-t-il des résultats positifs ou émergents sur l'égalité des sexes ?	
33. Quel impact les restrictions liées au COVID19 ont-elles eu sur la mise en œuvre du projet ? Quels ajustements ont été faits à cause du COVID19?	
34. Qui était responsable de la conception et de la mise en œuvre du système/plan de M&E	

(monitoring and évaluation - suivi et évaluation) ? Votre implication / interaction dans le M&E ? 35. Quand est-ce que le comité national de pilotage (CNP) du projet a-t-il été etabli ? 36. Composition du CNP ? 37. Rôles et responsabilités du CNP ? 38. Bon fonctionnement du CNP ? 39. Fréquences des réunions du CNP ? 40. Une revue à mi-parcours (Mid-Term Review - MTR) a-t-elle été entreprise ? Si oui, est-ce que toutes les recommandations du MTR ont-elles été mises en œuvre ?	
41. Avez-vous des commentaires / suggestions / problèmes pertinents relatifs au projet que vous aimeriez partager avec moi ?	

questionnaire rempli à: robert@uom.ac.mu

Questions	Réponses et commentaires
42. Dans quelle mesure le gouvernement du Congo est-il disposé à remplir ses obligations vis-à-vis de la Convention de Stockholm ? 43. Quelle est la pertinence du projet de l'ONUDI sur les PCBs par rapport aux priorités du Congo dans le domaine de la protection de l'environnement ?	

Pays: Maroc
Information (nom et email):
Nom de votre établissement:

Votre fonction dans l'établissement:

Veuillez renvoyer le

44. Quel soutien / appui votre gouvernement, en particulier la Direction Générale de l'environnement, a-t-elle apporté à la mise en œuvre du projet de l'ONUDI	
45. Êtes-vous satisfait du soutien et des conseils fournis par l'ONUDI et les experts/consultants internationaux ? 46. Veuillez donner votre avis sur l'assistance et le soutien fournis par l'ONUDI et d'autres experts/consultants internationaux. Veuillez élaborer. 47. Selon vous, quels autres types d'aide ou soutiens auraient été utiles ? 48. Veuillez donner votre avis sur le Coordonnateur National du Project (CNP). Etes-vous satisfait du travail fourni par le CNP ?	
49. Veuillez évaluer les conseils et le soutien fournis par l'ONUDI et les Experts/ consultants internationaux ainsi que la performance du CNP (**de 1 à 6**). **1 : Très insatisfaisant ; 2 : Insatisfaisant ; 3 : Modérément insatisfaisant ; 4 : Modérément satisfaisant ; 5 : Satisfaisant ; et, 6 : Très satisfaisant**	**ONUDI** : **Expert/consultants internationaux** : **CNP** :
50. Est-ce que les résultats du projet (par exemple, la législation sur les PCBs ou plan	

d'élimination des PCBs) ont-ils été adoptés / intégrés / appliqués au niveau national ?	
51. Existe-t-il des facteurs sociaux ou politiques susceptibles d'influencer positivement ou négativement les résultats du projet ? Si oui, veuillez commenter.	
52. Est-ce que les capacités qui ont été renforcées (par exemple, la capacité la gestion écologiquement rationnelles des PCBs) dans le cadre du projet sont-elles suffisamment solides pour continuer à générer des avantages au-delà de la durée de vie du projet ?	
53. Dans quelle mesure la poursuite des résultats du projet et son impact éventuel (par exemple élimination totale des PCBs au Congo) dépendent-ils de la disponibilité des ressources financières ? Ces ressources financières peuvent-elles être mobilisées au niveau national ?	
54. Avez-vous des commentaires / suggestions / problèmes pertinents relatifs au projet que vous aimeriez partager avec moi ? 55. Votre avis sur le projet	

Evaluation terminale du Projet : Gestion écologiquement rationnelle et élimination finale des PCB

Détenteurs de PCB

Pays : Maroc

Date :

Coordonnées de la personne de contact :

Nom de votre institution :

Votre fonction :

Veuillez renvoyer un e-mail à : robert@uom.ac.mu

Questions	Réponses et commentaires
1 : A propos de votre société : (i) Quand est-ce que votre société a-t-elle été créée ?	

Questions	Réponses et commentaires
(ii) Le domaine d'activités de votre société? (iii) Combien de personnes votre société emploie-t-elle ? Combien d'hommes et de femmes ? (iv) Combien de transformateurs et de condensateurs votre société possède-t-elle ? (v) Comment les gérez-vous ?	
2 : Comment et quand votre société a-t-elle été contactée pour être impliquée dans le projet ? 3 : Est-ce que votre société a été impliquée dans la phase préparatoire du projet ?	
4 : (i) Quel a été le rôle (ou les responsabilités) de votre société dans le projet ? (ii) Qu'est-ce que votre société et son personnel ont bénéficié du projet ? (iv) Quelle a été la contribution de votre société au projet ?	
5 : (i) Êtes-vous satisfait de la formation / de l'appui fourni par le projet sur la gestion écologiquement rationnelle (GER) des PCB ? (i) VOTRE SOCIETE a-t-elle mis en place le système GER pour l'identification et la bonne gestion des équipements contaminés aux PCB ? Par exemple, utilisation d'un kit (ex. L2000DX analyzer) pour l'identification des PCB, stockage sécurisé de l'équipement contaminé par les PCB, travailleurs formés à la manipulation des PCB, etc.	

Questions	Réponses et commentaires
(ii) Votre société a-t-elle élaboré un plan d'élimination des PCB ? Ce plan est-il déjà mis en œuvre ? (iii) Combien de tonnes d'équipements contaminés par les PCB votre société a-t-elle déjà identifiée et correctement gérée et éliminée ? (iv) Quels outils, équipements de protections, et appuis votre société a-t-elle fournis à son personnel pour mener à bien les activités liées aux PCBs ? (v) Quels ont été les principaux obstacles ou défis auxquels votre société a été confrontée lors de la mise en œuvre du projet ? (vi) Comment les défis/obstacles ont-ils été surmontés ? (vii) Au niveau de votre société, quels obstacles/défis subsistent pour identifier et détruire tous les équipements contaminés aux PCB ?	
6 : (i) Êtes-vous satisfait de l'appui/assistance fourni par l'ONUDI, l'Unité de Gestion du Projet (UGP), le Coordonnateur National du Projet (CNP), les consultants nationaux et internationaux (CNs et CIs) ? Veuillez donner brièvement votre avis sur chacun d'eux. (ii) Selon vous, quels autres types d'assistance/appuis auraient été utiles ?	
7 : Le cas échéant, veuillez évaluer individuellement les conseils et le soutien fournis	**ONUDI :**

Questions	Réponses et commentaires
par l'ONUDI, l'UGP, le CNP, les consultants nationaux (CNs) et les consultants internationaux (CIs) de 1 à 6**. 1 : Très insatisfaisant ; 2 : Insatisfaisant ; 3 : Modérément insatisfaisant ; 4 : Modérément satisfaisant ; 5 : Satisfaisant ; et, 6 : Très satisfaisant**	**UGP :** **CNP**: **CNs** : **CIs** :
8 : Quel impact les restrictions liées à la COVID-19 ont-elles eu sur la réalisation des activités et des résultats ? Quels ajustements ont été faits pour pallier à ces retards? 9 : (i) Maintenant que le projet est terminé, à quelle amélioration pouvez penser pour une meilleure mise en œuvre ? (ii) Vos retours sur le projet ?	

Evaluation terminale du Projet : Gestion écologiquement rationnelle et élimination finale des PCB

Point Focal de la Convention de la Convention de Stockholm

Pays : Maroc Date :

Coordonnées de la personne de contact (nom et email) :

Nom de votre institution :

Votre fonction :
Veuillez renvoyer un e-mail à : robert@uom.ac.mu

Questions	Réponses et commentaires
1: Quelles sont les responsabilités du point focal de la Convention de Stockholm pour le Maroc?	
2. (i) Quel est la pertinence du projet par rapport aux priorités du Maroc ? (ii) La pertinence du projet par rapport aux missions / responsabilités de la Direction de la Conservation des Écosystèmes Naturels ?	
3 : (i) Comment avez-vous (ou la **DCEN**) été contacté pour être impliqué dans le projet ? (ii) Quel était votre rôle (ou celui de la **DCEN**) dans le projet ?	
4 : (i) Selon vous, quels étaient les plus grands défis rencontrés los de la mise œuvre du projet ? (ii) Comment est-ce que ces défis ont-été surmontés ?	
5 : Le cas échéant, veuillez évaluer individuellement la performance de l'unité de gestion du projet (UGP) et du coordonnateur national du projet (CNP) lors de la mise en œuvre et gestion du projet de 1 à 6. **1 : Très insatisfaisant ; 2 : Insatisfaisant ; 3 : Modérément insatisfaisant ; 4 : Modérément satisfaisant ; 5 : Satisfaisant ;** **6 : Très satisfaisant**	**UGP** **CNP**:
6 : Vos retours (feedback) sur le projet ?	

Consultant National

Pays : Maroc Date :

Nom du cabinet de conseil :

Nom du consultant et e-mail :

Veuillez renvoyer un e-mail à : robert@uom.ac.mu

Questions	Réponses et commentaires
1: (i) Comment avez-vous entendu parler du projet ? (ii) Quel est votre domaine d'expertise ? (iii) Avez-vous eu des expériences passées avec l'ONUDI ou d'autres agences des Nations Unies ? (iv) Comment avez-vous été sélectionné ?	
2 : (i) Pour quel montant avez-vous été engagé ? (Pouvons-nous avoir une copie de votre contrat ?) (ii) Qu'aviez-vous à livrer dans le cadre du contrat avec l'ONUDI ? (iii) Quels ont été les obstacles ou les défis les plus importants pour exécuter les activités du contrat ? (iv) Dans quelle mesure ces défis et obstacles ont-ils été surmontés ?	

Questions	Réponses et commentaires
(v) Avez-vous été en mesure de livrer avec succès ? Dans les temps ou avec du retard ? Si avec retard, les raisons du retard? (vi) Le COVID a-t-il affecté votre travail ? Comment avez-vous fait pour surmonter ces défis dus au COVID ? (vii)Pouvons-nous avoir une copie de vos rapports ?	
3: (i) Est-ce l'Unité de gestion du projet (UGP)), le coordinateur national de projet (CNP) vous ont-ils aidé / appuyé dans votre tâche stipulée prévus dans le contrat ? (ii) Comment s'est déroulée la collaboration avec l'UGP, la NPC et les autres parties prenantes clés (par exemple : les autorités nationales – ministères et autres ; les détenteurs de PCB, etc.) ? (iii) Avez des points / sujets liés au projet dont vous aimeriez discuter?	
4 : (i) Quelle a été l'adoption de vos livrables (que vous avez produits dans le cadre du contrat) par les parties prenantes / partenaires nationaux (par exemple, les institutions nationales, les détenteurs de PCB, etc.) ?	

Questions	Réponses et commentaires
(ii) Y a-t-il eu des difficultés / défis pour l'adoption de vos livrables par les parties prenantes / partenaires nationaux ? (iii) Si oui, quels ont été les défis et comment ont-ils été surmontés ? Ou, que peut-on faire pour surmonter ces défis ?	
5 : (i) Selon vous, quels défis ou obstacles subsistent encore pour la bonne gestion des équipements contaminés aux PCB à travers le pays ? (ii) Comment peut-on surmonter ces défis ?	
6 : Votre retour (feedback) sur le projet ?	