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independent
evaluation

Environmentally sound management of PCB wastes and PCB-contaminated equipment in Sri Lanka

Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT
INDEPENDENT EVALUATION UNIT**

**Independent Evaluation of
Environmentally sound management of PCB wastes and PCB-
contaminated equipment in Sri Lanka**

UNIDO Project ID: 150050

GEF Project ID: 5314



**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

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Abstract

The project “Environmentally sound management and disposal of PCBs wastes and PCB-contaminated equipment in Sri Lanka” was funded by the GEF with \$4,725m and implemented by UNIDO from January 2016 to March 2024. The Ministry of Mahaweli Development and Environment of Sri Lanka served as the national executing agency for the project.

The main objective of the project was to establish a polychlorinated biphenyl (PCB) management system in Sri Lanka to reduce and eliminate the release of PCBs from waste stockpiles and equipment in an environmentally sound manner.

The purpose of this terminal evaluation is to ensure accountability, support results-based management, and facilitate learning and innovation. The evaluation aims at providing valuable information to UNIDO management and various stakeholders and contributing to evidence-based decision-making.

Keywords: PCBs, pesticides, Sri Lanka

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Abbreviations and Acronyms

Abbreviation	Meaning
CEO	Chief Executing Officer
CEB	Ceylon Electricity Board
EPR	Extended Producer Responsibility
ESM	Environmentally Sound Management
GEF	Global Environment Facility
IA	Implementing Agency
IEC	Information Education and Communication
ISIS	Inclusive and Sustainable Industrial Development
IT	Information Technology
ITI	Industrial Technology Institute
LFA	Logical Framework Approach
M&E	Monitoring and evaluation
MMDE	Ministry of Mahaweli Development and Environment
MTE	Midterm Evaluation
NEA	National Executing Agency
NGO	Non-governmental Organization
NIP	National Implementation Plan
NPC	National Project Coordinator
NPD	National Project Director
NPM	National Project Manager
PCBs	Polychlorinated Biphenyls
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
POPs	Persistent Organic Pollutants
PRF	Project Results Framework
PTPV	People to People Volunteers
RBM	Results-based Management
TE	Terminal Evaluation
TOC	Theory of Change
UNIDO	United Nations Industrial Development Organization

Glossary of Evaluation Related Terms

Term	Definition
Assumption	The conditions that need to be in place to achieve the results as will or may affect progress or success at different levels of an intervention's causal pathway. The assumptions can be internal or external to UNIDO or the particular programme or project and usually connect outputs to outcomes, and outcomes to impact.
Baseline	The situation, prior to an intervention, against which progress can be assessed or comparisons made.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Environmental and social safeguards (ESS)	The extent to which environmental, climate change and social risks and impacts of a UNIDO product, service or process have been assessed and addressed (in line with respective administrative issuances).
Evalund	The subject of an evaluation, typically an intervention, organizational programme of work, or system.
Gender Mainstreaming	The extent to which an adequate gender analysis has been conducted for a UNIDO product, service or process, its findings have been included in its design and monitoring and reporting data is sex-disaggregated where feasible.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Independent Evaluation	Independent evaluations provide an independent, credible and evidence-based assessment on a given entity under evaluation, such as a project, programme, or an entire strand of activities under a thematic, geographical or institutional heading. Independent evaluations are conducted and/or managed by staff members of the UNIDO Independent Evaluation Unit and conducted by external independent evaluation consultants.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lesson Learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
LogFrame (logical framework approach)	Management tool used most often at the project level. It involves identifying strategic elements (activities, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates designing, planning, execution, monitoring and evaluation of a development cooperation intervention. System

	based on MBO (management by objectives) also called RBM (results-based management) principles.
Mainstreaming /sustaining	Initiatives are reproduced/adopted in other geographical areas or regions.
Market change	Initiatives catalyze market transformation by influencing the supply and demand for goods and services contributing to global environmental, economic and social benefits.
Means of verification	Data sources for indicators; reliable and cost-effective.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Policy	A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, an organization, a business organization, a government, or a political party.
Programme	<p>A collection of organizational resources that is geared to accomplish a certain major result or a set of results in a coordinated manner. Therefore, it is used in the context of development cooperation interventions as well as the organizational programme of work:</p> <p>a) A programme contributing to the organizational programme of work: An official plan of action within the Organization, which is aimed at accomplishing a clear organizational objective, and includes details on what work is to be done, by whom, when, and what means or resources will be used.</p> <p>b) Development cooperation programme: A group of complementary projects or activities designed and managed in a coordinated and coherent way, simultaneously or sequentially, to obtain broader benefits and long-term results (impact) not directly attainable from managing the projects individually. A programme is further typically characterized as a systematic and complex intervention to address a development problem or need to attain</p>
Progress to impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place.
Progress/performance measurement and monitoring, reporting & evaluation (M, R & E) systems	The extent to which indicators and means of verification (data sources) as well as M, R & E plans are fit to inform adaptive management and decision-making.
Project	A development cooperation intervention, which is designed to achieve specific objectives (outputs and outcomes) contributing to a higher objective (impact) within a given budget and a specific period of time, i.e. it has a beginning and an end.
Project/programme design	Formulation of the intervention, the plan to achieve a specific purpose.
Project/programme performance	Functioning of a development intervention

Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Replication	Initiatives are reproduced/adopted in other geographical areas or regions.
Result	Specific and measurable change (output, outcome and impact) that is derived from a cause-and-effect relationship. The causality relationship between the changes is as important as the results themselves as it reflects the theory of change (see below) and the roles of UNIDO and its partners.
Results-Based Management (RBM)	A management strategy – at project and programme, portfolio, organizational, country, and global levels – based on managing for the achievement of intended results within a given context by integrating a results philosophy and principles into all aspects of management and by integrating good practices and lessons learned from past performance into management decision-making.
Results chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the
Review	A systematic and evidence-based self-assessment of the performance of a programme or project, aiming at determining performance against established criteria. It can be conducted internally, i.e. by personnel directly involved in a programme or project, or externally, i.e. by personnel hired specifically for the purpose of conducting the review, whereby the overall responsibility for the review rests with the programme or project management. Reviews can be carried out at different stages of the programme or project life cycle, i.e. for programmes and projects with start and end dates as mid-term reviews (MTRs) and terminal self-evaluations, and for open-ended programmes periodically.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Scale-up	Scale-up is defined as the multiplication of an achieved result from an intervention, in which a greater number of beneficiaries (people or institutions) benefit more lastingly from the results. The scaling-up process may be: a) horizontal, expanding geographical reach to cover more people through replication and adaptation; and/or b) vertical, expanding institutional reach to guide principles of practice through mainstreaming. Scaling-up of results may require an integrated approach of horizontal and vertical scaling-up
Self evaluation	Self-evaluations are reviews (see above). They are an integral part of the project or programme M&R function, which is a management function. They take the form of a systematic, mid-term or final review of projects or programmes. As such, they are carried out or managed by officials who are responsible for their implementation, i.e., management. Independence is not a requirement for self-evaluations, although in keeping with good practice they are often undertaken by external evaluation consultants. Self-evaluations build upon M&R and should take place according to the rules established in project management guidelines. They are the vehicle for steering corrective action by line management, and therefore a management responsibility (under 1st and 2nd Line of the UNIDO Three Lines Model of Defence (3LM)).

Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of Change	Theory of change or programme theory is similar to a logic model, but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

Executive Summary

The full-size project “*Environmentally sound management and disposal of PCBs wastes and PCB contaminated equipment in Sri Lanka*”, funded for an amount of \$ 4.725 M by the Global Environment Facility, was implemented from January 2016 to 31 March 2024 by the United Nations Industrial Development Organization. The national executing agency was the Ministry of Mahaweli Development and Environment of Sri Lanka.

The main objective of the project was to build capacity to introduce and implement a polychlorinated biphenyl (PCB) management system to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment in an environmentally sound manner.

The purpose of the terminal evaluation is to promote accountability; support results-based management; and drive learning and innovation. The evaluation would provide UNIDO management and stakeholders with valuable information, and contribute to improved policymaking based on evidence-based decision-making. The evaluation covered the whole duration of the project.

The in-depth evaluation included: a review of project documents; a country visit; and, using a participatory approach, interviews with project personnel, intended beneficiaries, project partners, and other stakeholders involved in the project. The evaluator also remotely interviewed some key project partners.

Key Findings

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 Sri Lanka, a party to the Stockholm Convention, to fulfill its obligations to identify and eliminate all PCBs in the country by 2028. The project is aligned with GEF's strategic priorities in the chemical and wastes focal area and with UNIDO's priorities and mandates.

Effectiveness: The project succeeded in achieving most of the stated project objectives. It succeeded in building national capacity for the environmentally sound management of PCBs and undertaking a full inventory of contaminated equipment in the utility and welding sectors. The project successfully strengthened the policy and regulatory framework for the environmentally sound management of PCBs. Two national policies were developed, only already adopted and the second one was submitted for approval by the cabinet. All PCB-contaminated equipment and oil identified during the inventories, amounting to 722 tons, were soundly eliminated. The lowly contaminated oils (less than 4,000 ppm) were eliminated locally by co-processing at a cement kiln operating at BAT level. The highly contaminated equipment and oil were exported to be destroyed at a dedicated facility in Belgium. The target of eliminating 1,000 tons of PCB was not met, not due to the project's underperformance but because of the non-availability of contaminated equipment.

Efficiency: Due to challenges faced such as the slow start of the project, the COVID-19 pandemic, the political and economic crisis of 2022, and delays in obtaining Basel notification, the project duration, originally designed for five years, was extended to eight

years. Thanks to their dedication with adequate guidance and support from the UNIDO project manager, the project team succeeded in delivering all outputs within the planned budget keeping the project management costs very reasonable. The significant amount of co-financing that materialized contributed to cost-effectiveness.

Sustainability: As no risks that may jeopardize the future flow of benefits after project closure have been identified, the sustainability of project results is considered likely.

Overall assessment and project rating

	Evaluation criteria	Rating
A	Impact (progress toward impact)	L
B	Project Design	S
B.1	• Overall design	S
B.2	• Project results framework	S
C	Project performance	HS
C.1	• Relevance	HS
C.2	• Coherence	HS
C.3	• Effectiveness	S
C.4	• Efficiency	HS
C.5	• Sustainability of benefits	L
D	Gender mainstreaming	S
E	Project implementation management	S
E.1	• Results-based management	S
E.2	• Monitoring and evaluation, reporting	S
F	Performance of partners	HS
F.1	• UNIDO	HS
F.2	• National counterparts	HS
F.3	• Private partners	HS
F.4	• Donor	S
G	Environmental and Social Safeguards, Disability and Human Rights	
G.1	• Environmental safeguards	S
G.2	• Social Safeguards, Disability, and Human Rights	S
H	Overall assessment	S

Key Recommendations

Recommendation 1: The project contributed to developing two national policies for the ESM of PCBs. So far only one has already been adopted. It is recommended that necessary actions are taken for the other policy to be adopted and enforced.

Recommendation 2: The project facilitated the development of a long-term strategy for the ESM of PCBs until their final elimination by 2028. This strategy has already been discussed with the relevant stakeholders for their comments and feedback. MMDE should take action for its adoption and implementation.

Recommendation 3: All the PCB-contaminated equipment and oil identified during the inventory exercises have already been soundly eliminated. These inventories covered more than 90% of existing transformers in Sri Lanka. Further contaminated equipment will likely be identified after project closure. Those would be probably lowly contaminated (less than

4,000 ppm), which can be eliminated at INSEE Ecocycle by co-processing. It is recommended that the rate for elimination should be reasonable, the rate should be less than the option of exporting the contaminated equipment for elimination at dedicated facilities outside Sri Lanka.

Recommendation 4: A website that shares information about the project has been developed. However, this website is not regularly updated. It is therefore recommended that the project website be updated on a more regular basis.

Recommendation 5: At the 20th meeting, the PSC decided to terminate the breast milk study as the contract expired and no significant progress was reported at the last meeting. Given the efforts already made, resources allocated, and that this national survey would provide relevant information on the extent to which the Sri Lankan population has been exposed to POPs, it is recommended the relevant authorities re-establish communication with CES, and if required they provide them with the necessary support to complete this study.

Introduction

1.1 Evaluation Purpose

1. The purpose of the terminal evaluation (TE) is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation will cover the whole duration of the project from its starting date in January 2016 to the completion date in March 2024. The evaluation has two specific objectives: (i) Assess the project 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.

1.2 Evaluation Objectives and Scope

2. The main objective of the TE was to assess the project's performance based on the criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact. To assess the aforementioned evaluation criteria, the evaluation team particularly looked into the following:
 - (i) Did the project rightly tackle the PCB issues in the country and were adequate solutions proposed? How well has the project fit with other policies and interventions that affect PCBs in the respective countries?
 - (ii) What were the project's key results? To what extent have the expected results been achieved or are likely to be achieved? What is the likelihood of sustainability of the achieved results after the completion of the project?
 - (iii) What are the key drivers and barriers to achieving the long-term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers, and contribute to the long-term objectives?
 - (iv) What are the main 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 project ends?
 - (v) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing, and managing the project?
 - (vi) How far have the recommendations of the midterm evaluation (MTE) been used to ensure the success of the project in the second phase of implementation?
 - (vii) Were lessons learned from previous projects in the country and the POPs thematic area sufficiently taken into account while designing the project?
 - (viii) Was the gender dimension given sufficient attention in both project design and implementation?
3. In addition to the aforementioned questions, the evaluator developed a more focused set of questions as well as key indicators and data sources that cover all these aforementioned criteria, which are summarized in the evaluation matrix (Annex 2).

1.3 Theory of Change

4. A logical framework approach (LFA) that included well-described outcomes, the corresponding outputs and activities, verifiable indicators and sources of

verification, as well as assumptions was adopted to develop the project. The advantage of LFA is that the causal pathways from outputs through outcomes to impact are easily identified. As a GEF-5 project, providing a theory of change (TOC), which is a methodology or a management tool that depicts the process of change by highlighting the causal linkages in the initiative (the short-term and long-term outcomes), was not a requirement. Based on the project documentation, the evaluator developed a TOC (Figure 1), which shows how the project is expected to contribute to bringing about changes in Sri Lanka for long-term impact. At the onset, the necessary precondition is that the project needs to produce the seven planned outputs that would contribute to achieving the three project outcomes. By the end of the project and beyond, it is anticipated that all PCB owners will have established ESM systems at their facilities for the identification and phasing out of PCB-containing equipment (Long Term Outcome 1). In parallel, the relevant authorities will be ensuring that all PCB owners are complying with national regulations and are implementing the PCB phase-out and disposal plan (Long Term Outcome 2). Finally, with the assistance and support of the relevant authorities, it is foreseen that by 2028, the PCB owners will have soundly disposed of all their PCBs (Long Term Outcome 3), and hence would reduce the risk exposure of humans and the environment to the harmful effects of PCBs (Impact statement).

5. Six key assumptions¹ have been identified for the TOC to operate. These are: 1. MMDE and the main industrial stakeholders committed to improving their awareness and capability on PCBs management; 2. Institutional and industrial stakeholders are committed to attend training on PCB management; 3. Government and industry stakeholders proactive in identifying proper mechanisms, specific for Sri Lanka, for the enforcement of the PCB legislation; 4. Economic and environmental benefits of an additional technology demonstrated in addition to cement kiln co-incineration; 5. Relevant officers enforcing legislation and policies on PCBs; and 6. Authorities supporting PCB owners to soundly dispose of their remaining PCB-contaminated equipment and wastes by 2028. Assumptions 5 and 6 are linked to the long term outcomes, the evaluation team will therefore seek evidence of whether these two assumptions are proving to hold during the information-gathering phase. As depicted in Figure 1, three important drivers have also been identified and they are related to the support that the project should provide to achieve the project outcomes.

1.4 Methodology

6. The independent TE was conducted in accordance with the UNIDO Evaluation Policy,² the UNIDO Guidelines for the Technical Cooperation Program and Project Cycle,³ and the UNIDO Evaluation Manual⁴. In addition, the GEF Monitoring and Evaluation Policy,⁵ and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies⁶ was also applied.

¹ Taken from the project logical framework of the project document.

² UNIDO (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1).

³ 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).

⁴ <https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf>

⁵ GEF (2010) The GEF Monitoring and Evaluation Policy (Evaluation Office, November 2010).

⁶ GEF (2011). GEF Minimum Fiduciary Standards: Separation of Implementation and Execution Functions in GEF Partner Agencies (GEF/C.41/06/Rev.01, 3 November 2011, prepared by the Trustee).

7. The TE used a participatory approach whereby key stakeholders were kept informed and consulted throughout the review process. Both quantitative and qualitative evaluation methods were used as appropriate to determine project achievements against the expected outputs, outcomes, and impacts.
8. The TE was based on a combination of desk review of documents and interviews (face-to-face and remote) with key stakeholders, partners, and beneficiaries involved in the project including the UNIDO Project Manager (PM); the Ministry of Mahaweli Development and Environment (MMDE), the National Executing Agency (NEA); the National Project Director (NPD); the National Project Coordinator (NPC); the National Project Manager (NPM); the national project team; INSEE Ecocycle, responsible to destroy PCB-contaminated oils by co-incineration at a cement kiln, Ceylon Electricity Board (CEB), the main PCB-owner; other PCB-owners, consultants, and other relevant resource persons. Information was also gathered through a country mission that was undertaken from 19 to 24 February 2024. During this mission, key stakeholders were interviewed and a site visit was made to INSEE Ecocycle in Puttalam, North Western Province. Before the interviews, questionnaires⁷ were sent to the interviewees at least one week in advance.
9. As per the terms of reference for this evaluation, the evaluation team proposed a TOC (cf. Section 1.3) that was used to identify causal and transformational pathways from the project outputs to outcomes and longer-term outcomes, drivers, and assumptions to achieve them. In particular, the evaluation assessed the extent to which the project contributed to putting in place the conditions necessary to catalyze the emergence of the long-term outcomes of the TOC for achieving impact.
10. Data analysis, development of emerging findings, and evaluation criteria rating were undertaken. As far as possible, emerging findings were derived through triangulation of data from different sources that contributed to ensuring the robustness and validity of the assessment. Whenever a potentially important finding was identified but it was not possible to triangulate (e.g., data/finding provided by a single source), this was explicitly highlighted in the evaluation report.

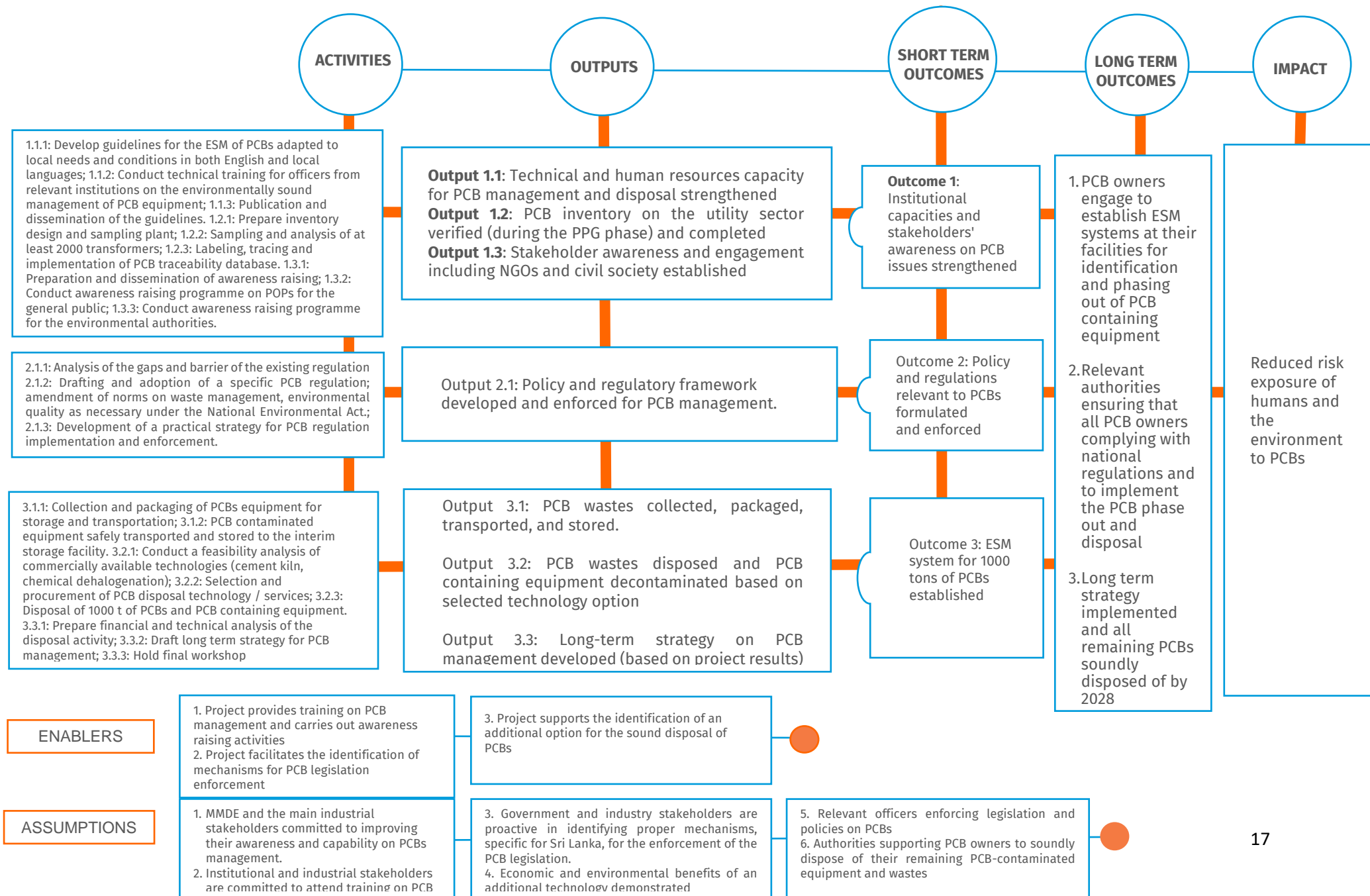
1.5 Limitations

11. The evaluator did not encounter any major limitations in terms of access to information. During the inception phase, the project team shared a substantive set of documents⁸ through a Google Drive. Upon request further documents such as missing co-financing reports were provided. The evaluator could interview all the key stakeholders, partners, and beneficiaries as well as consultants either during the mission or remotely.

⁷ See Annex 5

⁸ See Annex 3: list of documentation consulted

Figure 1: Theory of Change



Project Background and Context

12. Sri Lanka signed the Stockholm Convention on Persistent Organic Pollutants (POPs) on 05 September 2001 and ratified it on 22 December 2005. The country's National Implementation Plan (NIP) transmitted on 28 September 2007, identifies phase-out and disposal of PCBs as second of the priorities requiring immediate attention and action. With UNIDO's assistance, the government obtained approval for GEF funding on the project Environmentally-Sound Management and Disposal of PCB Waste and Contaminated Equipment. MMDE serves as the national focal point to the Stockholm Convention and is the national executing partner for this proposed project.
13. The overall objective of the project is to build capacity to introduce and implement a PCB management system to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment in an environmentally sound manner. The rationale and objectives of the project derive from the priorities and key objectives established by the NIP to: Develop and put in place legislation for PCB management; Establish full inventory of PCB containing equipment; Establish procedures for equipment maintenance; Establish appropriate PCBs analysis laboratory facilities; Establish and implement guidelines for phase out, transportation; Storage and disposal of PCBs equipment; Establish progress monitoring mechanisms; Capacity building for control and management of PCBs; and, Disposal of existing stocks and stockpiles.

Findings

3.1 Project Design

14. The evaluation acknowledges several strengths in the design. In particular, the logical framework approach (LFA) was used to develop the project. This approach provided a clear and rational framework for planning envisioned activities and determining how to measure a project's success while taking external factors into account. The evaluation found that the design was adequate to address the problems at hand such as the lack of knowledge related to the environmentally sound management (ESM) of PCBs. Based on the situational analyses and the needs assessment done, a clear thematically-focused development objective was proposed, and the causal pathways from project outputs through outcomes towards impacts have been clearly described in the project document. The LFA also allowed the identification of the key stakeholders including MMDE and CEB, which led to their engagement during the preparatory phase through a participatory approach.
15. The project document provided a detailed budget per component, per output, and per activity for GEF funds⁹ as well as for co-financing. Relevant socioeconomic benefits to be delivered by the project as well as consideration of gender dimensions have been adequately described in the project document¹⁰. Adequate institutional arrangements have been proposed for project implementation at UNIDO level, and for coordination and execution at national level. Relevant national stakeholders, such as ministries, institutions and state owned companies from the energy sector, and academia have been identified and their foreseen involvement described¹¹.

Project Results Framework

16. The logical framework approach, used to develop the project, led to the establishment of a Project Results Framework (PRF)¹² and the main elements of the project, i.e., the overall objective, outcomes, outputs, as well as adequate and SMART¹³ indicators, their means of verification, and the assumptions. The evaluation however considers that midterm targets could have been proposed, which would have helped the implementers to better monitor progress. Nevertheless, **Project Design and results framework** is rated **Satisfactory**.

3.2 Relevance

17. Sri Lanka signed the Stockholm Convention on 5 September 2001, and ratified it on 22 December 2005. It transmitted its National Implementation Plan (NIP) to the Stockholm Convention Secretariat on 28 September 2007. The NIP identified the sound management as its second priority. In this regard, the evaluation considers that this project, which is assisting to fulfill its obligations towards the Stockholm Convention, is highly relevant. In particular, the project, in strengthening of the national legal and policy framework and building capacity on the ESM of PCBs until

⁹ Annexes F and G of the project document

¹⁰ Section B.2 of the project document

¹¹ Section B.1 of the project document

¹² Annex A of the project document

¹³ SMART: specific, measurable, achievable, relevant and time-bound indicators

final disposal, is supporting Sri Lanka for an effective and efficient phasing out, and complete elimination of PCBs by 2028.

18. The project, which was formulated during the GEF-5 cycle, was aligned with GEF Chemicals FA objective CHEM-1 "Phase out POPs and reduce POPs releases"; Outcome 1.4 "POPs waste prevented, managed and disposed of and POPs contaminated sites managed in an environmentally sound manner"; Output 1.4.1 "PCB management plans under development and implementation". The project focused on the environmentally sound management (ESM) of PCBs and would, directly and indirectly, activate funds and investments for the safe control, management, and disposal of PCBs and PCB-containing equipment and waste in the country.
19. The project aligns with UNIDO priorities and mandates, and the renewed mandate on Inclusive and Sustainable Industrial Development (ISID). The project is particularly relevant to one of ISID's pillars: 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 environmental resources from POPs-related pollution. Moreover, UNIDO has the comparative advantage of having implemented many projects on the environmentally sound management of PCBs.
20. As the project is responding to Sri Lanka's needs for the sound management of PCBs, and it is consistent with GEF Chemicals Focal area and UNIDO mandates, the rating on **Relevance** is **Highly Satisfactory**.

3.3 Coherence

21. The project is responding to the National Development Framework, "Mahinda Chinthana - a Vision for Future", which emphasizes the need for all industries in the country to operate in an eco-friendly manner through the introduction of effective waste management systems such that by 2016, 80-100% of hazardous industrial wastes are soundly collected and disposed of.
22. MMDE, the National Executing Agency (NEA) of the project, succeeded in engaging CEB, the main PCB owner in the country, during the preparatory phase. CEB committed a very significant amount of co-financing, more than \$ 15 million, to the project. MMDE also succeeded to generate strong support from other PCB owners including the private sector.
23. For the sound disposal of PCB, the project strategically partnered with INSEE Ecocycle¹⁴, the only existing facility in Sri Lanka that has the capacity and knowhow to destroy PCBs by co-firing at a cement kiln. INSEE Ecocycle is a sub-company of INSEE Cement¹⁵, which is a fully integrated cement manufacturer in Sri Lanka. INSEE Ecocycle offers a wide range of services offering sustainable solutions to a range of industries in various sectors such as recovering energy and resources from waste materials. It provides best practices and sustainable waste solutions, and waste

¹⁴ <https://www.siamcitycement.com/thailand/inseeecocycle/en/home>

¹⁵ <https://www.siamcitycement.com/srilanka/en/home>

management services including waste analysis, handling, logistics, processing and final destruction at their cement kilns. INSEE Ecocycle can process all types of wastes including hazardous ones.

24. Given the approach adopted by the project, rating on **Coherence** is **Highly Satisfactory**.

3.4 Effectiveness

25. The assessment of effectiveness was based on the extent to which outputs and outcomes have been achieved, and whether the objectives of the project have been attained. The design planned twenty one activities to deliver seven outputs that would contribute to three substantive outcomes. Outputs as well as achievement of outcomes, and project objectives, were assessed based on whether their corresponding indicators proposed in the PRF were available. The scale used for rating ranges from Highly Satisfactory (HS) to Highly Unsatisfactory (HU).

3.4.1 Delivery of Outputs

26. Despite significant delays due to challenges faced (discussed in the later sections), the project performed very satisfactorily in terms of output delivery. The Covid19 pandemic particularly affected implementation and caused a delay of almost two years. As reported in Table 1 below, five of the seven outputs have been rated **HS**, and the last two **Satisfactory (S)** respectively. For the rating of components and achievement of outputs, the output ratings have been converted to scores. Then the average score for all the outputs has been calculated and converted to a rating again (see Table 2).
27. **Component 1: Institutional strengthening and awareness raising.** The project performed exceptionally well for this component. As targets have been fully achieved for the three outputs, they have been rated **HS** (Table 1). For **Output 1.1**, training manuals for the utility and welding sectors have been produced in Sinhala, Tamil and English languages. More than 30 officials were trained on ESM of PCBs, and extensive communication and dissemination have been done through capacity building and awareness raising workshops. For **Output 1.2**, inventory and sampling plans have been developed, and successful inventories covering the utility, welding, and industry sectors were carried out. The inventory exercise was however delayed due to the termination of contract of the Information Technology (IT) expert, who was supposed to produce an application for data storage. The inventory teams had to process the data manually, which slowed down inventory exercise. Furthermore, due to the political and economic crisis in 2022¹⁶, there was a severe shortage of fuel in the country, and the inventory teams were unable to get the required fuel for the vehicles and faced many problems. There was also an electricity crisis in the country and many welding places have been closed due to lack of electricity and the cleaning activities were severely hampered. Nevertheless, they could complete the inventories, but with much delays. A total of 44,317 transformers have been inventoried and the transformers owned by CEB are GPS located, and the data kept in a database established by CEB. A total of 12,234 transformers have been sampled and tested, largely exceeding the target of 2,000 at design, and 3,786 were tested PCB positive (more than 50ppm). It should be highlighted the exceptional work done

¹⁶https://en.wikipedia.org/wiki/2022_Sri_Lankan_political_crisis#:~:text=The%202022%20Sri%20Lankan%20political,economic%20crisis%20in%20the%20country

by the non-governmental organization (NGO), People To People Volunteers (PTPV), which was contracted to undertake the inventory in the welding sector. They succeeded to carry a full inventory in the sector. This excellent work was showcased on UNIDO's website¹⁷. Of the 10,326 transformers inventoried, PTPV was able to test 10,026 (97% tested) using PCB test kits provided by the project. To confirm the results, the samples were sent to the laboratory of the Industrial Technology Institute (ITI) to be analyzed by gas chromatography. In the context of **Output 1.3**, thirty three workshops were undertaken to train, communicate and raising awareness on PCBs. A total of 2072 participants (1463 males and 609 females) attended these activities. A project website¹⁸, has been created in 2017. It provides information about the project and promotes the project results. However, it needs to be updated on a more regular basis. The project produced a number of Information, Education and Communication (IEC) materials and merchandise, which were distributed during events: a project website, 3 IEC videos, 5 published articles in local newspapers, 1,000 T-shirts, 500 hats, 4,000 bags, 100,000 exercise books, and 7,500 leaflets. Overall, **Component 1** is rated **HS** (Table 2).

28. **Component 2: Policy and regulatory framework.** The project facilitated the drafting and adoption of specific PCB regulations, amendment of norms on waste management, and environmental quality as necessary under the National Environmental Act (NEA), and development of a practical strategy for PCB regulation implementation and enforcement. These led to the development of two national policies, the National Policy on Solid Waste Management (SWM) (approved and adopted), and the National Chemical Management (NCM) Policy under the NEA, which lay the background for the regulatory changes required for management of PCB in Sri Lanka. The proposed changes in the NCM Policy are to introduce the concept of Extended Producer Responsibility (EPR) into the NEA in which owners of PCB-containing equipment will be responsible for their management until final sound disposal in the future. The amendment of the NEA has been submitted to the Cabinet for approval. It was pointed out to the evaluation that since 2017, PCBs were banned for importation through the Gazette notification 2044/40 dated November 9, 2017 issued by the Import and Export Control Department. As the policy on chemical management has not yet been approved by the cabinet, **Output 2.1** has been rated **S**.
29. **Component 3: ESM of PCBs.** Both **Outputs 3.1** and **3.2** have been very satisfactorily delivered (Table 1). For **Output 3.1**, CEB and PTPV adopted ESM practices for the sound handling and transportation of PCB-contaminated equipment. PTPV provided three specialized vehicles for the transport of contaminated equipment. Both CEB and PTPV provided adequate temporary storage facilities where more than 500 tons of PCB-contaminated equipment transited before their final elimination at INSEE Ecocycle. For **Output 3.2**, the project partnered with INSEE Ecocycle¹⁹ for the disposal of all identified PCBs. The low-level PCB-contaminated oil (up to 4,000 ppm) were destroyed by co-processing at the cement kiln operating at BAT level²⁰. The combustor of the cement kiln had to be retrofitted to allow for the co-firing of liquid and solid hazardous wastes. For the highly contaminated oil and pure PCB oils, INSEE Ecocycle was responsible to export them for destruction at a dedicated facility in Belgium. This option was a decision taken by UNIDO in consultation national

¹⁷ <https://www.unido.org/stories/sri-lankas-welders-learn-dangers-contaminated-oil>

¹⁸ <http://www.popsrilanka.lk/>

¹⁹ Contractual agreement between UNIDO and INSEE Ecocycle for \$1,459,907

²⁰ Regular monitoring of the kiln emissions, with a BAT level destruction efficiency of 99.9999999%

counterparts and was approved by the PSC. In that context, a contractual agreement between UNIDO and INSEE Ecocycle for \$1,459,907 was established. INSEE Ecocycle faced some challenges while executing the activities, which delayed implementation. Due to the 2022 political and economic crisis, INSEE Ecocycle could not get the necessary amount in US dollars from local banks to import new oil that would be used for the refilling of lowly PCB-contaminated transformers. UNIDO was very flexible, and made advance payments in US dollars to INSEE Ecocycle, who could import the oil. INSEE Ecocycle also faced with delays in obtaining Basel notification approval from the countries where the PCB shipment to Belgium would transit. Despite these challenges, in the end all the lowly and highly PCB-contaminated equipment and oil identified during the inventories carried out in **Component 1**, and having a total mass 722 tons (equipment and oil), were soundly treated or disposed of. The target of destroying 1,000 tons was however not reached. Noting that the inventories covered more than 90% of existing transformers in Sri Lanka, this tends to indicate that there has been an overestimation of existing PCB-contaminated equipment during the design of the project. Thus not achieving the target was not due to the project underperforming, but rather due to the non-availability of contaminated equipment. A significant budget for PCB destruction was unspent. At the request of the national counterparts, UNIDO agreed the project to purchase two gas chromatograph with electron capture detector (GC-ECD) for the upgrading of the laboratories of the Central Environmental Authority (CEA) and that of ITI that assist the country in the testing of PCBs but other POPs. This decision was taken at the 22nd PSC meeting. **Output 3.2** has been rated **HS**. The project supported the development of a long-term strategy for eliminating PCBs before 2028. The implementation of this strategy would contribute to achieving Sri Lanka's Vision and Mission for a PCB-free country for future generations. As this strategy has not yet been adopted, **Output 3.3** is rated **MS**. Overall **Component 3** is rated **S** (Table 2).

30. **Breast Milk Study** – This study was not planned in the design. At the request of the Centre for Environmental Studies (CES), University of Peradeniya, the project agreed to fund a National Survey on POPs including PCBs in breast milk giving special reference to dioxins through a decision taken at the 13th PSC meeting held in February 2019. Research assistants were recruited and a sampling plan was developed. However, the delays in obtaining milk collection jars from Germany and the Covid19 delayed the execution of the survey. Accordingly, the project was extended by 21 months, and the contract expired on 31 March 2022. As there was no request for further extension, and there was no significant progress reported at the last meeting, the PSC decided to terminate the breast milk survey at the 20th meeting held on 27 April 2022. Nevertheless, CES reported, remotely²¹, at the next PSC meeting that sampling of breast milk has started that would be sent to China for analysis given no capacity existed in Sri Lanka for dioxin analysis. No further information regarding the outcome of this national survey was available. Given the efforts already made, resources allocated, and that this national survey would provide relevant information on the extent to which the Sri Lankan population has been exposed to POPs, it is recommended the relevant authorities re-establish communication with CES, and provide them with the necessary support to complete this study.
31. Based on the assessment reported in Table 2 below, the **delivery of outputs** is rated **Highly Satisfactory**.

²¹ CES attended the 21st PSC meeting remotely

Table 1: Delivery of outputs

Outputs	Indicators/target at design	Target/Indicators achieved	Comments	Rating
Output 1.1: Technical and human resources capacity for PCB management and disposal strengthened.	<ul style="list-style-type: none"> • Training of at least 30 staff from industry successfully completed. • A PCB official guidance drafted in agreement with authority and main stakeholders. • Communication and dissemination on the official guidance. 	<ul style="list-style-type: none"> • More than 30 officials were trained on ESM of PCBs. • Training manuals for utility sector and training manual for welding sector have printed in Sinhala, Tamil and English. • Communication and dissemination done through training workshops 	Target fully achieved	HS
Output 1.2: PCB inventory on the utility sector verified and completed;	<ul style="list-style-type: none"> • An incentive Inventory design and sampling plan • Sampling and analysis of at least 2000 transformers + 5% cross-check. • Labeling, tracing, and implementation of PCB traceability database 	<ul style="list-style-type: none"> • An inventory design and sampling plan developed • Three inventories completed covering the utility, welding, and industry sectors. A total of 44,317 transformers inventoried, 12,234 sampled and tested • GPS location of CEB transformers kept in a database established by CEB 	Target exceeded a	HS
Output 1.3: Stakeholder awareness and engagement including NGOs and civil society established	<ul style="list-style-type: none"> • Number of people, institute, enterprises and communities trained and informed on PCB • Number of awareness raising workshops conducted considering a measurably increased awareness on PCB issues. 	<ul style="list-style-type: none"> • A total of 1714 people trained and informed of which 1158 males and 556 females – 1158 • A total of 33 workshops were conducted for the inventory, curriculum development, and welders' awareness 	Target fully achieved	HS
Output 2.1: Policy and regulatory framework developed and enforced for PCB management.	<ul style="list-style-type: none"> • A legislation on PCB drafted and adopted. 	<ul style="list-style-type: none"> • Two National Policies developed, the National Policy on SWM (approved and enforced); and the National Chemical Management Policy (submitted) 	Target fully achieved	HS
Output 3.1: PCB waste collected, packaged, transported and stored.	<ul style="list-style-type: none"> • At least one temporary storage facility established or upgraded for the storage, packaging and transportation of PCBs • Quantity of PCBs stored 	<ul style="list-style-type: none"> • ESM practices was adopted by CEB and during project implementation. Temporary storage facilities established • More than 500 tons of PCB-contaminated equipment stored 	Target fully achieved	HS
Output 3.2: PCB wastes disposed and PCB-containing equipment decontaminated based on selected technical option	<ul style="list-style-type: none"> • One or more suitable disposal or treatment facilities, compliant with the SC BAT/BEP criteria, for a capacity suitable to fulfil or exceed project needs, established, tested and permitted. • At least 1000 tons of PCBs equipment or waste treated or disposed by means of such facility 	<ul style="list-style-type: none"> • Existing PCB destruction capacity at INSEE Ecocycle selected for low level PCB contaminated oil. Highly contaminated oil exported for destruction in Europe • Only 722,66 tons of PCB-contaminated equipment and oil cleaned/ treated /destroyed 	Target not fully achieved because not enough PCB identified	HS
Output 3.3: Long-term strategy on PCB management developed	A national plan for the phase-out or treatment of PCB contaminated equipment, including specific sub-plans for the largest industries drafted, agreed among stakeholders and adopted.	<ul style="list-style-type: none"> • Long-term strategy developed but not yet adopted 	Target partially achieved	MS

Table 2: Rating of components and overall rating for achievement of outputs

Component	Outputs	Rating	Score*	Average score	Component Rating
Component 1	Output 1.1	HS	6	6.0	HS
	Output 1.2	HS	6		
	Output 1.3	HS	6		
Component 2	Output 2.1	S	5	5.0	S
Component 3	Output 3.1	HS	6	5.3	S
	Output 3.2	HS	6		
	Output 3.3	MS	4		
Total and average score/Overall rating**			39	5.6	HS

*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

3.4.2 Achievement of outcomes and attainment of project objective

32. The assessment of project objective and outcomes, which was done on the availability of the indicators proposed in the PRF of the project document, is summarized in the Table 3 below. The project objective was rated **Satisfactory** as the targets of its three indicators have been achieved: two national policies for the ESM of PCBs have been developed; a significant amount of co-financing has materialized that was used for provision of tangible goods and products such specialized vehicles for transportation of PCB-contaminated equipment and an interim storage facility (cf. co-financing under Section 3.5); and all the identified PCB-contaminated equipment has been soundly disposed of. Under **Outcome 1**, rated **Highly Satisfactory**, the capacities of more than 30 government officers for the ESM of PCBs were successfully built through training workshops. Although females attended the workshop, the exact number was not available. Feedback gathered through surveys clearly indicated that the workshops enhanced the awareness and knowledge of the participants on the dangers associated to risk exposures to PCBs. The project supported the successful completion of an updated inventory covering more than 44,000 transformers in the utility, welding and industrial sectors. This updated inventory led to the identification of 722 tons of PCB-contaminated equipment.
33. Targets for **Outcome 2** have been satisfactorily achieved. The gap analysis completed as well as the drafting and adoption of specific PCB regulations. Guidance documents and manuals for PCB management have been developed, approved and demonstrated, particularly during the inventory exercises, and the disposal of contaminated equipment and wastes. Two national policies were developed, one has already been adopted, and the other one already been submitted for cabinet approval. This outcome has been rated **S**. **Outcome 3** is rated **Satisfactory** as all its three indicators have been achieved: ESM system adopted by CEB and PTPV for the inventory and transportation of PCBs, all PCB-contaminated equipment (722 tons in total) identified have been treated/destroyed, and risk of PCB release significantly reduced as PCB identified already treated/destroyed, and key stakeholders aware of the associated risks.

34. Based on scores reported in Table 4, attainment of objectives and achievement of outcomes is rated **Satisfactory**. Overall, **effectiveness** is rated **Satisfactory**²².

Table 3: Rating for attainment of objectives and achievement of outcomes

Objectives	Target/Indicators at design	Achievements and comments	Rating
The project aimed to build capacity to introduce and implement a PCB management system to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment in an environmentally sound manner.	<ul style="list-style-type: none"> • A PCB regulation compliant with the SC convention is adopted and enforced. • Committed cofinancing utilized for the intended purpose. • 1000 t of PCB-contaminated equipment disposed of in an environmentally safe manner. 	<ul style="list-style-type: none"> • Two national policies developed, one already adopted the other one not yet but already submitted to the relevant office for adoption • A total of \$11,219,741 materialized • All identified PCB-contaminated equipment and oil during inventory treated or destroyed – Total amount 722.66 tons 	S
Outcomes	Target/Indicators at design	Target/Indicators achieved and comments	Rating
Outcome 1: Institutional capacities and stakeholders' awareness on PCB issues strengthened	<ul style="list-style-type: none"> • Number of people (male/female) trained. • Availability of an updated PCB inventory. • Awareness on the PCB issue measurably increased. 	<ul style="list-style-type: none"> • More than 30 persons participated in the training workshop, although females attended the workshop, the exact number not available • Updated inventory covering more than 44,000 transformers available • Feedback gathered through surveys after works indicate a much higher awareness and knowledge regarding PCBs 	HS
Outcome 2: Policy and regulations relevant to PCBs formulated and enforced	<ul style="list-style-type: none"> • Gap analysis of the existing legislation completed. • Text of the framework regulations on PCBs drafted. • Official guidance documents approved and demonstrated in the project. • New PCB regulation approved by to the regulatory body of the Sri Lanka government. 	<ul style="list-style-type: none"> • Gap analysis completed • Drafting and adoption of specific PCB regulations completed • Guidance documents and manuals for PCB management approved and demonstrated • Two national policies developed, one already adopted, the other one already submitted for approval 	S
Outcome 3: ESM Disposal of 1000 tons of PCBs, PCB-containing equipment and wastes	<ul style="list-style-type: none"> • A functional system for the ESM management of PCB established. • 1000 tons of PCB equipment disposed or treated. • Risk of release of PCB in the environment significantly reduced. 	<ul style="list-style-type: none"> • CEB, the main PCB owner adopted and implemented a system for the ESM of PCBs • All PCB identified treated/destroyed amounting to 722.66 tons. • Risk of PCB release significantly reduced as all PCB identified already treated/destroyed, and key stakeholders' aware of the associated risks 	S

Table 4: Overall rating for objective and outcomes

²² Score for delivery of outputs is 5.6 and that for achievement of outcomes is 5.25. Average value is $(5.6 + 5.25) / 2 = 5.42$, which corresponds to **Satisfactory**

	Rating	Score
Objective	S	5
Outcome 1	HS	6
Outcome 2	S	5
Outcome 3	S	5
Overall	S	5.25*

* Average value of the scores for objective and outcomes

3.5 Efficiency

35. The CEO endorsement date was in December 2014 and planned to start in February 2015. The project duration was 5 years with a project closure date of June 2020. The project was slow to start. Although the inception workshop, which was held on 16 June 2015 to launch the project, the contractual agreement between UNIDO, the implementing agency (IA), and MMDE, the NEA, was signed only in May 2016, and the first PSC meeting was held on 20 July 2016. The factors that delayed implementation include the slow involvement of CEB at the start of the project; the termination of the contract of the IT expert and the political crisis of 2022 (cf. Section 3.4.1 under **Output 1.2**); the outbreak of the Covid19 pandemic in March 2020; challenge to get US dollars to import oil, and delays in obtaining Basel notification (cf. Section 3.4.1 under **Output 3.2**). Upon request, the project was granted four extensions to allow for the smooth completion of project activities bringing project closure to 31 March 2024, 45 months longer than anticipated.
36. MMDE was subcontracted for an amount of \$760,000 in May 2016 to execute activities for Components 1 and 2. The remaining GEF grant (\$3,965,000) was directly managed by UNIDO for the ESM until sound disposal of PCB-contaminated equipment (**Component 3**) and for monitoring and evaluation. At the level of UNIDO, the internal standard procedures were applied for the procurement of equipment and goods as well as the recruitment of consultants and for the management of funds. Prior to payments and fund disbursements, for instance, the UNIDO PM ensured that all relevant documents and approvals were obtained before processing requests²³. At the level of MMDE, the funds were also efficiently managed using the ministry's internal procedures. In addition, the approval of the PSC was sought before the disbursement of funds.
37. At both IA and NEA levels, the most efficient options for the recruitment of consultants, sub-contracting service providers, and project execution were applied. The recruitment of consultants and the selection of service and equipment providers were done through applications and bidding exercises. For consultants, the project also relied on those who had experience in the field or worked with UN agencies in the past, which was the case for the international consultant who worked on previous PCB projects. In the case of PTPV, it previously implemented a project funded by the UNDP small grants programme. The project also benefitted from inventory data generated during NIP development.
38. The reported figures in Table 5 indicate that the delays encountered did not affect cost-effectiveness as all the outputs were successfully delivered within the total approved budget. As of June 2023, the total expenditures was \$4,376,229 with a remaining balance of \$348,771 corresponding to unspent budget for PCB disposal (cf. Section 3.4.1 under **Output 3.2**) and budgets for some remaining activities including

²³ Interview data

the terminal evaluation, and the final workshop that was undertaken in February 2024. The figures indicate that the variance between budget allocation at design and the actual budget allocated for all the components was marginal except for **Component 2**, which was 10%. It is worthy to note that there were no particular over expenditures for PMC despite the forty five months extension granted, and noting that a full-time NPM was recruited for project management and coordination. These findings demonstrate a very cost-effective management of the project funds. The amount of co-financing that materialized was satisfactory, \$11,219,741 against \$18,989,752 pledged at design (Table 6). PTPV, which was not as a co-financier at design, contributed significantly. Among others, they provided an interim facility for the storage of PCB-contaminated equipment, and three specialized vehicles for transportation of the contaminated equipment.

39. Implementation was very much delayed, but the project took corrective actions, applied some cost-effective measures, and in the end succeeded to deliver all the outputs within the planned budget keeping PMC within very reasonable limits; **efficiency** is thus rated **Highly Satisfactory**.

Table 5: Project expenditures per component as at 30 June 2023 (GEF funds only in USD)

	Budget at design	Allocated budget	Variance	Expenditures	Funds Available
Component 1	550,000	547,771	2,229 (0.4%)	543,951	3,820
Component 2	250,000	225,010	24,990 (10%)	225,010	0
Component 3	3,400,000	3,413,049	-13,049 (-0.4%)	3,174,879	238,171
PMC*	225,000	228,369	-3,369 (-1.5%)	228,250	119
M&E	300,000	310,801	-10,801 (-3.6%)	204,140	106,662
	4,725,000	4,725,000	0.00	4,376,229	348,771

*Project management costs. (Figures provided by UNIDO)

Table 6: Cofinancing (USD)

Source	Co-financier	Type	Amount pledged	Amount materialized
National Government	Ministry of Power and Energy	Grant	1,549,860	28,722
		In-kind	92,708	
National Government	MMDE	In-kind	179,028	179,906
National Government	CEB	Grant	12,685,567	10,010,714
		In-kind	3,171,392	
National Government	CEA	In-kind	142,663	61,880
National Government	Lanka Electricity Company	In-kind	95,130	
National Government	ITI	In-kind	177,667	35,700
Private sector	LTL Transformers Ltd	Grant	54,971	162,469
		In-kind	340,694	
Private sector	INSEE Ecocycle	Grant	201,093	149,500
		In-kind	59,129	
NGO	PTPV*	In-kind	-	351,000
GEF Agency	UNIDO	Grant	89,850	89,850

	In-kind	150,000	150,000
Total		18,989,752	11,219,741

*Not identified as a co-financier at design

3.6 Sustainability

40. Sustainability is the likelihood of continued benefits after the project ends. It can be assessed in terms of the risks confronted; the higher the risks, the lower the likelihood of sustainability of project benefits. The four dimensions of risks to sustainability (sociopolitical, financial, environmental, and institutional frameworks and governance risks) were considered and discussed below.

41. **Sociopolitical risks** – As earlier mentioned, Sri Lanka is a party to and ratified the Stockholm Convention. Its NIP, submitted on 28 September 2007, identified the sound management of PCBs as one of the priorities. In his opening speech of the final workshop of the project held on 20 February 2024 in Colombo, the Secretary of MMDE stated that he strongly believed that Sri Lanka will be able to complete the long-term strategy for PCB management (**Output 3.3**), thereby fulfilling its commitment to Stockholm Convention in soundly managing PCB in the country. He also stated that, thanks to the capacity built within the project the Government of Sri Lanka is fully committed to eliminate all PCBs from the country by 2028²⁴.

42. During the period 1997 to 2024, Sri Lanka has benefitted a total grant of \$148 M from the GEF for the implementation of 43 projects in the five focal areas: climate change, international waters, biodiversity, land degradation, and chemicals and wastes²⁵. Of the 43 projects, 25 are completed, 17 are on-going, and the concept of the last one has just been approved. Over the past decades, Sri Lanka has also benefitted from bilateral cooperations for its development. For instance, the EU has provided a total of approximately €760 million in development and humanitarian assistance over the past decades²⁶. Since 1954, Japan has been one of Sri Lanka's key development partners, and is one of the country's largest bilateral donors in the following fields of cooperation: improving living condition of the population of conflict affected areas, poverty alleviation, economic growth, and disaster management and climate change²⁷. These initiatives and cooperations clearly show that the past and current governments of Sri Lanka have shown a strong commitment for the country's development, preserving the environment and protecting of the health population against hazardous substances as well as to fulfilling its obligations towards international agreements. Although there has been a political crisis recently²⁸, in view of the above discussions the evaluation does not foresee any particular reason why the commitment of future governments to promote a PCB-free country would change, therefore **Socio-political Sustainability** is rated **Likely**.

43. **Financial risks** – One aspect of financial sustainability is whether it would be economical for INSEE Cement to continue co-processing after project closure. In 2006, INSEE Cement (previously HOLCIM Sri Lanka) invested to retrofit the cement kiln combustor for the co-processing of wastes including hazardous wastes.

²⁴ Interview data

²⁵ https://www.thegef.org/projects-operations/database?project_search=&f%5B0%5D=project_country_national%3A149&page=0

²⁶ https://ec.europa.eu/commission/presscorner/detail/fr/MEMO_16_810

²⁷ <https://www.jica.go.jp/Resource/srilanka/english/office/about/overview.html>

²⁸ 2022 political and economic crisis

Currently, its subsidiary company INSEE Ecocycle, a waste-to-energy facility, is providing services to more than 1000 companies to manage their wastes. The annual co-processing capacity of the cement kiln is 100,000 tons and it has eliminated more than 1 M tons of waste including textile wastes and hazardous wastes since in operation. INSEE Ecocycle has invested in shredders to transform textile and other solid wastes for co-processing. Moreover, the evaluation was informed that transformer oils have a higher calorific value than coal, which makes it a better fuel. Unless unforeseen circumstances, INSEE Ecocycle will continue to provide these waste management services in the long term²⁹. The other aspect of financial sustainability is whether the PCB owners would have the financial resources to soundly dispose of their contaminated equipment after the project. The project has already soundly eliminated all the PCB-contaminated equipment identified during the inventory exercises that covered more than 95% of all transformers. The welding sector is considered PCB-free, as more than 97% of the transformers in the sector has been tested and all the identified contaminated ones have already been soundly treated (cf. Section 3.4.1 under **Output 3.2**). CEB, the biggest transformer owner, has confirmed that they would allocate the necessary financial resources for the sound disposal of any contaminated equipment identified after project closure. **Financial sustainability** is rated **Likely**.

44. **Institutional framework and governance risks** – The project has facilitated the strengthening of the national regulations for the ESM of PCBs in developing two national policies. One has already been approved and adopted, and the other one has been submitted for cabinet approval (cf. Section 3.4.1, under **Output 2.1**). The authorities have already taken actions for their enforcement³⁰. Furthermore, the Secretary to MMDE has stated that the long-term strategy developed for ESM will be fully implemented to eliminate all PCBs by 2028 for a PCB-free country³¹. In light of the above, **Institutional framework and governance sustainability** is rated **Likely**.
45. **Environmental risks** – The project is considered ecologically sustainable as it was designed to build the capacity of Sri Lanka for the ESM of PCBs until their final disposal by 2028. All the PCB-contaminated equipment that were identified during the inventory exercises have already been soundly. These interventions have significantly decreased the likelihood of environmental contamination and reduced risk exposure to PCBs. Furthermore, as no environmental risk that can influence or affect the project's results and future flow of benefits has been identified, **Environmental Sustainability** is rated **Likely**.
46. As no risks that may affect the project results have been identified, **Sustainability** is considered **Likely**.

3.7 Progress to Impact

47. The likelihood of impact was assessed on the extent to which the three long term outcomes proposed in the TOC (Figure 1) were emerging in Sri Lanka. The assessment of the assumptions 5 and 6 that are related to the long term outcomes were also assessed to confirm whether they were valid. Assumptions 1 to 4 and the enablers relate to the delivery of outputs and the achievement of short term outcomes. Table 7 summarizes the findings of this assessment

²⁹ Interview data

³⁰ Interview data

³¹ Interview data and speech delivered during the final workshop held on 20 February 2024

48. There is strong evidence that Long term Outcome 1 is emerging. CEB, the main transformer owner in Sri Lanka (more 70%), has established an ESM system for the management of their equipment. During the inventory exercises (Section 3.4.1 under **Output 1.2**), during which more than 44,000 transformers, representing more than 95% of existing transformers in Sri Lanka, were inventoried. CEB and PTPV applied best practices for the handling and transportation of the transformers. Both provided adequate interim facilities for the storage of identified PCB-contaminated equipment. PTPV also provided specialized vehicles for the transportation of the contamination equipment. The awareness of the CEB personnel as well as the welding community have been raised on the need to apply ESM practices to prevent exposure to PCBs.
49. Long-term Outcome 2, which relates to relevant authorities ensuring compliance of all PCB owners with national regulations is also emerging. According to available information, the central environmental government has started to enforce regulations and policies on PCBs. A waste information form has been developed for PCB owners to report to MMDE³². Long-term Outcome 3 relates to the implementation of the long-term strategy for the ESM of PCBs fully implemented and all PCBs soundly eliminated by 2028. The strategy has been developed, but not yet adopted. However, as discussed earlier (see Section 3.6), the Secretary of MMDE strongly believes that this strategy will be fully implemented and that by 2028 Sri Lanka will be PCB-free.
50. As discussed earlier assumption 5 is proving to hold. During the implementation of the project, the authorities fully supported the PCB owners (assumption 6) for the sound management of their PCBs. It is expected that the same support would be provided after project closure³³.
51. Based on the findings discussed above and provided the that the long term strategy on the ESM of PCBs is fully implemented, the long term impact to eliminate all PCBs by 2028 is considered **Likely**.

Table 7: Status of long term outcomes and the related assumptions

Long term outcomes	Observation/findings	Rating
1. PCB owners engage to establish ESM systems at their facilities for identification and phasing out of PCB containing equipment	CEB, owning the most transformers in Sri Lanka (more 70%), has established an ESM system, and committed to eliminate all PCBs. Welding sector PCB-free, more than 99% of transformers tested, all PCBs identified already eliminated	S
2. Relevant authorities ensuring that all PCB owners comply with national regulations and to implement the PCB phase out and disposal	Central environmental government has started to enforce regulations and policies on PCBs. For waste management, format developed by authorities, and PCB owners to report to MMDE	S
3. Long term strategy implemented and all remaining PCBs soundly disposed of by 2028	Long term strategy not yet approved by cabinet, but will be implemented by CEB. Strong belief of the MMDE Secretary that strategy will be fully implemented	S
Assumptions	Observations/findings	Rating
5. Relevant officers enforcing legislation and policies on PCBs	Central government has started enforcement	S
6. Authorities supporting PCB owners to soundly dispose of their remaining PCB-contaminated equipment and wastes	Government committed to phase out PCBs by 2028 and will give full support	S

³² Interview data

³³ Interview data

3.8 Gender Mainstreaming

52. The project document mentioned that gender mainstreaming activities would be an integral part of this project³⁴. It would be addressed by taking into consideration the UNIDO and the Government of Sri Lanka's gender policy, mainly by involving women and vulnerable groups at the sector level, in the project coordination unit, and project steering committee, at the stakeholder level (e.g. by involving relevant women's group in the workshops, at the informational level (e.g. gathering POPs inventory data on current POPs management practices, on occupational health data, and consultation about potential and practical post-NIP interventions) and public awareness programs. There is no evidence whether the project made particular efforts to promote women's involvement, nevertheless their participation in the project was satisfactory. The UNIDO PM, two members of PMU members, and between 35 to 50% of PSC members³⁵ were women. A total of 33 events/activities were organized and were attended by a total of 2,072 participants of which 609 were women (Table 8). Given the nature of the project, involvement of women in the project is considered satisfactory. Rating on **Gender mainstreaming is Satisfactory**.

Table 8: Participants in project activities/events

Event/Activity	Male	Female	Total
Component 1			
Awareness raising for the General Public	660	440	1100
Awareness raising for the Staff/Officials	498	116	614
Component 2			
Chemical Policy development	60	31	91
Waste Policy Development	12	7	19
Component 3			
PCB Activities with CEB	120	3	123
PCB Activities with PTPV	83	10	93
PCB Activities with INSEE	30	2	32
Total	1,463 (70%)	609 (30%)	2,072

3.9 Environmental Impacts

53. The overall objective of the project was to build capacity to introduce and implement a PCB management system to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment in an environmentally sound manner. The project successfully built the capacity of the key stakeholders including government officers, PCB owners and other relevant institutions for the ESM of PCBs. In the end, a total of 722 of contaminated equipment and oil was soundly eliminated, thus preventing releases to the environment. The project interventions contributed to reduce the risk of cross contamination of equipment, and minimize risk exposure of humans to these toxic chemicals through the application of best practices and use of PPE. **Environmental impacts** is rated **Highly Satisfactory**.

3.10 Social Impacts

54. Investigations done by PTPV revealed that transformer oil was being used as a coolant in many of the country's welding plants. Due to lack of awareness of the risks

³⁴ Section B.2 of the project document

³⁵ Number of members attending the PSC meetings varied between 20 to 30

posed from exposure to PCBs, there was a strong possibility of self- and cross-contamination among welders and their families the findings revealed that transformer oil was being used for skin care or headache, and also to cut trees. As a result of the project interventions, there has been a noticeable change in behavior among the welders. After intensive awareness raising campaigns and knowledge sharing, the malpractices have stopped, and the welder communities have a better, cleaner, and more ordered working environment. The children are no longer allowed to play near the working places. They take much more care when handling used oil using PPE such as gloves and overall. They express heightened concerns about the dangers of PCB-contaminated oil, and take the initiative to interact with the authorities to communicate their demands/concerns. Thanks to excellent work done by PTPV all the contaminated equipment of the welding sector have been identified, and soundly treated at INSEE Ecocycle (cf. Section 3.4.1 under **Outputs 1.2 and 3.2**), and the sector is considered PCB-free. **Social Impacts** is rated **Satisfactory**.

3.11 Performance of Partners

3.11.1 UNIDO

55. UNIDO was the implementing agency, and a project manager (PM), based at UNIDO Headquarters in Vienna and supported by a project assistant, was nominated to manage the project. At the national level, she was assisted by an NPM and a programme officer, who were recruited to coordinate activities and collaborate with national counterparts and partners. The NPM was a member of the Project Management Unit (PMU) that was established during the early phase of implementation. In general, the UNIDO PM performed very well and showed her capacity to initiate, support, and facilitate the execution of activities. Her very good understanding of the technical needs for the ESM of PCBs as well as the capacity-building needs of the country's institutions, given that she previously implemented PCB projects in Mongolia and the Philippines, were key factors in achieving results. The UNIDO PM, who attended some of the 22 PSC meetings, and the NPM provided adequate and timely guidance and support that were well appreciated by the national stakeholders, who rated their performance very satisfactorily (Table 9). The quality of national and international consultants that UNIDO recruited to provide technical support or service was also well appreciated. UNIDO performance is rated **Highly Satisfactory**.

3.11.2 National Counterparts

56. MMDE, the NEA of the project, fully played its role. It hosted the PMU that was constituted by the NPD, the NPC and two supporting staff all from MMDE, and the NPM. While the NPD led the PMU, the NPC was responsible to oversee and coordinate the project activities in cooperation with the NPM. The support and guidance provided by the NPD, NPC, and the PMU was well appreciated (Table 9). Other major stakeholders such as CEB, the national GEF focal point, the Ministry of Energy, and the Ministry of Health were members of the PSC. As confirmed from various sources during the interviews, they were fully engaged and active during the PSC meetings. They provided adequate support and took the necessary decisions to facilitate implementation. CEB, supported by MMDE, ITI, and INSEE Ecocycle, was also very active, especially during the inventory and disposal activities. The performance of national counterparts is rated **Highly Satisfactory**.

3.11.3 Private sector

57. INSEE Ecocycle, which was selected to destroy lowly PCB-contaminated oil (up to 4,000ppm), showed strong commitment to the project, and acted very professionally in delivering excellent services. They provided the necessary logistics and resources for the packaging and transport of contaminated equipment, provided training to CEB officers on safety issues, and provided new oil for the retrofilling of lowly contaminated transformers among others. They successfully soundly eliminated all the lowly contaminated oil they were contracted for, and they safely shipped all the highly contaminated oil following rigorously all the procedures including seeking Basel notification approval from all transit countries. They provided significant co-financing (Table 6). Rating for private sector is **Highly Satisfactory**.

3.11.4 Funding partners

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

Table 9: Rating by respondents.

Entity	n*	Respondent ratings			Average score	Overall rating
		MS: 4	S: 5	HS: 6		
UNIDO	8	0	0	8	6.00	HS
NPM	7	0	1	6	5.86	HS
International Consultants	7	0	4	3	5.43	S
National Consultants	8	1	5	2	5.13	S
NPD	5	1	1	6	5.40	S
NPC	5	0	1	4	5.80	HS
PMU	2	0	0	2	6.00	HS

*n: number of respondents

3.12 Results-based Management

59. The findings indicate that a results-based management approach was adopted to implement the project. As evidenced in the PIR reports, the PRF of the project document and the indicators mentioned therein were used to track progress at both output and outcome levels. The PSC used a participatory approach to make decisions and recommendations based on information provided by the PMU³⁶. Following these recommendations, the project team took adaptive and corrective measures were taken that contributed to achieve targets. Rating for results-based management is **Satisfactory**.

3.13 Monitoring & Reporting

60. An adequate detailed monitoring and evaluation (M&E) plan, budgeted at \$300,000, was proposed in the project document. This plan included all the monitoring and evaluation activities to be carried out during project implementation. The inception workshop was undertaken on 16 June 2015. After this kick-off workshop, a total of 22 PSC meetings were carried out during which regular updates on the achievements were reported and issues were discussed. There is documented evidence that the PSC was providing adequate guidance and making appropriate recommendations to adapt to situations and to respond to challenges. Besides the PSC meetings, other meetings were called as necessary such as the meetings with CEB to discuss the issues that were affecting implementation. It is clear that the PMU used the PRF as

³⁶ Interview data

basis for monitoring, and the verifiable indicators were used to track progress at both output and outcome levels. All the recommendations of the midterm evaluation, which was carried out in October 2018, were adequately addressed by the project management³⁷. All reports required by UNIDO were completed and submitted on time. All PIR reports were timely submitted to the GEF. Any special reports or updates required were also complied with and submitted to the relevant office. The final completion report was prepared and submitted in January 2024. Rating on **monitoring and reporting** is **Satisfactory**.

3.14 Overarching assessment and rating table

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

	Evaluation criteria	Evaluator's summary comments	Rating
A	Impact (progress toward impact)	The three long term outcomes proposed in the TOC are seen to be emerging, and the two related assumptions are proving to hold	L
B	Project Design		S
1	<ul style="list-style-type: none"> Overall design 	Logical framework approach adopted. Design adequate to address the problems at hand such. Causal pathways from project outputs through outcomes towards impacts clearly described	S
2	<ul style="list-style-type: none"> Project results framework 	Baseline and target values as well as well-defined SMART indicators for project objective, outputs and outcomes provided to monitor progress and track results	S
C	Project performance	All stated objectives achieved	HS
1	<ul style="list-style-type: none"> Relevance 	Project assisting Sri Lanka to fulfil its obligations to eliminate PCBs by 2028, and aligned with GEF Focal areas and UNIDO mandates	HS
2	<ul style="list-style-type: none"> Coherence 	Engaged key stakeholders since the preparatory phase and strategically partnered with INSEE Ecocycle for the sound elimination of PCBs	HS
3	<ul style="list-style-type: none"> Effectiveness 	Most of the stated objectives achieved. Two national policies for the ESM of PCBs developed, and one already adopted. National capacity built for the ESM of PCBs, and all identified PCB-contaminated equipment soundly eliminated.	S
4	<ul style="list-style-type: none"> Efficiency 	Despite delays, all activities completed and outputs delivered within budget, and no significant over expenditures for PMC costs. Materialized co-financing satisfactory	HS
5	<ul style="list-style-type: none"> Sustainability of benefits 	No socio-political, institutional framework & governance, financial and environmental risks identified, and sustainability of project benefits considered likely.	L
D	Gender mainstreaming	Satisfactory involvement and participation of women seen in project activities	S

³⁷ Interview data

	Evaluation criteria	Evaluator's summary comments	Rating
E	Project implementation management		S
	<ul style="list-style-type: none"> Results-based management 	Results-based approach adopted, and proper monitoring of project progress done during PSC meetings involving all key stakeholders.	S
	<ul style="list-style-type: none"> Monitoring and evaluation, reporting 	Adequate budgeted M&E plan available. Proper project monitoring and tracking of results done by the PMU using the SMART indicators of the PRF. Twenty two PSC meetings held and relevant reports (e.g. PIRs) submitted timely.	S
F	Performance of partners		HS
1	<ul style="list-style-type: none"> UNIDO 	UNIDO provided crucial guidance and support highly appreciated by stakeholders. Timely and critical actions taken, and technical back-stopping provided through high quality international and national experts.	HS
2	<ul style="list-style-type: none"> National counterparts 	MMDE fully played its role. Coordinated activities and fully supported project implementation by providing the required resources.	HS
3	<ul style="list-style-type: none"> Private partners 	Strong commitment of INSEE Ecocycle providing excellent services for the sound elimination of all identified PCB-contamination equipment	HS
4	<ul style="list-style-type: none"> Funding Partners 	GEF funds available	S
G	Environmental and Social Safeguards, Disability and Human Rights		
	<ul style="list-style-type: none"> Environmental safeguards 	Adequately addressed	S
	<ul style="list-style-type: none"> Social Safeguards, Disability and Human Rights 	Social safeguards adequately addressed. Disability and Human rights not considered in the design	S
H	Overall assessment		S

Conclusions and Recommendations

4.1 Conclusions

62. The objective of this highly relevant project was to build capacity to introduce and implement an environmentally sound system for the sound management of PCBs to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment. In particular, one of the immediate objective was to eliminate at 1,000 tons of PCBs and PCB-contaminated equipment and wastes in an environmentally sound manner
63. Due to a number of challenges, the project was slow to start. With the strong support of the MMDE and appropriate guidance from the UNIDO PM and the PSC, the committed project team was able to put the project on the right track. Although implementation was delayed by about three years, most of the stated objectives were successfully achieved. In particular, two national policies for the ESM of PCBs were developed, and one already adopted, a complete inventory undertaken at the utility and welding sectors, and all the identified PCB-contaminated equipment and oils, 722 tons in total, were soundly eliminated. Furthermore, the capacities of government officers, of PCB owners and laboratories have been built for the identification and sound management until final disposal of PCBs. Thanks to the project interventions, the welding sector is considered to be PCB-free, and there are clear visible changes in these communities: better and cleaner working environment and much enhanced awareness regarding PCBs and the need to use protective equipment.
64. As no risks that could threaten the flow of benefits have been identified after project closure, the likelihood of sustainability of the project results is considered likely. Similarly, the impact of the project is considered likely as the long term outcomes proposed in the theory of change are seen to be emerging, and the associated assumptions have been verified to hold.

4.2 Recommendations and Management Response

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

#	Recommendations	Management Actions	Responsible Institution	Target Date
1.	The project contributed to developing two national policies on the ESM of PCBs. So far only one has already been adopted. It is recommended that necessary actions are taken for the other policy to be adopted and enforced.	The National Policy on Waste Management has already been adopted and the National Policy on Management of Chemicals is also printed and the Action Plan for its adoption and implemented is being prepared under the financial support of the SAICM project.	MMDE	2025
2	The project facilitated the development of a long-term strategy for the ESM of PCBs until their final elimination by 2028. This	Adoption and implementation of the long-term strategy will be discussed with the relevant stakeholders to implement under	MMDE	Adoption by August 2024 and implementation

	strategy has already been discussed with the relevant stakeholders for their comments and feedback. MMDE should take action for its adoption and implementation.	their own resources. Awareness and other technical coordination will be done through the Ministry		will be a continuous process
3.	All the lowly and highly PCB-contaminated equipment and oil identified during the inventory exercises have already been soundly eliminated. These inventories covered more than 90% of existing transformers in Sri Lanka. Further contaminated equipment will likely be identified after project closure, those would be probably lowly contaminated (less than 4,000 ppm), which can be eliminated at INSEE Ecocycle by co-processing. It is recommended that the rate for elimination should be reasonable. The rate should be less than the option of exporting the contaminated equipment for elimination at dedicated facilities outside Sri Lanka.	Those identified owners of PCB contaminated transformers will be informed to dispose them under their own funds. Co-processing cost through INSEE will be lower than export prices.	MMDE and INSEE Ecocycle	Until 2028 as per Stockholm Convention deadline
4.	A website that shares information about the project has been developed. However, this website is not regularly updated. It is therefore recommended that the project website be updated on a more regular basis.	The Environment Pollution Control and Chemical Management Division of the Ministry will take necessary arrangement to update the website through the IT division of this Ministry.	MMDE	July 2024
5.	At the 20 th meeting, the PSC decided to terminate the breast milk study as the contract expired and no significant progress was reported at the last meeting. Given the efforts already made, resources allocated, and that this national survey would provide relevant information on the extent to which the Sri Lankan population has been exposed to POPs, it is recommended the relevant authorities re-establish communication with CES, and if required they provide them with the necessary support to complete this study.	Once CES is ready to send the samples to China and forwarded their new application to the Ministry of Health for the approval, the Ministry of Environment will coordinate with the health ministry to get the approval.	MMDE	September 2024

Lessons Learned

66. The project has been successfully completed and the following two lessons stemmed out.

67. Lesson 1 –A very high of ownership was seen among the stakeholders, and partners of the project. Involving key project partners and stakeholders early in the implementation process would facilitate their support and ensure their commitment.

Lesson 2 – The People to People Volunteers (PTPV), an NGO established in 2009 and involved in environmental management and community development, did a tremendous work in undertaking a complete inventory of all PCB-contaminated equipment. All the identified contaminated equipment was soundly disposed at INSEE Ecocycle. Thanks to the numerous awareness raising activities carried out, PTPV has also successfully convinced the welding sector on the need for the sound management of PCBs given their very toxic properties. And a noticeable change was seen in the community: cleaner working environment, better hygiene, and use of PPE. For some specific components of a project, giving the lead to NGOs having the appropriate capacity and experience for project execution is an alternative approach to ensure success.

6. Annexes

Annex 1: Evaluation Terms of Reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

Environmentally-sound management of PCB wastes and PCB-contaminated equipment in Sri Lanka

**UNIDO ID: 150050
GEF Project ID: 5314**

December 2023

PROJECT BACKGROUND AND CONTEXT

1. Project factsheet³⁸

Project title	Environmentally-sound management of PCB wastes and PCB-contaminated equipment in Sri Lanka
UNIDO ID	150050
GEF Project ID	5314
Country(ies)	Sri Lanka
Project donor(s)	GEF
Project approval date/GEF CEO endorsement date	December 2014
Planned project start date (as indicated in project document/or GEF CEO endorsement document)	February 2015
Actual project start date (First PAD issuance date)	January 2016
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	June 2020
Actual project completion date (as indicated in UNIDO ERP system)	31 December 2023
Project duration (year): Planned: Actual:	5ys 8 ys
GEF Focal Areas and Operational Programme	POPs
Implementing agency(ies)	UNIDO
Executing Partners	Ministry of Mahaweli, Development and Environment (MMDE) , Ministry of Power and Energy (MPE)
Donor funding	USD 4,725,000
UNIDO input (in kind, USD)	USD 150,000
Co-financing at CEO Endorsement, as applicable	USD 18,989,752
Total project cost (USD), excluding support costs	USD 23,714,752
Planned terminal evaluation date	December 2023-March 2024

(Source: Project document, UNIDO ERP system)

2. Project context

Sri Lanka signed the Stockholm Convention (SC) on Persistent Organic Pollutants (POPs) on 05 September 2001 and ratified it on 22 December 2005. The country's National Implementation Plan (NIP) transmitted on 28 September 2007, identifies phase-out and disposal of PCBs as second of the priorities requiring immediate attention and action. With UNIDO's assistance, the government

³⁸ Data to be validated by the Consultant

obtained approval for GEF funding on the project Environmentally-Sound Management and Disposal of PCB Waste and Contaminated Equipment. The Ministry of Mahaweli Development and Environment (MMDE) serves as the national focal point to the Stockholm Convention and is the national executing partner for this proposed project.

The overall objective of the project is to build capacity to introduce and implement a polychlorinated biphenyl (PCB) management system to reduce and/or eliminate releases from PCB waste stockpiles and PCB-containing equipment in an environmentally sound manner.

The rationale and objectives of the project derive from the priorities and key objectives established by the NIP to: Develop and put in place legislation for PCB management; Establish full inventory of PCB containing equipment; Establish procedures for equipment maintenance; Establish appropriate PCBs analysis laboratory facilities; Establish and implement guidelines for phase out, transportation; Storage and disposal of PCBs equipment; Establish progress monitoring mechanisms; Capacity building for control and management of PCBs; and, Disposal of existing stocks and stockpiles.

The project will focus on the attainment of the following outcomes:

- Institutional capacities and stakeholders' awareness on PCB issues strengthened;
- Policy and regulations relevant to PCBs formulated and enforced;
- Disposal of 1000 tons of PCBs, PCB-containing equipment and wastes; and,
- Project management and monitoring and evaluation (M&E) established.

3. Project objective and expected outcomes

The main objective of the project is to build capacity in Sri Lanka to introduce and implement an environmentally-sound management of PCB wastes and PCB-containing equipment.

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

Component 1: Institutional Strengthening and Awareness Raising

Component 2: Policy and Regulatory Framework

Component 3: Disposal of PCBs and PCB-containing equipment and wastes

Under component 1, the project assisted in the conduct of an in-depth and a more widely-covered inventory of the PCB wastes and equipment in the utility sector. The inventory is also aimed at establishing a database on PCB owners, PCB contaminated oil which may be regenerated and PCB stockpiles and wastes that may be directly disposed.

Component 2 targets the formulation of guidelines and policies relevant to PCBs. It aims to propose both regulatory and market-based instruments (e.g. pollution charges, cost-effective disposal through PPP arrangements, tax and duty free importation of fresh oil to replace contaminated stock) to encourage PCB owners to declare and dispose of their PCB stockpiles.

Component 3, on the other hand, aims at the disposal of around 1000 tons of PCBs (as per initial NIP inventory). It is plan to establish an ESM system in selected PCB owner's sites for demonstration including labelling, registration and packaging of PCB wastes and PCB-contaminated equipment.

Among the main outcomes:

PC1: Outcome 1: Institutional capacities and stakeholders' awareness on PCB issues strengthened

Output 1.1: Technical and human resources capacity for PCB management and disposal strengthened

Output 1.2 PCB inventory on the utility sector verified and completed;

Output 1.3 Stakeholder awareness and engagement including NGOs and civil society established

PC2: Outcome 2: Policy and regulations relevant to PCBs formulated and enforced

Output 2.1: Policy and regulatory framework developed and enforced for PCB management.

PC3: Outcome 3 Disposal of 1000 tons of PCBs, PCB-containing equipment and wastes

Output 3.1 PCB waste collected, packaged, transported and stored.

Output 3.2 PCB wastes disposed and PCB containing equipment decontaminated based on selected technical option.

Output 3.3. Long-term strategy on PCB management developed (based on project results).

4. Project implementation arrangements

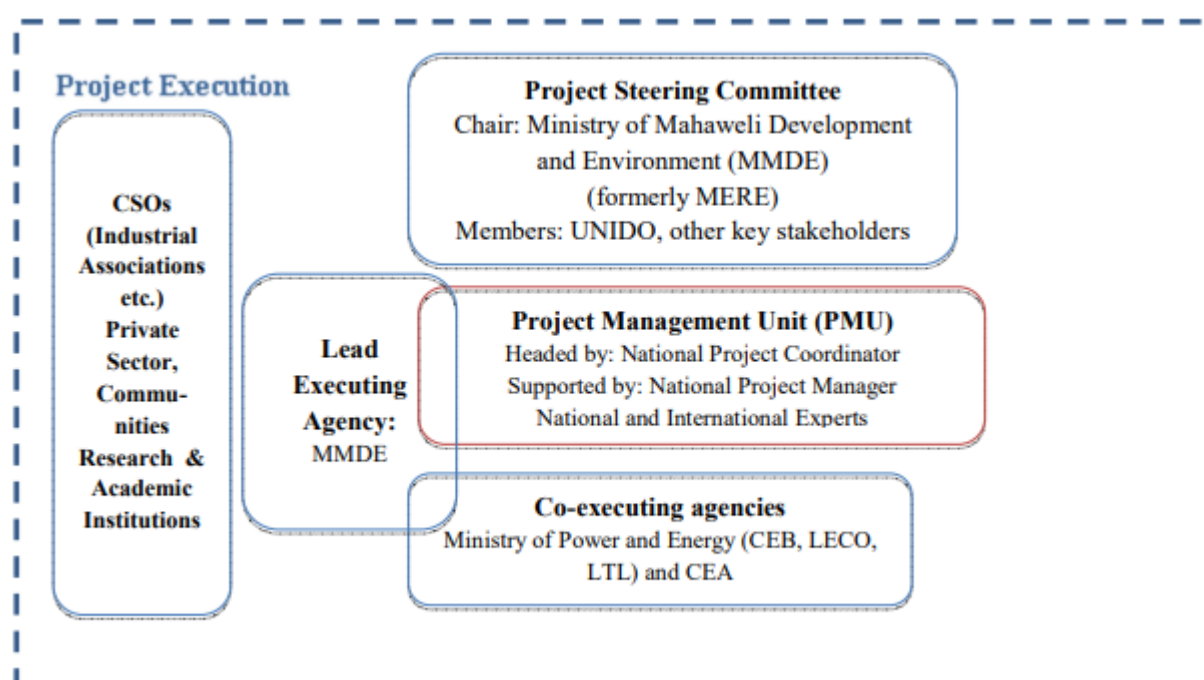
UNIDO is the GEF Implementing Agency for the project. A project officer is appointed in UNIDO to oversee the implementation of the project, assisted by a support staff and supervised by a senior professional staff engaged in the management and coordination of UNIDO's Stockholm Convention Programme. The UNIDO Regional Office in India and the UNIDO Focal Point in Sri Lanka also play a significant role in the implementation and monitoring of the project. UNIDO country-level monitoring is provided as part of the in-kind contribution of the organization to the project.

The Ministry of Mahweli Development and Environment (MMDE) (formerly Ministry of Environment and Renewable Energy) is the main executing partner for the project. Co-executing agencies include the Ministry of Power and Energy, including all its affiliates and Central Environmental Authority.

A Project Management Unit (PMU) is established within the Ministry. A National Project Director (NPD) from the MMDE is appointed and would chair the Project Steering Committee. A National Project Coordinator (NPC), also from the Ministry, is assigned by the NPD to oversee the activities of the project with the National Project Manager (NPM) who is recruited to manage and execute the day to-day tasks required by the project. International and national experts are recruited based on project requirement.

A Project Steering Committee (PSC) is established, chaired by the National Project Director from the MMDE and comprising of representatives from relevant ministries, UNIDO and other relevant stakeholders.

The project management structure for the project is highlighted in the below figure:



5. Budget information

Table 1. Financing plan summary – Components` breakdown

Project components	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
1. Institutional strengthening and awareness raising	550,000	2,000,000	2,550,000
2. Policy and regulatory framework	250,000	1,000,000	1,250,000

Project components	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
3. Disposal of PCBs, PCB-containing equipment and wastes	3,400,000	14,589,752	17,989,752
4. Impact Monitoring and Evaluation	300,000	500,000	800,000
Total (\$)	4,500,000	18,089,752	22,589,752

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Ministry of Power and Energy (National Government)	92,708	1,549,860	1,642,568
Ministry of Mahaweli Development and Environment (National Government)	179,028		179,028
Ceylon Electricity Board (National Government)	3,171,392	12,685,567	15,856,959
Central Environment Authority (National Government)	142,663		142,663
Lanka Electricity Company (National Government)	95,130		95,130
Industrial Technology Institute (ITI) (National Government)	177,667		177,667
LTL Transformers (Pvt) Limited (Private sector)	340,694	54,971	395,665
Geocycle (Private sector)	59,129	201,093	260,222
UNIDO (GEF Agency)	150,000	89,850	239,850
Total Co-financing (\$)	4,408,411	14,581,341	18,989,752

Source : Project document

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	2016	2017	2018	2019	2020	2021	2022	2023	Total expenditure (at completion)	
										(USD)	%
2100	Contractual Services	756,346	682	0	0	360,386	18,212	1,869,641	133,522	3,138,789	71.6
4500	Equipment	0	31,812	5,094	4,055	45,017	58,787	49,048	460,382	654,195	15
3500	International meeting	0	0	2,196	0	0	0	0	40,833	43,029	1
1500	Local travel	0	0	2,945	5,234	0	0	14,187	2,773	25,139	0.6
1700	Nat. Consult./Staff	21,951	47,095	51,946	50,892	69,848	51,490	43,911	49,501	386,634	8.8
5100	Other Direct Costs	2,356	1,798	2,554	229	1,167	2,487	25,587	5,311	41,489	1
1100	Staff & Intern Consultants	0	15,846	19,589	11,071	65	12,879	12,911	17,539	89,900	2

Budget line	Items by budget line	2016	2017	2018	2019	2020	2021	2022	2023	Total expenditure (at completion)	
										(USD)	%
300	Train/Fellowship/Study	0	0	896	-43	0	0	0	544	1397	0.1
Total		782,669	99,250	87,238	73,457	478,503	145,876	2,017,307	712,428	4,380,572	100%

Source: Project document and UNIDO Project Management ERP database as of **1 October 2023**

- **Scope and purpose of the evaluation**

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in January 2016 to the estimated completion date in December 2023.

The evaluation has two specific objectives:

- (i) Assess the project 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.

- **Evaluation approach and methodology**

The TE will be conducted in accordance with the UNIDO Evaluation Policy³⁹, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁴⁰, and UNIDO [Evaluation Manual](#). In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

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

The evaluation will use a theory of change approach⁴¹ 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. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

Desk and literature review of documents related to the project, including but not limited to:

³⁹ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

⁴⁰ 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)

⁴¹ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#).

- 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 committees involved in the project.

Stakeholder consultations will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:

- UNIDO Management and staff involved in the project; and
- Representatives of donors, counterparts, and other stakeholders.

Field visit to project sites in Sri Lanka.

- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
- Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' 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.

Online data collection methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- (i) **Relevance:** Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- (ii) **Coherence:** How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- (iii) **Effectiveness:** Is the project/programme achieving its objectives?
- (iv) **Efficiency:** How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- (v) **Impact:** What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?
- (vi) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?
- (vii) **Environmental and Social Assessment Safeguard:** was the project environmentally and socially sound and sustainable?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes

4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	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.

Other assessments required by the GEF for GEF-funded projects, for non GEF projects these topics should be covered as applicable:

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

- Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- 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. At the terminal evaluation point, the Project Manager will update table 3 on co-financing and add two more columns to submit to the evaluation team: 1) Amount of co-financing materialized at mid-term review (MTR); and 2) Amount of co-financing materialized at terminal evaluation (TE). The evaluation team has the responsibility to validate and verify the co-financing amount materialized during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- Environmental and Social Safeguards⁴²:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

⁴² 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

- d. **Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented. The evaluation team has the responsibility to validate and verify updated core-indicators during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- e. **Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

3. Rating system

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

Table 6. Project rating criteria

Score		Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
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).
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).

- **Evaluation process**

The evaluation will be conducted from mid-November 2023 to end of February 2024. 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 review.
- 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 debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

- **Time schedule and deliverables**

The evaluation is scheduled to take place from mid-November 2023 to end of February 2024. The evaluation field mission is tentatively planned for January 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. 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 Manager (PM), UNIDO Independent Evaluation Unit, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The Evaluation team 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 EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
Mid-November 2023	Desk review and writing of inception report
December 2023	Online briefing with UNIDO project manager and the project team based in Vienna.
Mid-January 2024	Field visit to Sri Lanka (to be confirmed at Inception stage)
January 2024	Virtual debriefing Preparation of first draft evaluation report
February 2024	Internal peer review of the report by UNIDO’s Independent Evaluation Unit and other stakeholder comments to draft evaluation report
End of February 2024	Final evaluation report

- **Evaluation team composition**

The evaluation team will be composed of one international evaluation consultant acting as the team leader and backed up by the project team at HQ and in the field. The evaluation team member will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. Consultants will be contracted by UNIDO.

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 [country name] 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 Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

- **Reporting**

Inception report

These Terms of Reference (TOR) provide 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 approved 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”); Unit 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 timetable⁴³.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (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 Unit for collation and onward transmission to the evaluation team who will be advised of any necessary 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 feedback 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 Unit.

- **Quality assurance**

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

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 Unit 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 Unit, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

⁴³ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Annex 2: Evaluation Framework / Matrix

Evaluation criteria	Evaluation indicators	Means of verification
Project Design		
<p>The evaluation will examine the extent to which:</p> <ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> • Situational analysis • Project results framework • Risk assessment and management • Adjustments made due to operational context • Environmental and social safeguards 	<ul style="list-style-type: none"> • Project document and annexes • Interviews with UNIDO, NPM, NPD, NPC, key national partners, and other project stakeholders
Relevance and Coherence		
<p>The evaluation will examine the extent to which the project is relevant or coherent to the:</p> <ul style="list-style-type: none"> • 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., key government and ministry officers/representatives, PCB owners, NGOs, women’s associations, etc.). • GEF’s focal areas/operational program strategies: In retrospect, were the project’s outcomes consistent with the GEF focal area(s)/ 	<ul style="list-style-type: none"> • Level of alignment with national environmental priorities, NIP, as well as with UNIDO and GEF strategic priorities at the time of design and implementation 	<ul style="list-style-type: none"> • Pertinent project documents and annexes • Interviews with UNIDO, National GEF focal point, NPD, NPC key national stakeholders such MOE, and Ministry of Industry

Evaluation criteria	Evaluation indicators	Means of verification
<p>operational program strategies? Ascertain the likely nature and significance of the contribution of the project outcomes in the ESM of PCBs until final elimination / treatment.</p> <ul style="list-style-type: none"> • 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? 		
Effectiveness and Progress to impact		
<p>The evaluation will assess the objectives and current results (results to date):</p> <ul style="list-style-type: none"> • 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 in 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 country prepared and enforced the regulations on PCBs? • What is the geographical coverage of the project? • What quantity of PCBs have been identified? And disposed of? • Have any spillages been observed or reported? 	<ul style="list-style-type: none"> • Target for outputs, outcomes, and objectives of Project Results Framework • Occurrence of intermediate states in the country • Stated contribution of stakeholders in the achievement of outputs 	<ul style="list-style-type: none"> • Review of relevant documents such as PIRs, progress reports, meeting reports • Direct observation and discussion during the evaluation mission • Interviews with UNIDO, NPD, NPM, NPC, key government representatives, PCB owners, INSEE, consultants, and other partners such as NGOs, academia, etc.

Evaluation criteria	Evaluation indicators	Means of verification
<ul style="list-style-type: none"> • Does a certified laboratory for testing PCB oil exist in the country? • Has the project provided information on POPs, including PCBs, to educational institutions (schools, colleges, universities, etc.)? 		
Efficiency at current stage of implementation		
<p>The extent to which:</p> <ul style="list-style-type: none"> • Is the project cost-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? 	<ul style="list-style-type: none"> • Level of compliance with expected milestones mentioned in logical framework and concerning financial planning and annual plans • Level of co-finance mobilized • Document the delays that occurred • List of reasons, validated by project team 	<p>For all questions under Efficiency:</p> <ul style="list-style-type: none"> • PIRs, PSC meeting reports, annual and progress reports, national reports • Interviews with UNIDO, NPM, NPD, NPC, members of the project team and PSC, INSEE, consultants, and other project stakeholders
Assessment of risks to likelihood of sustainability of project outcomes		
<p>Sustainability is understood as the likelihood of continued benefits after the GEF project ends. Assessment of</p>	<p>UNIDO risk level indicators: Low, Moderate, High</p>	<ul style="list-style-type: none"> • Review of relevant documents such as PIRs, progress reports,

Evaluation criteria	Evaluation indicators	Means of verification
<p>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.</p> <p>The following four dimensions or aspects of risks to sustainability will be addressed:</p> <ul style="list-style-type: none"> • 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 framework, 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 		<p>meeting documents, progress reports</p> <ul style="list-style-type: none"> • Interviews with UNIDO, NPD, NPM, NPC, and other key national stakeholders, PCB owners, INSEE, and NGOs

Evaluation criteria	Evaluation indicators	Means of verification
<p>transparency and required technical know-how in place?</p> <ul style="list-style-type: none"> • 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		
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 reports in a timely manner • Compliance with reporting requirements as mentioned in TORs and/or project document 	<ul style="list-style-type: none"> • Project document • PIRs, meeting reports, progress and annual reports, financial reports, audit and other relevant reports • Interviews with UNIDO, NPD, NPM, NPC, PSC members, other relevant stakeholders / partners

Evaluation criteria	Evaluation indicators	Means of verification
<p>performance reviews take place regularly?</p> <ul style="list-style-type: none"> • 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 planning stage and whether M&E was adequately funded and in a timely manner during implementation. 		
Monitoring of long-term changes		
<p>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:</p> <ol style="list-style-type: none"> 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? What were the accomplishments and shortcomings in establishment of this system? 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? Is the information generated by this system being used as originally intended? 	<ul style="list-style-type: none"> • Evidence of initial efforts to establish a long-term monitoring system 	<ul style="list-style-type: none"> • Project reports, M&E reports • Interviews with UNIDO, NPD, NPM, NPC, PSC members, and other relevant stakeholders
Project coordination and management		
<p>The extent to which:</p> <ul style="list-style-type: none"> • The national management and overall coordination mechanisms have been established and have been efficient and effective. Did each partner have assigned roles and responsibilities 	<ul style="list-style-type: none"> • Level and quality of project coordination and management at national level 	<ul style="list-style-type: none"> • PIRs, meeting reports, and project coordination and management reports • Interviews with UNIDO, NPD, NPM, NPC, PSC

Evaluation criteria	Evaluation indicators	Means of verification
<p>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)?</p> <ul style="list-style-type: none"> • 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. 		<p>members, and other relevant stakeholders</p>
Gender mainstreaming		
<p>The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project:</p> <ul style="list-style-type: none"> • 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, the Project Steering Committee, 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? • To what extent were socio-economic benefits delivered by the project at the regional, national, and local levels, including consideration of gender dimensions? 	<p>Incorporation of gender-responsive approaches and indicators, such as:</p> <ul style="list-style-type: none"> • Women's participation • Gender balance • Integration of gender dimensions in project delivery • Equality, benefits, and results 	<ul style="list-style-type: none"> • Project reports • Interviews with UNIDO, NPD, NPM, NPC, NGOs, Women's Associations involved, and other beneficiaries

Evaluation criteria	Evaluation indicators	Means of verification

Annex 3: List of Documentation Reviewed

N.	Name
1	Project Document and Annexes
2	PSC meeting reports and annexes
3	PIRs
4	Project Final Report
5	PSC meeting reports
6	Financial Reports
7	Co-financial reports
8	MTE report
9	MMDE report
10	PTPV report
11	CEB report
12	Consultants' reports
13	Guidance documents
14	Report on regulatory framework
15	Long-term strategy for PCB management
16	Final report PCB samples Analysis
17	Training workshop reports
18	Copies of brochures, leaflets, and posters on PCBs
19	Technical guidance documents
20	Pictures taken during project events or missions

Annex 4: List of Stakeholders Consulted

Name	Position
Ms. Carmela Centeno	UNIDO Project Manager
Mr. B K P Chandrakeerthi	Secretary, Ministry of Mahaweli Development and Environment
Ms. R H M P Abeykoon	Additional Secretary, Ministry of Mahaweli Development and Environment
Mr. S M Werahera	Director EPC & CM, Ministry of Mahaweli Development and Environment
Ms. K H W Karunaratne	GEF Focal Point, Ministry of Mahaweli Development and Environment
Mr. T.D.A Gamage	Central Environmental Authority, Deputy Director
Dr. (Ms.) Inoka Suraweera	Ministry of Health
Mr G P N M Abeysekara	Additional Secretary, Ministry of Industry
Eng. (Ms.) D.M.H.S. Dissanayake	Senior Research Engineer, Industrial Technology Institute
Mr. Buddhika Batheegama	Industrial Service Manager, INSEE Ecocycle Ltd
Mr. Anuradha Prabath	Vice-President, People To People Volunteers

Annex 5: Survey / Questionnaire

Independent Terminal Evaluation of the Project:
*Environmentally sound management of PCB wastes and PCB-contaminated
 Equipment in Sri Lanka – GEF ID: 5314*
January - March 2024

UNIDO PM

Questions	Answers
1. (i) Who got the idea to develop this proposal? (ii) Was it a request from the country? (iii) Approach to develop project?	
2. (i) Were you involved in the development of the project (PIF and PPG)? (ii) Were the key national stakeholders identified during that phase? (iii) Were the major PCB owners identified and engaged during the preparatory phase?	
3. (i) Did UNIDO manage all funds? If no, was there a signed agreement with the National Executing Agency (NEA) (ii) For what amount was the agreement signed with NEA? What was the amount used for? (iii) Did UNIDO do all the procurement of equipment (e.g. for pilot projects) as well as recruitment of national and international consultants (NCs and ICs)? (iv) Generally procurements of goods and services take time, for this project which one took the longest time? (v) Were disbursements / payments done on a timely manner?	
4. Financial management (i) Was there a need for approval to reallocate budgets given the delays in project implementation?	

<ul style="list-style-type: none"> (ii) What amount was spent for Project Management Costs (PMC)? (iii) How much co-financing materialized for this project? (Detailed table of donors and amount of co-financing materialized, please, thanks) 	
<p>5. (i) Did UNIDO directly sub-contract the international as well as national consultants? (ii) How were these consultants identified? (iii) Procedure for their recruitment?</p>	
<p>6. Feedback on national consultants (NCs) and international consultants (ICs) (i) For which aspects of the project were they recruited? (ii) Did they perform well? (iii) Did they timely submit reports where relevant?</p>	
<p>7. Project Steering Committee, monitoring, challenges, delays, extension and PIRs</p> <ul style="list-style-type: none"> (i) Did you attend all PSC meetings? (ii) Satisfied with the involvement and participation of national counterparts and other partners of the project? (iii) Has the Project Results Framework and all the proposed indicators therein been used as basis to monitor project progress and to track results? (iv) Has the gender dimension specifically been considered during implementation and monitoring of the project? (v) What major challenges has the project faced, and that caused significant delays to implementation? 	

<ul style="list-style-type: none"> (vi) How have these challenges been overcome? (vii) How many project extensions were requested? Total duration of project extension? (viii) Who was responsible to draft the PIRs? (ix) Have the PIR reports been timely submitted? (x) Were all the recommendations of the MTE implemented? If no, which ones were not implemented, and why? 	
<p>8. Execution at national level, involvement of national stakeholders, ownership, performance of National Project Manager (NPM), National Project Coordinator (NPC) and Project Management Unit (PMU)</p> <ul style="list-style-type: none"> (i) What was the modality of execution at national level? (ii) Did the NPM perform as expected? Frequent communication with him? Timely reporting? (iii) Roles and responsibilities of PMU and NPC? Did they perform well? (iv) Have you seen a good involvement/engagement of national stakeholders, PCB owners, and other stakeholders and beneficiaries? (v) Aside from the incineration of PCBs at the cement kiln, what other disposal options were selected for final disposal of PCBs? Is the capacity built for these other options sufficiently robust to be sustainable beyond the project life? 	

(vi) PCB owners already adopting ESM systems at their facilities?	
(vii) Do you feel there was high ownership of the project in the country?	
9. How do you foresee the sustainability of the project results in the long term?	
10. Your general feedback on the project and ownership by key stakeholders and partners, especially the OE.	

National Project Director

Country: Sri Lanka

Contact person information (name, email, phone):

Name of your institution and your position:

Date in filling out this questionnaire:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
1. How relevant is the UNIDO project to your country's priorities regarding national plans for POPs and PCBs?	
2. How willing is your government to fulfill its obligations towards the Stockholm Convention?	
3. What support has your government, specifically your department, given to the implementation of the UNIDO project?	
4. Are you satisfied with the support and guidance provided by the UNIDO Project Manager (PM), the UNIDO Country Office, and the National Project Manager (NPM)?	
5. Please give your feedback on the assistance and support provided by national and international consultants.	

6. What other types of assistance do you think would have been helpful?	
7. Has your country been able to successfully deliver all the outputs of the project? 8. What were the main challenges faced to undertake the activities? 9. How were the challenges overcome? 10. Who are the main PCB owners in Sri Lanka? How was their involvement and participation in the project so far?	
11. Please rate the guidance & support provided by UNIDO PM, the NPM, the International Consultants (ICs), and the National Consultants (NCs)(from 1 to 6). 1: Highly unsatisfactory; 2: Unsatisfactory; 3: Moderately Unsatisfactory; 4: Moderately Satisfactory; 5: Satisfactory; and, 6: Highly Satisfactory	UNIDO PM: NPM: ICs: NCs:
12. When was the Project Steering Committee (PSC) established? 13. Were the meetings held regularly as planned? 14. Did the PSC play its role fully? 15. Were the members of the PSC fully engaged and did they participate actively in the meetings?	
16. Have the regulations and policies on PCBs developed in the context of the project been adopted by the Government of Sri Lanka? 17. Have the relevant authorities started to enforce those regulatory measures and policies on PCBs? 18. Do the enforcing agencies have the necessary resources to inspect and monitor the PCB owners regarding compliance with national regulations and policies on PCBs?	
19. Are there any social or political factors that may influence positively or	

negatively the project results? If yes, please comment.	
20. In the context of the project, besides incineration at the cement kiln, what were the other options agreed upon for the sound disposal of PCBs? Are the capacities built in the context of the other options robust enough to continue delivering benefits beyond the project life?	
21. Do you have any inputs / comments / suggestions / issues pertinent to the project you'd like to raise with me?	

National Project Coordinator Questionnaire

Country: Sri Lanka

Contact person information:

Name of your institution:

Your position in the institution:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
1. What was the procedure for your nomination as National Project Coordinator (NPC)? 2. Were you NPC since the beginning of the project?	
3. What were your role and main responsibilities as NPC? 4. What were the main challenges you have faced in coordinating the activities of the project? How did you overcome these challenges? 5. Who was your supervisor? Do you have to report regularly to your supervisor?	
6. Was a Project Management Unit (PMU) established? If yes, when? 7. Give the constitution of PMU. 8. What were the roles and responsibilities of the PMU in the project? 9. What was your interaction with the PMU?	
10. How many consultants were contracted for the project? Give the procedure for the recruitment and selection of consultants <ol style="list-style-type: none"> a. Are you satisfied with their performance/quality? b. Did they submit the reports on time or late? If late, the reasons for the delay? c. Do these reports have to be validated? If so, by whom? 	

<p>11. Who were the project's main/key stakeholders? Please explain their role in the project. Were they actively participating and collaborating in the project? Please reply per stakeholder. Were the collaboration and interaction between stakeholders satisfactory? How was the communication (frequency and channel) between the key stakeholders?</p> <p>12. Did the co-financing resources (agree at the beginning of the project) provided by the partners? Did the project receive support from the government/national authorities or local authorities/private sector? If yes, what type of support (human resources, capacity building, infrastructure)? Please reply per stakeholder.</p> <p>13. How did stakeholders share/update the information? Did the stakeholders have any common platform for information storage? For example, sample analysis results, inventory, etc.</p>	
<p>14. When was the project officially launched in your country? Which is the project geographical scope?</p> <p>15. Did the project build on the results / data produced by previous initiatives such as the inventory carried out under the NIP on POPs/ PCBs or other?</p> <p>16. Did the stakeholders have the technical methods, certifications/permissions and technology for PCBs sample analysis, inventory and disposal? Please describe the situation before and after the project.</p> <p>17. Are the capacities built (technical methods, certifications/permissions and technology) within the project robust enough to continue delivering benefits (PCBs inventory and disposal) to stakeholders beyond the project life? Why or why not? Please elaborate.</p>	
<p>18. Are you satisfied with the support and guidance provided by UNIDO, the National Project Director (NPD), and the National Project Manager (NPM)?</p> <p>19. Please rate the guidance & support provided by UNIDO and NPD separately (from 1 to 6). 1: Highly unsatisfactory; 2: Unsatisfactory; 3: Moderately unsatisfactory; 4: Moderately satisfactory; 5: Satisfactory; and, 6: Highly satisfactory</p>	<p>UNIDO:</p> <p>NPD:</p> <p>NPM:</p>

20. What other types of assistance do you think would have been helpful?	
<p>21. Has the project able to deliver all outcomes/outputs planned? Did the project had any delays, Why?</p> <p>22. Did the project reach the key indicators main targets?</p> <p>23. Are there any social or political factors that may influence positively or negatively the project results? If yes, please comment.</p> <p>24. What were the main challenges faced to undertake the activities? How were the challenges overcome?</p> <p>25. Are there already visible signs of the project's impact, such as a behavioural change (Detection and analysis, storage, national inventory, disposal) between PCB private/public stakeholders? Please give some concrete examples.</p> <p>26. Are you aware of job creation due to the project implementation? If yes, how many jobs were created, and what type of job? Any data disaggregated by gender?</p> <p>27. Are you aware of any improvement in health risks prevention measures in the PCB sector workers and communities close to PCB storage?</p>	
<p>28. Have the relevant authorities started to enforce the regulations and policies on PCBs?</p> <p>29. Do the enforcing agencies have the necessary resources to inspect and monitor the PCB owners regarding compliance with national regulations and policies on PCBs?</p>	
30. Has the project involved women? How has it integrated gender dimensions in project delivery? Any positive or emerging outcomes on gender equality?	
31. How COVID-19 restrictions impacted the delivery of activities and outputs? what adjustments were made because of the delays?	
32. Do you have any inputs/comments/suggestions/issues pertinent to the project you'd like to raise with me?	

National Project Manager Questionnaire

Country: Sri Lanka

Contact person information:

Name of your institution:

Your position in the institution:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
<p>33. What procedure was to select and hire you as National Project Manager (NPM)? Who made the final decision? How many candidates applied? To whom did you report?</p> <p>34. For how long have you been the NPM?</p> <p>35. When were you replaced, and what were the reasons for your replacement?</p>	
<p>36. What were your main responsibilities as NPM?</p> <p>37. What were the main challenges you have faced in coordinating the activities of the project? How did you overcome these challenges?</p> <p>38. How was the collaboration with the National Project Coordinator (NPC)?</p> <p>39. Did you get support from the Ministry of Environment and Forestry (MOEF) to undertake your duties? Are you satisfied with the support provided?</p> <p>40. What were the reports under your responsibility? Did you submit the reports on time? To whom?</p>	
<p>41. Was a Project Management Unit (PMU) established? If yes, when?</p> <p>42. Give the constitution of PMU. Were you a member of PMU? If not, how was the collaboration with PMU? Did the PMU facilitate your tasks?</p> <p>43. Where is the office of the PMU?</p> <p>44. What were the roles and responsibilities of the PMU in the project?</p>	
<p>45. How many consultants were contracted for the project? Give the procedure for the recruitment and selection of consultants</p> <p>d. Are you satisfied with their performance/quality?</p> <p>e. Did they submit the reports on time or late? If late, the reasons for the delays?</p> <p>f. Do these reports have to be validated? If so, by whom?</p>	
<p>46. Who were the project's main/key stakeholders? Please explain their role in the project. Were they actively participating and collaborating in the project? Please reply per stakeholder. Were the collaboration and interaction between stakeholders satisfactory? How was the</p>	

<p>communication (frequency and channel) between the key stakeholders?</p> <p>47. Did the co-financing resources (agree at the beginning of the project) provided by the partners?</p> <p>48. Did the project receive support from the government/national authorities or local authorities/private sector? If yes, what type of support (human resources, capacity building, infrastructure)? Please reply per stakeholder.</p> <p>49. How did stakeholders share/update project information? Did the stakeholders have any common platform for information storage? For example, where are PCB analysis results, inventory data, etc. stored?</p>	
<p>50. When was the project officially launched in your country? Did the project cover all the regions in Indonesia?</p> <p>51. Did the project build on the results / data produced by previous initiatives such as the inventory carried out under the NIP on POPs/ PCBs or other?</p> <p>52. Are the capacities built (e.g. for PCB inventory, analysis and identification, PCB management (storage and transport), and disposal within the project robust enough to continue delivering benefits) to stakeholders beyond the project life? Why or why not? Please elaborate.</p> <p>53. How many PBC owners developed their Environmental Sound Management system for PCBs disposal plans during the project?</p> <p>54. Did the project include the maintenance of workshops (transformers/equipment/oils)? Please specify this situation before and after the project.</p>	
<p>55. Are you satisfied with the support and guidance provided by UNIDO PM, and the National Project Director (NPD)? What other types of assistance do you think would have been helpful?</p>	
<p>56. Please rate the guidance & support provided by UNIDO PM and NPD separately and also the collaboration with the National Project Coordinator (NPC) (from 1 to 6). 1: Highly unsatisfactory; 2: Unsatisfactory; 3: Moderately unsatisfactory; 4: Moderately satisfactory; 5: Satisfactory; and, 6: Highly satisfactory</p>	<p>UNIDO PM:</p> <p>NPD:</p> <p>NPC:</p> <p>NCs:</p> <p>ICs:</p>

57. Where relevant, please rate also the performance of national and international consultants (NCs and ICs) from 1 to 6 .	
58. Has the project been able to deliver all outcomes/outputs planned? 59. What were the main reasons for the delays in project implementation (8 years instead of 5 years)? 60. Were the targets for the key project indicators reached?	
61. Are there any social or political factors that may influence positively or negatively the project results? If yes, please comment. 62. What were the main challenges faced in undertaking the activities? How were the challenges overcome? 63. Are there already visible signs of the project's impact, such as a behavioral change (environmentally sound management of PCB contaminated equipment) amongst PCB owners (private and public companies)? 64. Are you aware of job creation as a result of project implementation? If yes, how many jobs were created, and what type of job? Any data disaggregated by gender? 65. Are you aware of any improvement in health risks prevention measures in the PCB sector workers and communities close to PCB storage?	
66. Have the relevant authorities started applying the Environmental Sound Management of PCBs legal framework and regulatory measures to all stakeholders, especially PCBs owners? 67. Do the enforcing agencies have the necessary resources to inspect and monitor the PCB owners regarding compliance with national regulations on PCBs?	
68. Has the project involved women? How has it integrated gender dimensions in project delivery? Any positive or emerging outcomes on gender equality?	
69. How COVID-19 restrictions impacted the delivery of activities and outputs? What adjustments were made because of COVID-19?	
70. Who was responsible for the Monitoring & Evaluation (M&E) of the project? Were you involved in the M&E of the project? 71. Were all the recommendations of the midterm evaluation (MTE) implemented?	

72. Do you have any inputs/comments/suggestions/issues pertinent to the project you'd like to raise with me?	
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PCB owner

Country: Sri Lanka

Contact person information:

Name of your company/institution:

Your position in the company:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
1: About your institution/company: (i) When was your enterprise/company established? (ii) How many people does your institution / company employ? How many men and women? (iii) How many transformers and capacitors do your institution / company own? (iv) How do you manage them?	
2: How and when was your institution / company contacted to be involved in project? 3: Was your enterprise / company involved in the preparatory phase of the project?	
4: (i) What was the role of your company/institution in the project? (ii) What did your company/institution and its staff benefit from the project? (iii) What did your institution / company contribute to the project?	
5: (i) Are you satisfied with the training / support provided by the project on the Environmental Sound Management (ESM) of PCBs? (iv) Have your company implemented the ESM system for the identification and sound management of PCB contaminated equipment? (v) Have your enterprise / company developed a PCB phase out and disposal plan? Is this plan being implemented already? (vi) How many tons of PCB contaminated equipment have your enterprise /	

Questions	Response and comments
<p>company already identified and soundly managed and disposed of?</p> <p>(vii) What were the major obstacles or challenges your company faced during the implementation of the project?</p> <p>(viii) How were the challenges / obstacles overcome?</p> <p>(ix) What obstacles / challenges remain to identify and soundly destroy all the PCB contaminated equipment owned by your institution/company?</p> <p>(x) When the project will be finished, and if more PCB contaminated transformers are identified, would your company have the financial resources to soundly eliminate them?</p>	
<p>6: (i) Are you satisfied with the guidance, support, and assistance provided by UNIDO, the National Project Management Manager (NPM), and the National Project Coordinator (NPC)? Please briefly give your feedback on each one of them.</p> <p>(ii) Are you satisfied with the support and assistance of the national and international consultants (NCs and ICs)? Please give your feedback</p> <p>(iii) What other types of assistance do you think would have been helpful?</p>	
<p>7: Where relevant, please rate individually the guidance & support provided by UNIDO, NPM, NPC, National Consultants (NCs) and International Consultants (ICs) from 1 to 6. 1: Highly unsatisfactory; 2: Unsatisfactory; 3: Moderately unsatisfactory; 4: Moderately satisfactory; 5: Satisfactory; and, 6: Highly satisfactory</p>	<p>UNIDO:</p> <p>NPM:</p> <p>NPC:</p> <p>NCs:</p> <p>ICs:</p>
<p>8: (i) Now the project is over, what improvement can you think of?</p> <p>(ii) Your feedback on the project?</p>	

GEF Focal Point Questionnaire

Country: Sri Lanka

Contact person information:

Name of your institution:

Your position in the institution:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
(i) What are the roles and duties of the GEF Office (or GEF Focal Point) of Sri Lanka? (ii) Since when are you the GEF Focal Point for Indonesia? (iii) How many GEF-funded projects are being currently implemented in Sri Lanka?	
(i) How relevant is the project with respect to the priorities of Sri Lanka? (ii) What has been your involvement or that of the GEF office of Sri Lanka in this project? (iii) Have you participated in some activities of the project? If yes, which ones? (iv) What support or assistance did the GEF Office of Sri Lanka provide to the project? (v) Have you been regularly kept informed about the achievements of the project?	
Your feedback on the project	

INSEE Eco-Cycle Ltd

Country: Sri Lanka

Contact person information:

Name of your company: INSEE Eco-Cycle Ltd

Date in filling out this questionnaire:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
About your institution/company: (v) When was INSEE established? (vi) What are the main services offered by INSEE? (vii) How many people does INSEE employ? Number of men and women?	
1: How and when was INSEE selected to be part of the project?	

Questions	Response and comments
2: Did INSEE have past experience in the treatment/destruction of PCB-contaminated equipment?	
3: What has INSEE and its staff benefited from the project in terms of capacity building, equipment, or other?	
4: What did INSEE contribute to the project?	
<p>5: Did INSEE sign a contract with UNIDO? If yes, for what amount was the contract?</p> <p>6: What were the main responsibilities of INSEE in the project?</p> <p>7: What did INSEE have to deliver in the context of the project?</p> <p>8: What challenges did INSEE face in undertaking the project activities?</p> <p>9: To what extent have these challenges and obstacles been overcome?</p> <p>10: What is the cost charged by INSEE to treat PCBs?</p>	
<p>11: Has COVID-19 impacted on the delivery of activities and outputs? What adjustments were made because of the pandemic?</p> <p>12: Have jobs been created at INSEE as a result of its participation in the project?</p>	
<p>13: Are you satisfied with the guidance, support and assistance provided by UNIDO, the National Project Manager (NPM), National Project Director (NPD) National Project Coordinator (NPC), and the Ministry of Environment (MOE)?</p> <p>14: Were the support and assistance from consultants (national and international) adequate?</p> <p>15: What other types of assistance do you think would have been helpful?</p>	
<p>16: Where relevant, please rate individually the guidance & support provided by UNIDO, NPD, NPM, NPC, and Consultants, (from 1 to 6). 1: Highly unsatisfactory; 2: Unsatisfactory; 3: Moderately unsatisfactory; 4: Moderately satisfactory; 5: Satisfactory; and, 6: Highly satisfactory</p>	<p>UNIDO:</p> <p>NPD:</p> <p>NPM:</p> <p>NPC:</p> <p>Consultants:</p>

Questions	Response and comments
17: According to you, what challenges or obstacles remain for the sustainable operation of the PCB treatment facility?	
18: Your feedback on the project?	

NGO

Country: Sri Lanka

Contact person information:

Name of your institution:

Your position in the institution:

Please email back to: robert@uom.ac.mu

Questions	Response and comments
(i) When was your NGO established? (ii) What are the missions of your NGO/ (iii) Number of permanent staff of your NGO?	
(iv) When and how your NGO was contacted to participate in the project? Project with respect to the priorities of Sri Lanka? (v) Has your NGO participated in previous similar project? (vi) What was the role of your NGO in the project? (vii) What did your NGO benefit from the project? (viii) What did your NGO contribute to the project?	
Your feedback on the project	



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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION