Mid Term Evaluation

"FSP Environmentally Sound Management and Destruction of PCBs in Mexico: Second Stage".

ID GEF: 9214
ID PNUD PIMS: 5479

Product 3, Final Report

November 10, 2021 – April 09, 2022
Region: Latin America and the Caribbean
Country: Mexico
Implementing Agency: UNDP
Implementation Partner: Ministry of the Environment and Natural Resources (SEMARNAT)

Marisol Sánchez A.
National Consultant

Hernán Reyes G.
International Consultant

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Acronyms and abbreviations

APR	Annual Project Review
ATLAS	Enterprise Resource Planning System used by UNDP to manage projects (Software)
AWP	Annual Work Plan
BPC	Polychlorinated biphenyl
CDP	Comitee for Development Policy
CFE	Federal Energy/Electric Commission, “Comisión Federal de Electricidad”
DGGIMAR	General Directorate of Integral Management of Hazardous Materials and Activities of SEMARNAT, “Dirección General de Gestión Integral de Materiales y Actividades Riesgosas de la SEMARNAT”
EA	Executing Agency
FP	Focal Point, Focus Point
GAP	Gender Action Plan
GEF	Global Environment Fund
IA	Implementing Agency
LGPGIR	General Law for the Prevention and Integral Management of Wastes, (Ley General para la Prevención y Gestión Integral de los Residuos in Spanish)
M&E	Monitoring and Evaluation
MAA BPC	Safe Environmental Management of PCBs, (Manejo Ambientalmente Adecuado de BPC in Spanish)
METT	Management Effectiveness Tracking Tool
MT	Metric Tons
MTR	Mid-Term Review
NIM	National Implementation Modality
NIP	National Implementation Plan
PB	Project Board
PCU	Project Coordinating Unit
PIF	Project Implementation Format
PIMS	UNDP-GEF Project Implementation Management System
PIR	Project Implementation Report
POP	Persistent Organic Pollutants
PPM	Public Private Mechanism
PPR	Project Progress Report
PRODOC	Project Document
PROFEPA	Federal Bureau of Environmental Protection, (Procuraduría Federal de Protección al Ambiente in spanish)
ROAR	Results-Oriented Analysis Report
SACMEX	Water System of Ciudad de Mexico, (Sistema de Agua de la Ciudad de México in spanish)
SDG	Sustainable Development Goals
SEMARNAT	Ministry of Environment and Natural Resources, (Secretaría de Medio Ambiente y Recursos Naturales in spanish)
SENER	Ministry of Energy, “Secretaría de Energía”
SHCP	Ministry of Finance and Public Credit, “Secretaría de Hacienda y Crédito Público”
SISG	Management Service Integrated System, “Sistema Integrado de Servicios de Gestión”
SMART	Specific, Measurable, Achievable, Realistic and Timebound Indicator Syste
SMEs	Small and Medium Sized Enterprises
TAC	Technical Advisory Committee
TOC	Theory of Change
TOR	Terms of Reference
TT	Tracking Tools

UNDAF	UN Development Assistance Framework
UNDP	UN Development Program
UNEG	UN Evaluation Group

1. Executive Summary

Project Information Table

Basic Project Information Table

Project Details		Project Milestones	
Project Title	"Environmentally Appropriate Management and Destruction of PCBs in Mexico: Second Phase".	Date of FIP approval:	April 19th, 2016
UNDP Project ID (PIMS #):	5479	CEO Approval Date (FSP) / Approval Date:	November 1st, 2017
GEF Project ID:	9214	PRODOC signature date:	December 1st, 2018
UNDP Atlas Business Unit ID, Grant ID, Project ID:	00092730	Project Manager Hiring Date	February 16th, 2019
Country	Mexico	Starting Workshop Date:	March 1st, 2019
Region	Latin America and the Caribbean	Mid-term review completion date:	April 9th, 2022
Focus Area:	Persistent Organic Compounds	Terminal Evaluation completion date:	*Not Completed Yet*
GEF operational program or strategic priorities/objectives:	United Nations Development Assistance Framework (UNDAF) Direct effect 6. Environmental sustainability and green economy. The three levels of government, the private sector, academia and civil society will have strengthened their capacities to reverse environmental degradation and sustainably develop natural resources by incorporating environmental sustainability, low emission development and green economy in legislative, programmatic and decision making processes / The Mexico Document Programme (CDP) 2014-2018 Promoted low disaster risk and low emission, resilient and environmentally sustainable development strategies, with a gender and multicultural approach for poverty reduction and equity.	Planned operational closing date:	December 31st, 2024
Fiduciary Fund:	*GEF*		
Implementation Associate	SEMARNAT		
NGO / CBO participation:	*Not applicable*		
Private sector participation:	Private companies for PCB disposal or management services, Electrical Maintenance Shops, etc.		
Geospatial coordinates of the project sites:	*Not specified*		

Financial Information		
PDF/PPG	Approved (US$M)[1]	Final (US$M)
GEF PDF / PPG Grants for Project Preparation	$100,000 USD	$99,990.32 USD
Co-financing for project preparation		
Project	PRODOC Pledge (USD $Millions)	During MTE (USD $Millions)
[1] UNDP Contribution:	0.055	0,055
[2] Government:	14,00	No official data available as yet
[3] Other multi-/bi-laterals:		
[4] Private Sector:	6,76	No official data available as yet
[5] NGOs:		
[6] Total co-financiamiento [1 + 2 + 3 + 4 + 5]:	20,815	0.055
[7] Total GEF Funds:	4,80	0.532
[8] Total Project Funds [6 + 7]	25,615	0.587

[1] US$M is an abbreviation for Millions of dollars, corresponding to the format of these tables.

Project description

The project, "Environmentally Sound Management and Destruction of PCBs[2] in Mexico: Second Phase", corresponds to the continuation of the project "Environmentally Sound Management and Destruction of Polychlorinated Biphenyls in Mexico", which was implemented during the 2009-2015 period. This second phase of the project (February 2019-December 2023) seeks to minimize the risk of exposure of Polychlorinated Biphenyls (PCBs) to humans and the environment, while promoting Mexico's timely compliance with the requirements of the Stockholm Convention for the management of PCBs. To date (year 2022), the project is in its third year of execution out of a total of five years, with support from the GEF of US$4.8 million and an expected total investment of more than US$25 million. Given that this is a Mid-Term Review (MTR), the diagnostic focuses on detecting opportunities for improvement.

In the first phase of the project, results were obtained in the management and elimination of PCBs, in particular, the identification of an inventory. Based on this information, it was determined that 37,667 tons of oil and equipment containing PCB (approximately 120,000 transformers) still existed in the country; of these, it is estimated that a little more than 6,000 tons have been eliminated and about 31,658 tons remain to be destroyed. In the second phase of the project (2019-2023), it was proposed to destroy 5,000 tons of PCBs, in a time horizon between 2019-2023. With this action, it is expected to benefit 1,000 workers who currently have direct contact with contaminating sources through electrical installations in the country and 500 people with potential contact through contaminated transformers.

The objectives of the components are as follows:
Component 1: Strengthen management and destruction activities, through the establishment and operation of an efficient public-private mechanism.
Component 2: Develop PCB handling, destruction and maintenance facilities with modernized processes, emission controls and a management system.
Component 3: Eliminate PCBs, which will serve for the establishment of the SISG at the national level, with cost savings of 30% in the elimination.
Component 4: Documenting lessons learned, monitoring project progress and providing feedback and evaluation.

In terms of management, the project follows the National Implementation Modality (NIM) of the United Nations Development Programme (UNDP) (according to the Standard Basic Assistance Agreement between UNDP, the Government of Mexico and the Country Programme. The Implementing Partner for this project is the Ministry of Environment and Natural Resources (SEMARNAT), which is responsible for its execution. UNDP is the implementing agency through the Country Office (Oficina del País), specifically through the Environment, Energy and Resilience Program Unit. Quality assurance is provided by the UNDP-GEF Regional Technical Advisor in Panama and in accordance with the project cycle management services provided by the UNDP-GEF unit. UNDP is accountable for delivering results and providing project cycle management services, as implementing partner, SEMARNAT is responsible for ensuring project implementation and contributing to this initiative through the active participation of its technical staff in the follow-up.

PRODOC establishes the creation of the Project Board (PB) as the highest level of analysis and decision making with respect to programming and achievement of results. The PBis comprised of: a delegate of the SEMARNAT Representative as Implementing Partner and project leader; a delegate of the Ministry of Energy[3]; and a Resident Representative of UNDP as Implementing Agency. The PB is responsible for making management decisions based on consensus and according to PRODOC, it is an oversight body that must meet

[2] In this document, the acronym in plural will only be considered in the name of the project.
[3] In the PRODOC it is stated that they will be part of the PB, but they do not appear in the meeting records.

every 3 months, as well as making recommendations and reviewing and approving documents for the implementation of the Project.

Operational coordination is under the supervision of the PCU. A Technical Advisory Committee (TAC) was formed to implement the project, which is advisory in nature. The TAC will remain in effect as long as the project operates, and its constituent members are proposed and defined by the PBand PCU. In defining the members of the TAC, the following criteria were considered: thematic expertise; autonomy from government and UNDP positions and interests; representativeness among specialists in Persistent Organic Pollutants (POPs) and PCBs; experience in project-related issues; regional or state representativeness; and gender balance.

Project progress summary

In terms of project results, it is reported (PIR 2021) that a total of 432 MT of PCB were destroyed by the Federal Electricity Commission (Comisión Federal de Electricidad, CFE), and the goal to be achieved by 2021 was to eliminate 2,000 MT of PCB, therefore, the project is far behind the goal. It has been repeatedly stated by various sources that the target is likely to be too high, but there are no measurements or data available to question this target. The assessment of progress against the target by component is presented below:

Summary table of MTR assessment and achievements

Parameter	MTR Score	Achievement Description
Project Strategy	N/A	It can be concluded from the information provided by the analysis matrices (SMART and results) that the main difficulty of the project is not in its design, but in its governance and management, which has made it impossible to obtain better results.
Progress in the achievement of results	Objective 1.5 Unsatisfactory	The level of progress towards the results is very low and the project is far from meeting the objective.
	Component 1: 2 Unsatisfactory	None of the proposed goals were achieved. Some activities were carried out towards the future progress of the goals.
	Component 2: 1 Highly Unsatisfactory	In the 2019-2021 period, there was no significant progress towards the goals. Activities were carried out that will collaborate with the goal in the future, but their progress is very incipient to date.
	Component 3: 1 Highly Unsatisfactory	In the 2019-2021 period, there was no significant progress with respect to the goal. Activities were carried out that will collaborate with the goal in the future, but progress is very incipient.
	Component 4: 2 Unsatisfactory	In general, the goals proposed for this component leading to the fulfillment of the purpose of identifying lessons learned are not met. The goal of responding to the requested reports is met.
Project implementation and adaptive management	1 Highly Unsatisfactory (HI)	The project has had many difficulties to advance in achieving its objectives and multiple activities have been carried out without making progress in three years in determining where the transformers are located and the Integrated Management Services System (SISG), which are two of the pillars of the project, is not in operation to date. It is essential to change the way of managing and have an effective adaptive management that will allow the project to move forward effectively in 2022 and 2023.
Sustainability	3 Moderately Likely (ML)	Overall, the risks to the environment, socioeconomic, institutional and environmental framework are low and it is moderately likely that there will be sustainability of the project's actions. The promotion of the issue requires a lot of financial resources to stimulate companies or institutions to really invest in the destruction of PCBs, so this is a higher risk. In other words, the risk is that the financial stimuli will be insufficient. The authority is aware of the need to give a strong management impulse to the project and this new governance would allow the project to effectively recover and achieve its objective to a great extent.

Source: Evaluation team

Concise summary of conclusions

The results of this evaluation, in terms of project design, show that the project is generally well designed. However, the products that should account for the project management (present at the component level - results and management indicators) and ensure their efficient monitoring and execution were not considered. This fact influenced the ability to take timely action to ensure the expected results. In summary: the project objective responds to a real need, the components and products designed are relevant, the indicators, as well as their measurement parameters, are technically well elaborated, but management indicators need to be incorporated.

In environmental terms, the project design stands out for its contribution to the Stockholm Convention and the Sustainable Development Goals (SDGs). The main benefit of the project derived from the elimination of PCB emissions from electrical transformers is to develop profitable public-private investment models that allow further progress in the elimination of these liabilities, and also influences in reducing the financial burden of the public health system, benefiting human health.

The information and rating provided by the application of the SMART Evaluation Matrices and the project's results corroborate the aforementioned delays in the fulfillment of all the project's goals, obtaining a rating of Unsatisfactory, and an average score (of all the components) of 1.5 on a scale of 1 to 6 (where 6 is the maximum). The following aspects influence this result -with a rating of Unsatisfactory- of the project:

- Seven of the eight assumptions on which the implementation of each of the project's components was based are not met by the end of 2021: (i) that the Management Services Integrated System (SISG) was in place; (ii) to have information about PCB holders; (iii) that the NOM-133-SEMARNAT-2015 implementation program was in full execution; (iv) that the financing mechanism was designed; (v) that the project would be executed on time as planned; (vi) that the Project Coordination Unit would comply with all GEF M&E requirements within the planned timeframe; (vii) and that existing knowledge platforms would be used to share the information gathered. Only assumption viii) that there was political support from SERMANAT is met, which, in this way, is difficult to measure.
- During the 2019-2021 period, the project was unable to create the mechanisms to address the main barriers existing in Mexico for an adequate and cost-effective environmental destruction of PCBs. These can be summarized as: i) the lack of coordination with PCB holders to achieve adequate waste management and face the costs of transportation logistics; ii) the lack of reliable facilities and their destruction processes; iii) and the low level of knowledge and interest in complying with NOM-133-SEMARNAT-2015 by PCB holders, waste owners and maintenance companies; iv) and v) the low level of knowledge and interest in complying with NOM-133-SEMARNAT-2015 by PCB holders, waste owners and maintenance companies.[4].
- According the interviews, the situation of small and medium-sized companies, which have contaminated equipment and face difficulties in terms of costs to carry out an environmentally sound management of PCBs. The project hopes to address this reality by generating an SISG, which to date it is not in operation yet.
- Lack of reliable facilities and low level of knowledge of NOM-133-SEMARNAT-2015. This aspect was proposed to be addressed with the creation of the SISG as a public-private mechanism for the sustainable management and disposal of PCBs, a business model that includes the participation, supervision and support of the government. This model, should finance the promotion of public-private services for the elimination of

[4] That rule also states that holders of PCB equipment have a 2025 deadline for decommissioning.

PCBs, and inspection campaigns, monitoring and training of inspectors for the application of NOM-133-SEMARNAT-2015, 'product that also to date is not in operation.

In the opinion of this evaluation, the fact that Mexico has NOM-133- SEMARNAT-2015, is a facilitator for the objectives of the topic and the project. However, in the opinion of the PROFEPA, its application to date is insufficient.

In terms of progress in cross-cutting issues, the project has a document called Gender Action Plan (Plan de Acción de Género, GAP), which is aligned with the Stockholm Convention, which not only makes women visible as a vulnerable group, but also recognizes their important role, encourages the participation of women's groups and promotes their inclusion in the activities, and is aligned with the National Implementation Plan published in 2007 and updated in 2016, as well as with the UNDP Gender Equality Strategy 2018-2021.

In the evaluation, it is noted that the project presents progress in the implementation of a series of activities aimed at achieving institutional agreements and search actions that allow building an inventory. This necessary effort is part of the task, although there were difficulties due to Covid-19, the fact is that three years after the beginning of the project, contaminated equipment search procedures are still being carried out, is evidently a significant delay with respect to the planned times, endangering the achievement of the project's objective. Therefore, the achievement of the project at the date of this evaluation is Unsatisfactory.

It can be concluded from the information provided by the analysis matrices (SMART and results) that the main difficulty of the project is not in its design, but in its governance and management, which has made it impossible to obtain better results. In this regard, it can be pointed out that the decision that the Project Coordination Unit has managed two projects simultaneously, evidently reduced the strength of the PCB project management, and that there has not been enough concern on the part of the implementing partner institution to demand measures and changes in management that would prevent the current situation of such low achievement. The effect of the Covid-19 pandemic was undoubtedly present, preventing meetings and face-to-face events and more direct communication with institutions that could facilitate the detection of contaminated equipment. However, with the information available in the different reports and interviews developed, it can be concluded that the project was developed in a framework of institutional difficulties, with the absence of an efficient and effective management strategy. Therefore, the governance and management policy aspects constitute the main problem faced by the project, and these constitute the great challenge for its future continuity.

Recommendations Summary Table

	Recommendation	Responsible Entity
	Recommendation by Component	
A	**Component 1: Strengthening the market base and enforcement of regulations for the sustainable disposal of PCBs**	
A.1	**Key recommendation:** Based on the results of the SISG consultancy, establish an action plan to launch the system in harmony with the communications plan with events that allow the PCB issue to be placed on the media agenda and serve as a re-launch of the project.	**SEMARNAT Project Board**
A.2	Ensure that the SISG has a management and work agenda whose priority axis allows it to become a relevant actor in the PCB issue.	**PCU presents and approves Project Board**
B	**Component 2. Improvement of PCB Management Services and Certification of Destruction Facilities.**	

B.1	**Key recommendation:** Conduct a feasibility study on the minimum conditions (operating volume and/or subsidies) that would allow SEM-TREDI (or another company) to make the decision to operate by executing elimination actions in Mexico, so that the System can make these conditions viable and finally have lower prices.	**PCU presents and approves Project Board**
B.2	Ensure that the certification process for electrical maintenance workshops is completed and conduct an analysis of the experience with the first 25-30 workshops to serve as a demonstration effect and micro-successful communication. Incorporate in the 2022 and 2023 plan goals for workshop certification to ensure that PRODOC goals are achieved.	**PCU**
B.3	Develop an asynchronous virtual platform to achieve greater reach in the replication of workshops and training courses with national scope.	**PCU presents and approves Project Board**
C	**Component 3. Destruction of identified PCB banks.**	
C.1	**Key recommendation:** Define a parallel strategy to the consultancy in charge of sampling, as a proactive alternative that allows a greater involvement of the private sector in the identification of contaminated equipment with the promotion of subsidies, which are mentioned below.	**PCU presents and approves Project Board**
C.2	Evaluate the more intensive use of backwashing as a lower cost solution, and incorporate this information into the review of future components and results for project continuity.	**PCU presents and approves Project Board**
D	**Component 4. Identification of lessons learned, monitoring and evaluation.**	
D.1	**Key recommendation:** Establish an agreement with a university for project knowledge management, which generates information linked to the dissemination of lessons learned, achievements, successes and knowledge of the project.	**PCU presents and approves Project Board**
D.2	A communication strategy should be developed to document lessons learned and publish experiences or case studies that can be edited throughout the remainder of the project and develop a dynamic online Public-Private Mechanism (PPM) manual for monitoring.	**PCU presents and approves Project Board**
E	**Project implementation and adaptive management**	
E.1	**SEMARNAT-UNDP Commitment:** Formally ratify the interest of both institutions to support with a sense of urgency, involving oversight of the coordinating unit, delivery of strategic guidance, assisting with relationships and connections, and active participation in the project board monthly or bi-monthly during 2022 and quarterly.	**SEMARNAT-UNDP**
E.2	Elaborate a Project Closure Plan by December 2023 in II stages a) 2022 Plan with monthly details and quarterly goals. It must demonstrate that it is possible to achieve an exponential growth plan for the detection of PCB generators. b) 2023 Plan with monthly detail and quarterly goals showing successes especially during the first half of the year and not waiting for the closing of the project.	**PCU presents and approves Project Board**
E.3	Systematize all the current information on who are the holders of PCB and what is the real existing volume in Mexico to rethink not only in the change of the global goal of 5,000 MT eliminated, but also a proposal of goals that show a relevant qualitative impact. That is to say, to redefine goals that show elimination in highly sensitive sectors due to the risk of contamination or propagation, elimination of XYZ tons of localities or of an economic sector linked to conditions of vulnerability due to poverty or environmental vulnerability.	**PCU presents and approves Project Board**
E.4	**PCU Restructuring:** • The Management of the Coordinating Unit must have an effective leadership role in the Unit, guiding, showing creative alternatives, encouraging the search for solutions, exercising an adaptive management with a sense of urgency. He/she must be in the field looking for agreements and seeing where the bottlenecks occur in order to invent creative solutions. He/she must support the organization of the team's time to achieve collective efficiency. • Field work must be reinforced with support personnel for the project coordinating unit staff, who can go to the field to actively search for and reinforce commitments and support in speeding up the decision making process for the decontamination or destruction of contaminated units.	**Project Board must approve restructuring plan**
F	**Sustainability**	

F.1	Elaborate an awareness and communication plan that gives visibility to the problem of PCB that encourages and is reinforced with very clear and sequential communication milestones.	**PCU presents and approves Project Board**
F.2	The analysis of the financial mechanism (with the participation of the private sector) SISG is central to its operation, it is central to think of alternatives that are not only of cost reductions by way of reducing transportation costs by "gathering nearby polluting loads". It is necessary to think of various alternatives that all aim to reduce costs and improve the willingness to participate in the program.	**PCU presents and approves Project Board**
G	**Cross-cutting themes**	
G1	It will be essential that gender, human rights and inclusion issues are worked on with the support of the Gender Action Plan (GAP) document prepared by the project; the documents and consultancies generated by the project should include indicators for follow-up and compliance with the actions. In order to translate the actions in the field, the differentiated impacts on decision making should be identified, women have specific needs as stated in the GAP, in order to know the needs of women. It will be necessary to: Collect and request sex-disaggregated data. Train and involve women at the local level in the activities that the project will develop at the state level, in order to take advantage of women's knowledge about the dynamics of their institution or community. Identify and assess specific needs in situations of adequate PCB management, which will define their participation and integration in specific actions. Ensure that women benefit from training and that their role in the adequate management of PCB is identified. Allocate budget for the implementation of the GAP. Coordinate actions between the Project's PCU and SEMARNAT's Coordinating Unit for Social Participation and Transparency, which is in charge of the Gender Equity Directorate and the Human Rights and Environment Directorate in coordination with the UNDP Gender Focal Point, in order to develop synergies to implement the GAP.	**PCU presents and approves Project Board**

Source: Evaluation Team

2. Introduction

Purpose of this MTR and Objectives

The present review evaluated the Project "Environmentally Sound Management and Destruction of PCB in Mexico: Second Phase" in an objective and independent manner, determining the achievements towards the general objective, the specific objectives, the achievement of the products, expected results and their sustainability.

The relevance, execution and success of the project were reviewed by understanding its working context and the interests of the relevant authorities. Special interest was given to the analysis of the sustainability of the results obtained. Finally, recommendations are provided to facilitate the continuity and eventual scaling up of the project, and/or its implementation in other countries.

Given that this is an MTR (ex dure type) evaluation, the diagnosis focuses on the detection of needs for change. To this end, it is considered mandatory to provide recommendations on implementation arrangements to improve effectiveness, efficiency and sustainability for the remainder of the project implementation. At the same time, it is intended to provide recommendations that will be useful to similar projects in terms of the work theme, the complexity of multi-stakeholder and multilevel work, implementation and management arrangements that will guide the design and operation of other projects.

Scope and Methodology

Scope

In order to identify the results and progress of the project and in accordance with the TOR, the design and implementation of the project to date were evaluated to assess the relevance, effectiveness, efficiency, impact and sustainability of the proposed interventions linked to the project, in order to determine their development and estimate the extent to which the expected results have been achieved. At the same time, the progress achieved in the implementation of the project was analyzed, to what extent, how, why, and by means of what instruments (technological and financial) the improvement and/or substitution of technologies promoted by the project is being achieved (or is not being achieved).

The evaluation also involves all beneficiary stakeholders, as well as those responsible for the execution and implementation of the project.

The specific objectives of the evaluation are:

- Monitor implementation and adaptive management to improve results.
- Identify risks that may exist to ensure that project results are sustainable.
- Provide constructive and helpful recommendations for project implementation.

It was considered of vital importance in the evaluation to assess the contribution of all the institutions participating in the project in the areas of: management, facilitators of processes and agreements, institutional political support, direct and/or indirect financing, identification of unforeseen consequences (both positive and negative), and other aspects considered relevant. The evaluation includes the elaboration of specific recommendations that can be implemented in the future. This work provides evidence to support the accountability of UNDP programs and projects.

The evaluation was conducted in accordance with UNDP policies, guidelines, rules and procedures.[5]. The evaluated period comprises the first three years of the second phase of the project, February 2019 to December 2021. The people interviewed for this evaluation were the members of the PCU, the direct beneficiaries of the project, the national institutions involved: SEMARNAT, PROFEPA, CFE and state and local institutions; the JDP; the CTA; private companies; educational institutions and consultants. Representatives of the international institutions involved, in this case the UNDP team, were also interviewed.

Methodology

The proposed evaluation approach addresses the following areas of work:

A. Project strategy and results framework:

Project Strategy: The evaluation conducted an analysis of the project design in accordance with PRODOC, in order to identify whether the strategy is being effective in achieving the results or, if not, to propose actions to reorient the project to achieve the expected results and how it has incorporated the cross-cutting themes of gender equality, human rights and inclusion.

Results framework: The evaluation team developed an analysis of the results framework, indicators and targets, how they meet the SMART criteria and, if necessary, suggested modifications or revisions to the targets and indicators. The evaluation also reviewed how the project integrated gender equality and women's empowerment into its design.

B. Progreso en el logro de resultados

Among the objectives of the MTR is the review of progress in achieving the results, which will be based on the following elements:

- GEF Monitoring Tools
- Analysis of progress in achieving results
- Assessments of progress in achieving results

C. Project implementation and adaptive management

- Management mechanisms
- Work planning
- Financing and Co-financing
- Project-level monitoring and evaluation system
- Stakeholder involvement
- Information
- Communication
- Implementation assessments

D. Sustainability.

[5] The following is the main technical reference for this evaluation a) PNUD-GEF 2014, "Guía para la realización del MTR en Proyectos apoyados por el PNUD y financiados por el GEF", Guidance for MTR in UNDP-supported and GEF-funded Projects; and as complementary references the following documents: a) UNEG 2021, "Directrices de Evaluación PNUD", UNDP Evaluation Guidelines, b) UNDP, 2019, Revised UNDP Evaluation Policy; c) UNDP, 2020, Social and Environmental Standards; d) UNDP, 2018, Gender Equality Strategy 2018-2021; e) UNDP, 2018, Disability Inclusive Development in UNDP; f) United Nations Evaluation Group (UNEG), 2020, Ethical Guidelines for Evaluation; g) UNEG, 2018, Guidance on Evaluating Institutional Gender Mainstreaming;; h) UNEG, 2014, UNEG Integrating Human Rights and Gender Equity in Evaluations; i) UNEG guidelines. Ver http://web.undp.org/evaluation/guideline/

The assessment identifies the risks: financial, socioeconomic, governance, institutional and environmental framework. Based on this information, the project's likelihood of lasting benefits beyond its completion date will be assessed.

Sustainability ratings: To assess sustainability, the team used a 4-point scale, classified as follows: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU) and Unlikely (U).

The evaluation methodology considered the analysis of the project's theory of change (TOC) approach to determine the causal links between the interventions supported by UNDP and SEMARNAT, and to identify progress in achieving the expected results. The exercise of constructing the logic model of the structure of project objectives, indicators and goals that are the basis of the theory of change approach was carried out in order to contextualize the evaluation of the results obtained and their potentialities. The main framework of analysis was the Evaluation Matrix, where the main questions were framed according to the evaluation criteria.

Data Collection and Analysis

The information gathering instruments were: i) interviews with key information sources; ii) systematization of the documentation produced by the Project, which is used to answer the questions and sub-questions detailed in Annex 2, Evaluation Question Matrix.

The instruments used to collect information were:

- Key informant interviews: Based on a series of open-ended questions asked to some key informants. The interviews are qualitative, in-depth and semi-structured. They are based on the themes and questions of the evaluation. These in-depth interviews were conducted mainly at the central level, i.e. with key representatives/members of UNDP, government institutions, strategic partners at the national and local levels, with meetings lasting from 45 minutes to approximately 2 hours depending on the relevance of the topic.
- Systematization of the documentation produced by the Project: A process was carried out to organize all the available project information contained in its main documents such as the PRODOC, monthly, quarterly and annual reports, Project Board Minutes, financial reports, consulting product documents, communication material, among others, to support the evaluation findings.

The people interviewed were grouped for methodological purposes into three categories: i) directly linked to implementation: officials from SEMARNAT, UNDP and the Project Coordinating Unit (PCU); ii) indirectly linked to implementation: members of other institutions in line with the project objectives and others of national relevance relevant to the topic, which are not considered in the first category; iii) Beneficiaries: people representing organizations with the processes of education, training and awareness raising or others.

An evaluation matrix was prepared, with evaluation criteria, questions and indicators, which allows us to observe in detail how the consultancy collected the data and systematized the information. This matrix details the evaluation criteria, the questions that guided the search for information, the indicators to be observed, the sources for verifying and obtaining the information and the methodology used to obtain it (Annex 1).

Ethics

The interviews and the handling of the information were carried out under the procedure of the UNDP-GEF Mid-Term Review Guidelines and the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluations in the United Nations System, under the terms of independence, impartiality, conflict of interest, honesty and integrity, competence,

accountability, protection and welfare of people and communities, confidentiality and avoidance of harm, accuracy, completeness, reliability and transparency. In particular, each interview or virtual meeting started with a brief introduction by the Evaluation Team, introducing itself, and reminding the participants that the information collected was treated anonymously and confidentially and that the interviewee may also avoid answering questions when and if he/she perceived them as possible sources of harm to his/her person or professional profile.

Limitations on the evaluation

The evaluation activity was carried out virtually by conducting interviews remotely using communication services such as Zoom and Meets, which partially replace the dynamic of interaction between interviewees and interviewer, sometimes losing the greater perception and details that are achieved in person.

However, the use of communication technologies allowed a greater number of individual interviews than would have been possible through field interviews.

Structure of the MTR report

The structure and information contained in this report begins with the delivery of the executive summary that contains a table of project information and a table of project ratings for this evaluation.

The summary contains a brief description of the intervention, i.e. what the PCB project was intended to accomplish and a concise summary of findings and conclusions. It ends with a summary table of recommendations. Chapter 2 describes the scope and objectives of this evaluation and provides a detailed explanation of the evaluation scope, approach and methodology, as well as the data collection method, ethical issues and limitations of the evaluation. Chapter 3 describes the project, highlighting the main milestones and the development context relevant to the achievement of the project's objective and scope, as well as the problems and expected results. Chapter 4 presents the evaluation findings, starting with the analysis of the project design and formulation, the analysis of the project implementation and finally an extensive detail of the results and impact of the project in the categories of relevance, effectiveness, efficiency and overall results, which are rated according to the UNDP-GEF Project Final Evaluation Manual. Subsequently, chapter 5 presents the main findings, conclusions and recommendations. Finally, the annexes that provide detailed supporting information on the analysis and conclusions of the evaluation are attached.

3. Project description and context.

Development context: environmental, socio-economic, institutional and political factors relevant to the project objective and scope.

The Stockholm Convention[6] on POPs recognizes that these pollutants have toxic properties, are resistant to degradation, bioaccumulate and are transported by air, water and migratory species across international borders and deposited far from the site of their release, accumulating in terrestrial and aquatic ecosystems. In addition, they generate health problems resulting from local exposure to persistent organic pollutants, especially the effects on women and, through them, on future generations. The purpose of the Convention is to protect human health and the environment from persistent organic pollutants, including PCBs.

The environmentally sound management and disposal of PCB seeks to reduce the risk of exposure and minimize health and environmental impacts. This project seeks to ensure that Mexico has the technical and management tools to adequately deal with PCB, while promoting timely compliance with the requirements of the Stockholm Convention for the management of PCBs, including the provisions of the Convention on Decommissioning and Destruction.

Problems that the project seeks to address: threats and barriers

Through the project "Environmentally Sound Management and Destruction of Polychlorinated Biphenyls in Mexico" First Phase, results were obtained in the management and elimination of PCBs, in particular, the projection of an updated inventory of PCB. Based on this information, it was determined that there were still 37,667 tons of oil and equipment containing PCB in the country (approximately 120,000 transformers), of which it is estimated that a little over 6,000 tons have been eliminated and nearly 31,658 tons remain to be destroyed.

Although the first phase of the project was evaluated as successful, Mexico still faces major challenges in meeting the 2025-2028 objectives established in the Stockholm Convention, which Mexico ratified in 2002, so that they must be destroyed in their entirety before 2028, for example: insufficient dissemination of regulations for greater awareness and information to generators and suppliers of PCB hazardous waste and equipment management; the absence of a permanent mechanism for management, logistics and collection; and the lack of certainty in market signals to invest in service companies given the low demand.

The country has NOM-133-SERMARNAT-2015[7], applicable to all electrical equipment in use and discarded. Although this fact is a facilitator for the objectives of the topic and the project, in PROFEPA's opinion, its application is insufficient.[8].

In the PRODOC of the second phase of the project, it is pointed out that, despite the nominal PCB disposal capacity of the country, the estimated PCB inventory management and disposal rate (in the first phase of the project) will not be reached by 2028 (date of the Stockholm Convention agreement) due to: insufficient enforcement of NOM133-SERMARNAT-2015 in Mexico, and the fact that PCB contaminated equipment is geographically dispersed, which influences high costs for its management and disposal.

[6] Signed on May 22, 2001, ratification was approved by the Senate on October 17, 2002, and the Secretariat of the Convention was notified in February 2003. The Convention entered into force in May 2004.
[7] Official Gazette of the Federation. 23-02-2016.
[8] It should also be noted that according to the evaluation carried out in the first phase of this project, some companies have permits that do not have an expiration date, which means that their operation cannot be cancelled. Therefore, these companies operate in an environmentally inadequate manner.

The main barriers existing in Mexico for an adequate and cost-effective environmental destruction of PCB are: i) the lack of coordination with PCB holders to achieve an adequate waste management and face the costs of transportation logistics; ii) the lack of reliable facilities and their destruction process; iii) and the low level of knowledge about the 133 standard, on the part of PCB holders, waste owners and maintenance companies.

Regarding the barrier in terms of costs, according to PRODOC, in the first phase of the project it was demonstrated that the SISG achieved savings of approximately 22% by coordinating and integrating the logistics of the PCB disposal and destruction process. Although this is an encouraging result, it is important to take into consideration that the cost situation is aggravated in the case of small and medium-sized companies, a high percentage of which have contaminated equipment. For example, out of a total of 1,000 electrical maintenance workshops in the country, only 9 of them will be certified in the use of best practices by 2021.

Regarding the second and third barrier, the lack of reliable facilities and the low level of knowledge of the Standard, the project contemplates the creation of a public-private mechanism (or similar) for the sustainable management and disposal of PCB in a business model that includes the participation, supervision and support of the government. This model contemplates financing the promotion of public-private services for the elimination of PCBs, and inspection campaigns, follow-up and training of inspectors for the application of NOM-133-SEMARNAT-2015.

According to PRODOC, the project comes to respond to Mexico's international agreements and is congruent with the National Implementation Plan of the Stockholm Convention on POPs in Mexico year 2016, which states in its section 5. 2 Industrial POPs, action plan for PCB, strategic line 1, priority action #1 "Schedule the destruction of existing PCB and drive the next phase of the UNDP PCB project, thus it also supports the SDGs, in particular SDG 3 "Ensure healthy lives and promote well-being for all at all ages" and its target 3. 9: "By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution", as well as SDG 12: "Ensure sustainable consumption and production patterns" and its target 12. 4: "By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and land in order to minimize their adverse effects on human health and the environment."

The project identifies four major needs that must be addressed at the country level to deal with the existence of PCB-containing equipment and the risks associated with it:

i. Strengthen market conditions for the proper management and destruction of PCBs, together with actions aimed at complying with the existing legal framework for these purposes.
ii. To have updated information on PCB maintenance and destruction services. To this end, it is necessary to evaluate, improve and certify such services, including existing and new facilities.
iii. Reduce the costs of destruction of polluting materials through the generation of an SISG.
iv. Take care of the project's future sustainability requirements such as: capturing lessons learned, monitoring the project, providing feedback, and conducting independent evaluations.

One of the goals (by 2024) of the project -in this second phase- is the destruction of 5,000 tons of PCBs. This action is expected to benefit 1,000 workers who currently have direct contact with contaminating sources through electrical installations in the country and 500,000 people with potential contact through contaminated transformers. The main group at risk of exposure to PCB are workshop maintenance workers as a result of inadequate

practices and/or lack of equipment maintenance. This group will receive special attention during project execution. As a sub-risk group -always considering the social variable of workers- are women who may be involved in chemical exposure as a product of their role in the work processes.

Project description and strategy

Immediate and developmental objectives of the project

The overall objective of the project is: *"to minimize the risk of exposure of PCB to humans and the environment, while promoting Mexico's timely compliance with the requirements of the Stockholm Convention for the management of PCB, including the provisions of the Convention on Decommissioning and Destruction".*

Table of benchmark indicators established for the objective and results

General Objective: Minimize human and environmental exposure to PCB by complying with the requirements of the Stockholm Convention for PCB management, including dismantling and destruction services. The project will eliminate 5,000 tons of PCB contaminated equipment.		
PRODOC Indicators	**Project mid-term goal**	**Project final goal**
Metric tons of PCB contaminated equipment removed.	2,000	5,000
Number of direct beneficiaries of the project: 1,000 people	150,000	501,000
Component 1:		
Result 1 Strengthen the market and regulatory enforcement basis for the sustainable disposal of PCB.		
Number of PCB elimination proposals through the SISG.	800	2,000
Number of responses from PCB holders to the NOM133-SEMARNAT-2015 campaign.	100	250
Funding mechanism for PCB elimination concept developed.	0	1
Component 2:		
Result 2: Improved PCB management services and certification of destruction facilities.		
Number of existing PCB disposal facilities upgraded and certified.	1	2
Number of new PCB disposal facilities authorized and certified.	1	2
Number of certified transformer maintenance facilities.	53	113
Component 3:		
Result 3: Destruction of identified PCB storage.		
Metric tons of contaminated PCBs disposed of	2,000	5,000
Component 4:		
Output 4: Capture of lessons learned, monitoring of project progress and adaptive feedback and evaluation.		
Number of GEF UNDP M&E requirements met and adaptive management applied.	13	29
Number of documents and reports published on best practices and experiences.	1	5

Source: PRODOC

Desired Results

The main expected results of the project by component are:

Component 1: Strengthened market bases and enforcement of regulations for the sustainable disposal of PCBs:

The result of this component is the strengthening of management and destruction activities, carried out by the private sector, through the establishment and operation of a public-private mechanism that is efficient and low cost. Such entity will comply with regulations in general and particularly with NOM-133-SEMARNAT-2015 for PCB management. The products expected to be obtained through this component are:

Product 1.1: Inventories ratified by sampling of CFE, private industry and public sensitive sites:
Product 1.2: Public-Private Mechanism (or similar) for Integrated Management Services System for PCB destruction established nationwide.
Product 1.3: PCB disposal concept financing mechanism developed, evaluated and tested.
Product 1.4: Federal implementation program of the Mexican Official Standard NOM-133-SEMARNAT-2015 for the proper management of PCB.

Component 2. Improvement of PCB Management Services and Certification of Destruction Facilities.

The result of this component is that the PCB handling, destruction and maintenance facilities have modernized processes, emission control and management systems. Destruction facilities will be certified by a third party and must comply with established standards for: the incineration process (particularly gaseous emissions) with international standards; the establishment of chemical processes (if new); and electrical maintenance companies will be certified with best practices in the management of hazardous waste and PCBs. The products expected to be obtained through this component are:

Output 2.1: Two existing disposal/handling facilities upgraded and certified.

Product 2.2: Two new disposal/handling facilities established and certified.

Product 2.3: One hundred certified electrical maintenance shops.

Component 3. Destruction of identified PCB banks.

For the implementation of this component, a business model based on the SISG will be built to help reduce destruction costs at the national level. The destruction of 5,000 metric tons (MT) of PCB stockpiles identified in Mexico is proposed.

The result of this component is the elimination of the identified fraction of PCB (which represents more than 15% of the inventory). This eliminated quantity will serve as a pilot for the SISG throughout the country. The product expected to be obtained through this component is:

Product 3.1: 5,000 metric tons of PCB contaminated materials in sensitive areas, industry and CFE, eliminated. This activity will be carried out through the direct application of the SISG as part of the PPM (Public-Private Mechanism, “Mecanismo Público-Privado) activities.

Component 4. Identification of lessons learned, monitoring and evaluation.

This component proposes to: capture lessons learned; follow up on the project; provide feedback; and conduct independent evaluations. The products expected to be obtained through this component are:

Product 4.1 Monitoring, evaluation and management adapted in response to the needs, recommendations and lessons learned in the mid-term and final evaluation extracted.

Output 4.2: Results and best practices captured in knowledge management products and disseminated nationally and internationally.

Theory of Change

The TOC Theory of Change developed for the Project states: That it is necessary to minimize the risk of exposure to PCB in humans and the environment, while promoting

Mexico's timely compliance with the requirements of the Stockholm Convention for the management of PCB, for which the existence of PCB must be detected and the process of their elimination supported. The TOC identifies the components, products and results of the Project, which are framed within the strategic priorities at the country level. Each of the components and results is in accordance with the Objective of reducing the impact of 5,000 tons of PCB and it is identified in the TOC how each action feeds back and that finally it is expected to achieve a set of changes focused on improving the health of people who work directly and indirectly with the transformers and reduce the risk of exposure to contaminants hazardous to health and comply with the agreements ratified by Mexico within the framework of the Stockholm Convention and institutional strengthening through the strengthening of companies dedicated to the destruction and management of PCB.

Therefore, it is considered that the logic of the theory of change is very well constructed and is adequate to national interests and international agreements.

Gender equality and women's empowerment

The project highlights the need to reinforce attention to gender, as it is evident that both men and women are exposed to different chemical contaminant sites and that it is important to differentiate between women and men.

PRODOC stresses that the differences between men and women should be taken into account in the Project's interventions related to the proper handling of chemicals in general and PCB in particular. It also stresses that in transformer maintenance activities their use is limited; however, there may be contaminated areas or sensitive areas such as schools that are visited by women and children, who are at greater risk of exposure. PRODOC establishes that the priority concerns of groups vulnerable to possible PCB spills must be addressed, ensuring the participation of women in training and capacity building activities, as well as carrying out two interventions to incorporate the gender perspective.

Project implementation mechanisms

As mentioned above, SEMARNAT is the national entity responsible for coordinating the implementation of the project, an institution in charge of complying with the agreements of the Stockholm Convention as a country, so the project comes to strengthen the actions and responsibilities as a national institution. The Project Board is led by SEMARNAT and UNDP, who are responsible for reaching agreements that could facilitate the realization of project results, however, during the interview process, it has been seen that it is not operating on a permanent basis, which could establish agreements at the highest level. The PCU has been formed through a work team that has had to be divided in the management and implementation of 2 projects at the same time, which has reduced the attention to the project and evidences that it has not been a strategy that helps the project.

Project execution deadlines and milestones to be met during its development.

The PRODOC contains detailed project execution deadlines, specified by type of monitoring and evaluation activity, with determination of the responsible parties and the time periods in which they are to be carried out. There is no room for doubt and it allows following up on commitments at relevant project milestones..

Main Stakeholders.

The project includes two stakeholders, one with the government (SEMARNAT and PROFEPA) and the other with the private sector:

Main Stakeholders

Name	Role in the Project
Public Sector	
SEMARNAT	Project implementation partner: Political and administrative support; Co-financing of project operation; Supervision of the planned Public-Private Mechanism; Coordination with other partners; Timely issuance of permits for mobile destruction processes.
PROFEPA	In charge of the campaign for the implementation and application of NOM-133-
Ministry of Energy ("Secretaría de Energía", SENER)	SEMARNAT- 2015 of PCB and compliance with the Law.
CFE	Political support for the ratification of the inventory. Co-financing of the Project
Private Sector	
Private companies providing disposal services and handling of PCB	Incineration and management of PCB. Participation in the Public-Private Mechanism through investment in new chemical equipment for PCB contaminated equipment. Operation of new equipment

Source: PRODOC

Types of beneficiaries / target groups and their engagement

Project Beneficiaries	Implications of involvement in the project	Engagement strategy
Maintenance workers of companies and sensitive sites.	▪ Potential exposure to PCB related to work at source. ▪ They have a direct role in PCB risk reduction through compliance with NOM-133-SEMARNAT-2015 and best practices.	▪ Report on the harmful effects of PCB leakage resulting from certain processes/practices and share findings. ▪ Train on best practices and regulatory issues on the job.
General population, women, children, vulnerable population groups, etc.	Potential PCB exposure at sensitive sites in case of spills.	This sector will not be worked with directly, they will be informed of the actions and prevented only in case a critical event takes place.
Owners of companies and sensitive sites.	They will be provided with services to dispose of their PCB equipment at a lower cost.	They will focus on the promotion campaign by the PPM as well as the PROFEPA inspection campaign.
SEMARNAT, SENER, PROFEPA, CFE (Government Agencies)	Key players for law enforcement oversight in the performance of their duties	▪ Increase awareness ▪ Involvement in coordinated activities ▪ Signing of agreements with PROFEPA ▪ Training of Inspectors (auxiliary) ▪ Review and joint development of regulatory measures
PCB Management Service Providers	They are expected to gain an increase in their business opportunity	They will be invited to join the SISG, and in some cases, to invest, through the PPM.

Source: PRODOC

4. Verified Facts

4.1. Project Strategy

Project Design

The project is aligned with national priorities. Mexico ratified the Stockholm Convention in 2003, which entered into force in 2004, and the project promotes actions to comply with the Convention by reducing the risk of exposure to contaminants such as PCB that endanger human health and the environment, The project also contributes to the National Implementation Plan for the Stockholm Convention (2007)[9], which promotes the search for contaminants by developing inventories, strengthening legislation, and incorporating best practices for environmentally sound management.

[9] Plan Nacional de Implementación del Convenio de Estocolmo / México (cristinacortinas.org)

The project is in line with Mexico's National Development Program 2019-2024, from which SEMARNAT's Sector Program for the Environment and Natural Resources 2020-2024[10] is derived and which in its 4th priority objective, establishes the promotion of an environment free of water, air and soil contamination that contributes to the full exercise of the right to a healthy environment. The project encourages the application of NOM-133-SEMARNAT-2015 where the capacities of institutions such as PROFEPA have been strengthened and they carry out review actions and inspection visits to companies to ensure the application of environmental legislation and specifically the standard.

The project was aligned to the UNDAF (2017-2021) Direct Effect No. 6, where the project has come to strengthen capacities to reverse environmental degradation through environmental sustainability and boosting the destruction of PCBs, Program Document for Mexico 2014-2018 (CPD)[11] and that this, had an extension for the years 2019 and 2020, the project contributes to one of its Priority Areas of the program, which is Environmental Sustainability and green economy, and its Indicator Effect: 6.3% of Public Budget allocated and executed in environmental sustainability policy, the project has promoted institutional coordination for the proper management of PCB through letters of understanding, the ratification of the national inventory of PCB will be essential for the elimination of more PCB in the following years.

In 2015, the United Nations General Assembly approves the 2030 Agenda, as part of this, 17 SDGs were defined[12], where the project, specifically collaborates with SDG 3 Health and well-being for all at all ages and its target 3.9: "By 2030, substantially reduce the number of deaths and diseases caused by hazardous chemicals and air, water and soil pollution", likewise as SDG 5 Gender Equality, specifically in its target 5. 5: "Ensure women's full and effective participation and equal opportunities for leadership at all decision-making levels in political, economic and public life.", also in SDG 12: "Ensure sustainable consumption and production patterns" and its target 12. 4: "Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and land in order to minimize their adverse effects on human health and the environment."

Based on the 2030 Agenda for Sustainable Development and a commitment to the principles of universality, equality, leaving no one behind, and reaching the furthest behind first; leaving no one behind, and reaching the furthest behind first, in its Strategic Plan (2018-2021) it frames helping countries achieve sustainable development through eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development, and building resilience to shocks and crises, the project aligns to the main objective of the plan, which is to build capacities and aligns to one of the development environments of "Building resilience to shocks and crises" by reducing climate risks from pollution, the project also contributes to the Plan to one of its flagship solutions No. 3, to "improve national prevention and resilience capacity for resilient societies" by minimizing health risk factors and strengthening human security to a healthy and pollutant-free environment. The project has strengthened participation spaces for companies and institutions working on the reduction of PCB pollutants, and is promoting the participation of women on an equal gender basis.

The GEF's contribution strengthens international commitments and builds capacities in Mexico to reduce PCB pollutants in an environmentally sound manner, actions that are aligned with its financing strategy to support compliance with the Stockholm Convention and reduce health and environmental risks in a comprehensive manner.

[10] DOF - Diario Oficial de la Federación
[11] https://www.mx.undp.org/content/dam/mexico/docs/MarcolegalPNUDMx/UNDP-MX-MarcoLegal-CPD-2014-2018.pdf
[12] Objetivos y metas de desarrollo sostenible - Desarrollo Sostenible (un.org)

Theory of Change

The project team identifies the problematic situation of PCB in Mexico and knows how this comes to strengthen the country through the identification and destruction of PCB, the TOC envisions each of the results and changes expected to achieve the project, likewise, in the implementation, not being able to have a verified and ratified inventory from the beginning of the project, this has limited the changes that the project seeks to achieve. To date, no effective contribution from the project to the expected change has been identified, since the destruction has been minor in comparison with the goal and only after 3 years an approximation of the inventory is about to be obtained. The low level of operation does not invalidate the theory of change, since the explanations for the lack of inventory after such a long time only show a lack of adaptive management.

Not being able to count on the inventory is a serious problem, which at best would indicate that PRODOC had an assumption that was not correct, but it does not invalidate the theory of change.

Gender equality and women's empowerment

As for the GEF Gender Equality Policy was adopted in 2017 and replaced the 2011 Policy on Gender Mainstreaming, it came into effect on July 1, 2018 and aims to establish guiding principles and mandatory requirements for integrating gender into GEF management and operations, seeks to ensure that women and men have equal opportunities in the participation and benefits of GEF-financed activities. It promotes gender equality and the empowerment of women and girls in support of the GEF's mandate to generate benefits for the global environment. The GEF Gender Equality Policy indicates that it is to be applied to all GEF-financed activities that arise from its implementation.

The project is laying the groundwork by aligning with national gender equality and women's empowerment goals and contributing to the achievement of the SDGs, specifically SDG 5 Gender Equality and one of the fundamental principles of the 2030 Agenda for Sustainable Development of "Leaving no one behind and reaching the furthest behind first, which is based on Equality and Non-Discrimination principle that includes the human rights-based approach to development.

This principle seeks to benefit everyone, everywhere. It is the commitment of humanity to end inequities, inequalities and exclusion and the National Program for Equality between Women and Men (PROIGUALDAD) 2020-2024, which has a cross-cutting approach to human rights and gender in its five objectives, this being one of the axes of the UNDP mandate on gender equality, SEMARNAT is also committed to the fulfillment of the Program through 16 specific actions, including the Climate Action Policy with the participation of women, youth, and indigenous peoples and communities.

The GAP seeks to ensure the incorporation of the gender perspective within the environmentally sound management of PCB, aims to sensitize the population on the issue of PCB and their relationship with health and environmental risks, establishing a series of indicators to ensure that the contribution to the project is evident and quantifiable.

It is a document that determines what actions should be carried out by component, which is aligned with UNDP and GEF policies, contains annexes such as infographics and posters that can be reproduced and disseminated, and also contains a 20-slide presentation that highlights how the gender perspective is related to the management of toxic substances, as well as a very complete digital library that can be used to document Project experiences, so that in the following years the Project should implement the GAP. With the purpose of directly empowering women and incorporating a gender equality approach in all work, and at the same time including more cross-cutting issues such as human rights, which is based on a principle that is framed within the Universal Declaration of Human Rights, Article 25

"Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family..." and the promotion of inclusion as a constitutional right expressed in Article 1 of the Political Constitution of the United States of America, Article 1 of the Constitution of the United States of America, of the Political Constitution of the United Mexican States, which states that "Any discrimination based on ethnic or national origin, gender, age, disabilities, social condition, health conditions... is prohibited"

Results framework/logical framework[13].

The SMART consistency assessment tool (Annex 5), which shows the consistency of the project's logical framework, was used in this evaluation.

Consistency Analysis: Objectives-Objectives-Results-Indicators-Goals[14]

SMART Assessment Matrix of Indicators and Targets against Component (Annex 5 Matrix b)

SMART Assessment Matrix of Indicators and Targets against Component Targets against Component, Summary

Component	Specific	Measurable	Achievable	Realist	Timebound	Result
Component 1	100%	83%	67%	67%	67%	76%
Component 2	100%	100%	50%	50%	50%	70%
Component 3	100%	100%	50%	50%	50%	70%
Component 4	100%	100%	50%	50%	50%	70%
Total, Score	**100%**	**96%**	**54%**	**54%**	**54%**	**72%**

Source: Evaluation Team

The SMART Evaluation Matrix of Indicators and Targets with respect to Component, shows the relationship of consistency between component, indicators and targets set out in the project. When analyzing the data, it is observed that with respect to the project design, the set of components is evaluated with 72% consistency in relation to the indicators and goals developed. In turn, the four components are evaluated as 100% specific and 96% measurable. These results show that there is consistency in the design of the indicators and goals, in affinity with the components.

Regarding the evaluation of the criteria: to what extent are the goals considered achievable, realistic and executable within the timeframe of the project. The estimated success rate is 54%, which is consistent with the overall results obtained in the project's results matrix (See Annex 6).

When disaggregating the consistency relationship matrix between component, indicators and goals by component, it is observed that component 1 presents the highest level of consistency with 76%, and the other components present 70% consistency. These results imply that from the point of view of the project design, the achievement of the components had a high probability of success.

SMART Evaluation Matrix of Consistency between Component and its Results

SMART Matrix of Consistency between Component and its Results, Summary

Component	Relevance	Objective Satisfaction	Density	Result
Component 1	**100%**	**50%**	**50%**	**67%**

[13] See calculation details in Annex 6, Matrix a.
[14] See calculation details in Annex 6, Matrix b.

Component 2	**100%**	**50%**	**50%**	**67%**
Component 3	**100%**	**50%**	**50%**	**67%**
Component 4	**100%**	**50%**	**50%**	**67%**

The evaluation of Consistency between the component and its results allows measuring the degree to which the project's objective can be satisfied, if the Products are achieved. In this case the ratings respond to criteria of Relevance[15] Satisfaction of the Objective[16] and Density[17]. Together these parameters yield an analysis of the technical consistency of the project. The score is 1 point for each variable measured per product, which implies in this project, a maximum potential of 4 points as there are four components.

The results obtained in this matrix indicate that the level of consistency between project components and results is 67%. Although this is a high level of consistency, a higher level was not achieved because the project design did not consider products or results that would ensure the materialization of the project. These results refer to project management aspects that should have been incorporated into the components to ensure timely implementation.

Notwithstanding the above, the matrix shows that in terms of project design, all the components and their results are rated as 100% relevant. This means that the results proposed are indispensable for the project's outcome, even though other (management) results are missing to ensure the optimal execution of the project.

Regarding the expected satisfaction of the results for the fulfillment of the objectives, and the density, an evaluation of 50% is obtained. The latter responds to what was recently pointed out, the absence of management results that will ensure the timely implementation and adequacy of the components. This situation can be corroborated with the project's results matrix (Annex 6), where it is evident that the design did not consider the mechanism(s) that will provide early warnings to ensure the materialization of the components in the planned time and conditions.

4.2. Progress in the achievement of results

Analysis of the progress of results

To measure progress in the results, a Project Goal Achievement Matrix was constructed for each component (annex 6). The following is a summary of the results obtained with the different project analysis and evaluation tools.

In carrying out this analysis, the following variables are crossed and analyzed: first, the expected products, the indicators developed in the PRODOC, and the goal established in the PRODOC are identified for each objective. Next, the achievements, sustainability and relevance of the project are rated. A scale of 1 to 6 is used to rate the achievements and relevance: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU); 2 Unsatisfactory (U) and 1 Highly Unsatisfactory (HU). The sustainability rating uses a scale of 1 to 4, where the maximum is 4 (Likely), followed by 3 (Somewhat Likely), 2 (Somewhat Unlikely) and finally 1 (Unlikely). The set of sub-total (per objective) and total scores are summed and averaged. Uniform weighting is used for each project objective.

[15] **Relevance:** Refers to the extent to which the achievement of the products is congruent with the Project's objective.
[16] **Satisfaction:** Refers to the extent to which the fulfillment of the products allows the complete or partial achievement of the objective.
[17] **Density:** Refers to the extent to which the products effectively achieve in depth the Project Objective**.**

Project Objective and Component Qualification Matrix

(Annex 5 Matrix a), Summary

Rating by Component	Achievement Rating [18]	Sustainability [19]	Relevance[20]
Component 1	2 Unsatisfactory	3 Somewhat Likely	2 Relevant
Component 2	2 Unsatisfactory	3 Somewhat Likely	2 Relevant
Component 3	2 Unsatisfactory	3 Somewhat Likely	2 Relevant
Component 4	2 Unsatisfactory	3 Somewhat Likely	2 Relevant

Source: Evaluation Team

The summary table of evaluation and rating of the project's objective with respect to its indicators and targets shows that the set of components yields an achievement rating of 2 Unsatisfactory, a result that is consistent with the Achievement Matrix (Annex 6). Regarding the sustainability of the components, the evaluation yields a result of 3 as somewhat likely (on a scale of one to four, where 4 is the highest score). On the other hand, the components as a whole are evaluated as relevant to the project. These results confirm the fact that the project has no problems in terms of design (products are considered 100% relevant and goals are well defined), however, the assessment of achievement obtained by 2021 is Unsatisfactory.

Based on the information on the components, results and products proposed to be obtained by the project, it can be concluded that there is a temporal dependency relationship (concatenation of facts) between the implementation of component 1: "Strengthening of market bases and application of regulations for the sustainable disposal of PCB" and component 3: "Destruction of identified PCB banks", since the implementation of the latter component depends on the SISG being in operation. On the other hand, the implementation of component 2, "Improvement of PCB Management Services and Certification of Destruction Facilities", could (theoretically) have started in parallel to the other components since the inventory information prepared in phase one of this project was available. The implementation of component 4, "Identification of lessons learned, monitoring and evaluation", is also dependent in time on the results of the other components.

In other words, in terms of analyzing results on a timeline, the initial progress of the project depends on the timely achievement of the results of component1: "Strengthening market bases and enforcement of regulations for the sustainable disposal of PCB", in particular on: (i) having an updated and ratified inventory; (ii) the legal constitution of the public private mechanism that should allow the national deployment of the SISG, promote the services offered by its members, and offer the project services to all users generating economies of scale of at least 30% in PCB disposal costs; (iii) the development of a financing mechanism based on the updated feasibility study, which lays the foundation for financing the destruction of the remaining PCBs, and implies at the same time, the possibility of future sustainability of the project. This observation takes on greater relevance in the results of goal achievement presented below (Annex 6), where component 1 obtains an Unsatisfactory level of achievement.

[18] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).
[19] Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Somewhat Likely), 2 (Somewhat Unlikely) and finally 1 (Unlikely).
[20] Rating is binary: 2 relevant or 1 not relevant.

The following is a summary of the achievement matrix (Annex 6) for the project with respect to the goals set by component, its level of progress in the 2019-2021 period, and the estimated achievement rating for this evaluation according to the UNDP criteria indicated at the bottom of the page (scale from 1 to 6, where six is the highest score).

Summary table Progress evaluation with respect to the Goal

Progress Evaluation	Result Achievement by 2021 (rating from 1 to 6 where six is the highest score)
Component 1: None of the proposed goals were achieved. Some activities were carried out with a view to future progress towards the targets.	2 Unsatisfactory
Component 2: In the period 2019-2021, there was no significant progress with respect to the goals. Activities were carried out that will collaborate with the goal in the future, but progress is very insipient to date.	1 Highly Unsatisfactory
Component 3: In the period 2019-2021, there was no significant progress with respect to the target. Activities were carried out that will contribute to the goal in the future, but progress is very incipient to date.	1 Highly Unsatisfactory
Component 4: In general, the targets proposed for this component leading to the fulfillment of the purpose of: Identification of lessons learned. The goal of responding to the requested reports is met.	2 Unsatisfactory
Total Average	1.5 , Unsatisfactory

Source: Evaluation team based on PIR reports and annual project reports.

To facilitate the detailed presentation of the goals, they are analyzed by component. However, to summarize, it can be said that compliance with the project's goals as a whole is Unsatisfactory, with an average rating[21] of 1.5 on a scale of 1 to 6 (where 6 is the maximum). Of the four components, two of them obtain a rating of Very Unsatisfactory, which is equivalent to a grade of 1 (components 2 and 3), and two components obtain a rating of Unsatisfactory, which implies a grade of 2 (components 1 and 4).

The above results are closely related to the fact that the achievement of the activities of one component is linked to the rest of the components. In this case, the start of the project and its continuity depended heavily on the timely fulfillment of two unavoidable products: i) having an updated inventory (a major challenge of the project) without which PCB disposal operations cannot be carried out, and ii) having the SISG operational, a crucial aspect to guarantee competitive prices and the establishment of a sustainable model over time. Given that these two central products of the project are not operational to date, a rating of Insufficient for the project's achievement is justified. The above does not imply that the rest of the products are not relevant for the successful outcome of the project, but rather that sequentially the above mentioned products mark the beginning of the project.

The following is a summary of the achievement matrix (Annex 6) broken down by component. The Achievement Matrix was elaborated with the information provided in the PIR reports.

[21] All components are considered equally weighted, as they are all 100% relevant to the achievement of the result.

Achievement Matrix of Componentx [22] 1, Summary

Component 1: Strengthening the market foundation and enforcement of regulations for the sustainable disposal of PCB.				
Indicator	**Base line**	**2021 Goal**	**2023 Goal**	**Evaluation Level at Mid-Term, 2021[23]**
Number of proposals for PCB elimination through the SISG.	0	800	2.000	• The project has not made progress in this area because the Integrated Services System is not operational. Progress was made on the SISG legal model and the design for its Civil Registry. • The "Legal development for the Integrated Management System", the "Development of a campaign to promote the Integrated Management System" and the Operation of the System were rescheduled. • The services of an expert in chemical substances were not secured. • The PCB inventory was not updated. • Progress was made in locating electrical transformers contaminated with PCB in coordination with governmental and academic institutions; and in acquiring PCB identification kits.
Number of responses from PCB holders to the campaign for the application of the Mexican Official Standard NOM- 133-SEMARNAT-2015, for the proper management of PCBs.	0	100	250	• There has been no significant progress in meeting the goal. • Actions aimed at meeting the goal in the future were carried out, such as: UCP raised awareness -virtually- through 5 events on NOM-133, in coordination with Dirección General de Gestión Integral de Materiales y Actividades Riesgosas (DGGIMAR) and PROFEPA, 411 people participated; PROFEPA's program, which contemplated 200 technical visits in 2021, trained 100 inspectors.
Funding mechanism for PCB disposal concept developed.	0	0	1	• No progress has been made in the design of a financing mechanism for the elimination of PCBs. • The PCU has developed the credit requirements, the mechanism and the final operation are pending. • Once the SISG is established and the inventory ratified, the costs of volume reductions can be estimated.

[22] **Code for Indicator Evaluation**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[23] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

Progress Evaluation Result Component 1: None of the proposed goals were achieved. Some activities were carried out towards the future progress of the goals. Therefore, it is rated 2 Unsatisfactory.	**2 Unsatisfactory**

Source: Evaluation team based on PIR reports and annual project reports.

The main assumptions for meeting the goals of component 1 were: i) that the SISG was in place; ii) to have information about the holders of PCBs; iii) that the program for implementing NOM-133-SEMARNAT-2015 was implemented; iv) and that the financing mechanism was designed.

Activities aimed at meeting the goal have been carried out, such as: studies on the legal model and design (corporate purpose) to register the Civil Association of the; TOR were drafted for the definition of advice regarding the formal structure that the SISG should have; a brochure on the SISG was prepared and distributed to different stakeholders to promote the system's services; awareness-raising activities with stakeholders to encourage their participation: eight awareness events were held with a total attendance of 723 participants and 519 companies on NOM-133-SEMARNAT-2015 for the management of PCB in coordination with DGGIMAR of SEMARNAT and PROFEPA, the latter has trained 100 inspectors. The dissemination events resulted in the signing of a Letter of Intent with four stakeholders. It should be noted that PROFEPA has developed capacities within PROFEPA to conduct field analyses and qualitatively determine the presence of PCB in transformer dielectric oils, and the SISG operating rules were drafted in accordance with the requirements of the Ministry of Finance and Public Credit (SHCP).

The completion of all these activities represents progress, but the significant delays with respect to the planned timeframe meant that the achievement of the goal was not optimal.

All of the above, influences the low progress rating of this component, which is Unsatisfactory (Score 2).

Achievement Matrix of Component[24] 2, Summary

Component 2: Improved PCB Management Services and Certification of Destruction Facilities				
Indicator	**Baseline**	**2021 Goal**	**2023 Goal**	**Evaluation Level at Mid-Term, 2021[25]**
Number of existing PCB disposal facilities upgraded and certified.	0	1	2	• Regarding compliance with the goal, there is no significant progress in this area. • There is no progress in Technical Assistance in PCB destruction and management for improvement and certification (existing and new). • No progress in consulting services to select two new facilities for PCB destruction.

[24] **Code for Indicator Evaluation**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[25] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

Number of new PCB disposal facilities authorized and certified.	0	1	2	• Regarding compliance with the goal, there is no significant progress in this area.
Number of certified transformer maintenance facilities.	13	53	133	• Regarding compliance with the goal, there is no significant progress in this area.
Progress Evaluation Result Component 2: In the period 2019-2021, there was no significant progress with respect to the goals. Activities were carried out that in the future will collaborate with the goal, but whose progress is very incipient to date. **Therefore, it is rated 1 Highly Unsatisfactory.**				**1 Highly Unsatisfactory**

Source: Evaluation team based on PIR reports and annual project reports.

Some of the important assumptions for meeting this goal were: i) that electrical transformer maintenance companies are aware of NOM-133-SEMARNAT-2015 and; ii) that new financing conditions are available for process companies. These assumptions were not met within the planned timeframe, which directly influenced the achievement of the component 2 target.

It should be noted that the country has only two companies to manage, treat and eliminate PCBs.

In terms of activities aimed at the future progress of the goal, it should be noted that: the TOR of the consultancy that will carry out the technical and economic evaluation to improve the operations of two existing companies and their certification were drafted; electrical maintenance workshops were invited to participate in the SISG and include in their services the backwashing of contaminated equipment, for which purpose the companies will be certified; work was done to reduce the risk of cross-contamination of equipment with PCB and contaminated waste in maintenance workshops.

The implementation of all these activities represents progress, but it is not sufficient to meet the goal; therefore, the achievement of the component is rated as Highly Unsatisfactory (note 1).

Achievement Matrix of Componen[26] 3, Summary

Component 3: Destruction of identified banks of PCB				
Indicator	**Baseline**	**2021 Goal**	**2023 Goal**	**Evaluation Level at Mid-Term, 2021**[27]
Metric tons of contaminated PCB disposed of	Zero	2.000	5.000	• 5,000 No significant progress has been made towards meeting the target • The tons eliminated are much lower than the goal.
Progress Evaluation Result Component 3: In the period 2019-2021, there was no significant progress with respect to the goal. Activities were carried out that will collaborate with the goal in the future, but whose progress is very incipient to date. **Therefore, it is rated 1 Highly Unsatisfactory.**				**1 Highly Unsatisfactory**

Source: Evaluation team based on PIR reports and annual project reports.

[26] **Code for Indicator Evaluation**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[27] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

The successful completion of component 3 was based on the following assumptions: that the integrated management services system was operational; that the NOM-133-SEMARNAT-2015 implementation program was in place; and that a financial mechanism was in place to provide incentives and allow for the elimination of PCB in SMEs and in sensitive areas. Given that none of these assumptions were met, and considering that there is no updated inventory, the achievement (with respect to the target) of this component was rated as Highly Unsatisfactory.

According to the PIR Report, year 2021, the project has reported a total of 432 MT of PCB destroyed by the CFE. It is also reported that the CFE maintains 157 MT of PCB contaminated equipment still in operation. The target for 2021 was 2,000 MT, so the project is far behind schedule in this regard.

The information presented for component 3 shows progress in the management of different agreements with the private and public sector to identify transformers, carry out chemical sampling, and determine their elimination. These activities represent progress, but do not allow meeting the 2021 target of 2,000 tons of PCB destroyed. Consequently, the achievement of the target for this component was rated as Highly Unsatisfactory (Rating 1).

Achievement Matrix of Componen [28] 4, Summary

Component 4: Identifying lessons learned, monitoring and evaluation				
Indicator	**Baseline**	**2021 Goal**	**2023 Goal**	**Evaluation Level at Mid-Term, 2021[29]**
Number of GEF UNDP M&E requirements met and adaptive management applied.	**0**	**13**	**29**	• **GEF-UNDP and M&E requirements are met.**
Number of documents/reports published on best practices and experiences.	**0**	**1**	**5**	• **No progress has been made on the goal: preparation of a document on best practices and experiences.**
Progress Evaluation Result Component 4: In general, the goals proposed for this component leading to the fulfillment of the purpose of: Identification of lessons learned. The goal of responding to the requested reports is met**. Therefore, it is rated 2 Unsatisfactory.**				**2 Unsatisfactory**

Source: Evaluation team based on PIR reports and annual project reports.

For the implementation of component 4 the following assumptions were considered necessary: that the project is executed on time according to plan; that there is political support from SEMARNAT; that the PCU and UNDP comply with all GEF M&E requirements within the planned timeframe; and that existing knowledge platforms are used to share the information gathered. In turn, the achievement of the identification of lessons learned is directly related to the progress of the rest of the components and the systematization of the information within the planned timeframe.

28

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[29] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

Therefore, it can be seen that, in terms of commitments to prepare information documents, the plan was fulfilled, but in terms of generating knowledge for best practices, there are no results to date. Therefore, the achievement of this component with respect to its target was rated as Unsatisfactory (Rating 2).

Remaining barriers to achieving project objectives.

During the 2019-2021 period, mechanisms were not created to address the main barriers existing in Mexico for an adequate and cost-effective environmental destruction of PCBs, these can be summarized as:
(i) The lack of coordination with PCB holders to achieve adequate waste management and face the costs of transportation logistics;
(ii) Lack of reliable facilities and their destruction processes; and
iii) The low level of knowledge about NOM-133-SEMARNAT-2015 by PCB holders, waste owners and maintenance companies.

As has been repeatedly pointed out the most important thing that has not happened is that there is no cadastre of PCB holders and therefore the project has not been able to connect with them and try to promote the destruction of PCBs. It is not clear how big the problem really is (the number of PCB MTs in Mexican companies and institutions) and even less is known where they are located. Thus, it is not possible to coordinate with PCB holders.

The lack of reliable facilities is to be addressed by certifying companies and approaching them to show them the potential market for destruction and therefore business for them. Some results are expected during the year 2022 (certifications) but it is necessary to have demand for which it is necessary to overcome the aforementioned problem of knowing what the inventory of companies with PCB is.

Finally, the low awareness of NOM-133-SEMARTNAT-2015 is a problem since businessmen do not know that they are not complying with this regulation; however, as long as there is no oversight and there are no concrete monetary sanctions, the business sector will hardly have a proactive reaction.

Therefore, the barriers to achieving the project's objectives continue to exist and the results obtained consequently had a low rating of only 1.5, or, Unsatisfactory.

Relevance

The diagnosis of the problem that justifies the project is still fully valid, there is a social-environmental benefit for the country and a private benefit for the PCB holders.

The project responds to a concrete need of the country, and its results are congruent with overcoming the barriers diagnosed in the PRODOC, advancing in a long-term solution. The design of the Results Framework; however, presents the weakness that the components require better precision to fully satisfy the objective. The project is fully aligned with the country's interests and with the UNDP program framework.

The different environmental problems and the lack of adaptive management have caused a low level of results; hence it is urgent to move forward with this project so that environmental problems in the country do not increase.

Therefore, in terms of relevance, it is rated **2, Unsatisfactory**; that is, the project management has had few achievements, with a lower level of results than expected to date.

Effectiveness

The result of the SMART analysis is 70% on average, which qualifies as moderately satisfactory. However, the level of achievement reached is only 25%, which means a low level of effectiveness, reaching little more than a third of its possibilities given the design of the project.

The final level of effectiveness achieved is estimated as Unsatisfactory, i.e. score 2, since there have been significant deficiencies as a product of only partially achieving what was estimated in the project design.

Efficiency

The analysis of the efficient use of resources must take into account the complex context: effects of the pandemic, economic adjustment in the country, change of authorities and a slow initial implementation of the project.

The measurement of the results achieved can be seen in the analysis of the results obtained from the project to date, which are very few. The measurement of the results shows that 25% of the results have been achieved to date, having exceeded 60% of the project's timeframe.

The final efficiency level achieved is estimated as Unsatisfactory, i.e. score 2, since there have been significant deficiencies as a product of being at a very early stage, only partially achieving what was estimated in the project design.

Overall Results

Taking into consideration the background information on Relevance, **Effectiveness and Efficiency, the Overall Results are evaluated as Unsatisfactory, i.e. score 2, in that there have been significant deficiencies in obtaining relevant results that effectively remove the barriers and ensure a moderately significant impact in the future.**

4.3. Project implementation and adaptive management

Management mechanisms

The project design contemplated the formation of the PCU, composed of a full-time coordinator and a project administrator, which, at the implementation level the project was inserted into the PCU of the Project "Environmentally Sound Management of Waste containing Persistent Organic Pollutants" (POPs), which is a project implemented by UNDP with GEF funds during the years 2016-2022. The two projects are coordinated by a single coordinator together with the administrator and the Monitoring and Evaluation specialist, who are responsible for the two projects from their areas, as well as a PCB specialist for the project and a second PCB specialist who has recently joined the project in 2021; the project also has the external advice of a specialist, who has been identified as an important figure for the conclusion of agreements and consultancies.

The Covid-19 pandemic has limited the work of the project, mobility restrictions and the complexities for the execution of activities in the field have caused a delay in the achievement of the planned objectives in terms of adequate management of the PCB and the execution of the project, the meetings have had to be held online, which is a limitation, not being able to carry out actions at the state level in person with agencies, The project has had to adapt to virtual work and has developed a mechanism to make agreements

through letters of intent with companies, state and local governments and associations or chambers of commerce, which has allowed the project to continue developing actions aimed at generating inputs for the fulfillment of goals and results.

Work Planning

According to the PIR reports and interviews, the implementation of the project has been complicated due to the joint coordination with the POPs Project. The Project had a delayed start in its implementation, the GEF approved it on October 31, 201730 and the signing of the PRODOC is given in December 2018, starting operations until February 2019, the initial workshop was in the month of May 2019, delays that have influenced the realization of results, coupled with what was mentioned in previous lines on the impact of the Pandemic in the limitation of coordination actions and implementation of activities.

The project took contact and continued to generate a working relationship with all stakeholders that were included in the first PCB project given that there has been a gap in the implementation between the two phases, this was difficult due to the change of government at the federal level 2018-2024, the Project had to face all the changes in ministries and dependencies, so it has been almost impossible to continue with the relationships developed in the first phase of the Project and has had to start from scratch developing a work plan with federal, state and local instances, and institutions such as schools and universities, within the Project's strategy the development of agreements has facilitated a relationship, although at a distance due to pandemic restrictions, but has kept the Project in force; for example, the progress in the implementation of the POA and according to the PIR 2020, the first year of implementation was very marginal, achieving the destruction of 68.5 tons of PCBs, almost above the level of the PIR 2020. 5 tons of PCB almost above 1% of the project goal.
For the 2021 IRP report, it is identified that the Project objective was misplaced, indicating that the PCU was not focusing on the needs and requirements of the project, not achieving what was planned in the AOP, the components at that reporting period were behind schedule, programmed activities had to be rescheduled due to pandemic issues such as the training workshops for PROFEPA inspectors that started in 2019 and were completed until the end of 2021.

Basically, the project is following the original project strategy and no major or minor changes have been made to the strategy, with the exception of a greater focus on virtual activities to be able to operate and reach people during the pandemic in coordination with DGGIMAR which has not allowed to have concrete progress in the fulfillment of the components.

Financing and co-financing

According to PRODOC, the identified co-financing was USD $20,815,000, with USD $55,000 from UNDP, USD $14,000,000 from the government and USD $6,760,000 from the private sector. The PRODOC co-financing table is presented below.

Project co-financing table

Co-financing Source	Name of co-financing entity	Type of co-financing	Amount co-financed as of CEO approval date (US$)	Amount actually contributed as of EMT date (US$)	Percentage (%) actual of planned quantity
Federal Government	SEMARNAT	In kind and/or subsidies	1,0000,000		

[30] Project Implementation Report 2020.

Federal Government	SEMARNAT	In kind and/or subsidies	13,000,000	To be verified by cofinanciers [31]	
Private Sector	SEM-TREDI, S.A de C.V.	In kind	2,400,000		
Private Sector	Energy Solutions, S.A de C.V.	In kind	2,000,000		
Private Sector	Delta Electric S.A de C.V.	In kind	2,000,000		
Private Sector	GMT Laboratorios, S.A de C.V.	In kind	300,000		
Private Sector	CEMGI, S.A de C.V.	In kind	60,000		
UNDP	UNDP	In kind	55,000		
			20,815,000		

Source: Project Coordinating Unit.

During the evaluation, to date the PCU does not have the calculation of the co-financing made by the Project partners, the evaluation team did not have documents to support the contribution, so it should start from this year 2022 to carry out the survey of the co-financing information, keeping a detailed record and with evidence of how the partners are contributing to the achievement of the results of the Project.

Project-level monitoring and evaluation systems

The project is complying with GEF and UNDP monitoring requirements by generating four quarterly reports, an annual report, the PIR, the Annual Operational Plan, the Results Oriented Analysis Report (ROAR), minutes of the Technical Advisory Committee meetings. The Monitoring and Evaluation Unit of UNDP Mexico monitors the implementation of planned activities during the year, detects delays in performance and reports them to the project manager, and identifies lessons learned. Social and environmental risks are monitored primarily through the SESP and risks related to Enterprise Risk Management through the ATLAS system.

As a follow-up and monitoring system, the mechanisms designed for this purpose are being adequately complied with. This does not mean that decisions have been made correctly, since what seems to be failing is that the PBdoes not meet periodically and, more problematic, no decisions have been made to improve the low levels of project performance. The technical advisory committee has also not functioned and has not been used as a working tool.

The information on the weaknesses of the project exists and can be corroborated, the follow-up and monitoring system works, the problem is that the high authorities or main people involved do not make decisions with this information and demand changes that would allow progress in achieving the objectives.

Project follow-up and monitoring systems table

Type of M&E activity	Responsible Parties	Planned	Realized
Start-up workshop and report	▪ National Project Coordinator (NPC) ▪ UNDP Country Office, UNDP RSC	Within the first two months of project start-up	May 15th, 2019

[31] The calculations and estimates are being made by the co-financiers and/or with support from the PCU. The formal request from SEMARNAT for support for these calculations is being prepared. A response is expected by mid-March, so that the data can be included in the revised report.

Type of M&E activity	Responsible Parties	Planned	Realized
Start-up report	▪ National Project Coordinator (NPC)	Within the first two weeks of the start-up workshop	June 20th, 2019
Supervision of monitoring and reporting requirements	▪ UNDP Country Office	Quarterly, annually	ROAR
Measuring baseline indicators and means of verification of project results	▪ UNDP/SEMARNAT/PCU will be responsible for overseeing the contracting of specific studies and institutions, and will delegate responsibilities to relevant team members.	Start, middle and end of the project (during the evaluation cycle) and annually when needed	Annual reports Quarterly Reports IRP 2020,2021 Report Weekly reports
Measuring means of verification for project progress on results and implementation	▪ Supervision by NPC ▪ Project team	Annually prior to APR/PIR and for the definition of annual work plans	
APR/PIR	▪ UCP ▪ UNDP Country Office ▪ UNDP CSR	Annually	2020 2021
Periodic status / progress reports	▪ UCP	Quarterly	Quarterly reports 2019 2020 2021
Project Steering Committee meetings	▪ NPC ▪ UNDP Country Office	Following project IW and thereafter at least quarterly	Project Board Meetings June 2019 February 2020 August 2021
Technical Advisory Committee meetings	▪ NPC ▪ UNDP Country Office ▪ UNDP CSR	Annually	Existence of the Document made on November 11, 2021. Formation and operation of the Technical Advisory Committee
Mid-term review	▪ UCP ▪ UNDP Country Office ▪ UNDP CSR ▪ External consultants (i.e., review team)	At midpoint of project implementation	Beginning November 2021
GEF's mid-term monitoring tool	▪ PNUD CO ▪ UCP	Annually	
Independent Mid-Term Review (TR) and management response	▪ Project Team ▪ UNDP Country Office ▪ UNDP-RSC	Annually and at the end of the project	The quarterly reports contain a section on lessons learned, but there is not yet a document that compiles and integrates these lessons learned on an annual basis.[32]
GEF Monitoring Tool	▪ UNDP Country Office ▪ UNDP CSR (as appropriate) ▪ Government representatives	Annually	Pandemic Restrictions

[32] Component 4 defines the publication of documents particularly the activities, results and lessons learned in individual case studies, which will ensure access to information from a wide range of project participants and experiences.

Type of M&E activity	Responsible Parties	Planned	Realized
Audit	▪ UCP /UNDP CO	The audit: it is not required to be performed annually, by the LOA firm.	Monitored through UNDP's ATLAS system.
Lessons learned	▪ CDP ▪ UNDP CO	Ongoing	Por desarrollar
Field site visits (UNDP staff travel expenses charged to IA fees)	▪ UNDP Country Office and Project Manager and UNDP-GEF Team	To be determined	

Regarding gender equity and equality, the project reports annually in each PIR, the progress in gender and cross-cutting issues, to date what has been reported is the development of the GAP, which establishes the guidelines for mainstreaming the gender perspective, the GAP has an Intervention Plan for each component, The GAP has an Intervention Plan for each component, with specific activities, which must be incorporated into project activities and the AOP, as well as allocate resources to carry out actions that seek the participation of women, help reduce the gender gap and differentiate how the reduction of PCB pollutants benefits men and women differently.

Stakeholder Involvement

PRODOC identifies the following stakeholders:

The Project Board which is responsible for making executive decisions for the project and will meet twice a year. In the review of documents and interviews, the Project Board has met once a year, so the Project Board in the following years should respond to hold 2 committee meetings per year.

Implementing Partner SEMARNAT
Is accountable for managing this project, including monitoring and evaluation of project interventions, achieving results and efficient use of resources. Is responsible at the highest level for ensuring that project implementation follows national norms and policies.

PCU
It is the office that implements the Project and currently manages two projects as mentioned above and is responsible for the generation and delivery of reports and inputs, making arrangements with federal, state and municipal agencies, the PCU team should strengthen the coordination spaces within the team and establish a mechanism for permanent meetings and monitoring of progress of indicators according to the Results Framework of the project.

UNDP Implementing Agency
It is responsible for accountability and quality assurance and provides management services throughout the implementation of the project, who in coordination with SEMARNAT works to consolidate the technical processes for the achievement of project goals and results.

Information

According to the information available in the documents reviewed and the interviews, the PCU generates four quarterly reports, an annual report, the PIR, the Annual Operational Plan, the ROAR, minutes of the meetings of the JDP and the PCU reports weekly to the DGGIMAR on the progress of the Project.

The project is supported by the Monitoring and Evaluation Unit of the UNDP Office in Mexico and the Project designed a Monitoring and Evaluation Plan document dated February 2021, which establishes the guidelines for project follow-up according to the PRODOC, which is a document focused on Project follow-up and monitoring and activities, tools and monitoring strategies aimed at meeting the project's goals and indicators. In this way, the high workload of the PCU Monitoring area, which is in charge of two simultaneous projects, has diminished its effectiveness in identifying critical points of project implementation in time and readjusting activities towards achieving the results. The POPs project ends in March, so this area and the entire PCU will focus their efforts on a single project. .

Comunication

Project communication with stakeholders is achieved through the coordination of actions between UNDP and SEMARNAT, and the Technical Advisor is identified as a driving force for coordinated work within the project, who has encouraged communication. Within the PCU team, it is necessary that they meet periodically so that each member can complement their work with the others and make concrete decisions collectively to improve the achievement of the results.

Regarding communication outside the project, it seems to us that a communication strategy should be implemented to support the efforts to search for PCB and also to raise awareness of the problem among the public, and that it should become a support to generate concrete actions among businessmen. In this sense, a recommendation is included in the respective section.

The project should seek the opportunity to report in the following months and communicate the progress it is making on the website and work on the communication strategy set out by PRODOC in Component 1, activity 1.4 on NOM-133-SEMARNAT-2015.

4.4. Sustainability

Financial Sustainability

To date, there are the following financial challenges affecting sustainability:

- To have a financial mechanism that generates clear incentives in the private sector, that allows to see the SISG as the instrument or the institutional framework that supports it to make the decision to make the process of destruction of the PCB it has.
- Analyze and incorporate in the financial mechanism different incentive alternatives: interest rate reductions; tax incentives; partial or total subsidies depending on the size of the company; incentives in second financing against demonstration of pollution and cost reduction; creation of collective guarantee funds, among others.
- To have the support of other financiers to sustain -beyond the end of the project- the financing mechanism promoted by the SISG.

Given that neither the SISG nor a financial mechanism is in place and the project's resources are very limited, it is rated that if this is not achieved as soon as possible, it will be difficult for the entrepreneurs to make their decision to eliminate their PCB due to the financial cost it will entail. **The financial sustainability of the continuity of the project's objectives is rated with a 2, that is, it is Moderately Unlikely (MU).**

Sustainability in the Institutional Structure and Governance

As has been pointed out on several occasions, there is a serious management problem in the project and the changes depend on the government authority firmly assuming the leadership of the project to give it a strategic look, complement resources and demand the fulfillment of goals, making executive decisions. According to the interviews, there is a great willingness and disposition, which should be reflected in the remaining time of the project. **Sustainability is estimated to be somewhat likely (SL), with a score of 3, i.e. there are moderate risks in this area of sustainability.**

Environmental Sustainability

The great environmental threat is that PCB elimination actions cannot be carried out, that companies hide their existence since they do not face punitive actions by law and postpone their decision until after the year 2025. This situation would imply the continued existence of these PCB scattered throughout the country, affecting human health and the environment. I**t is estimated that it has a somewhat likely sustainability (SL), with a score of 3, i.e. there are moderate risks in this area of sustainability.**

Overall Sustainability

The evaluation and rating of the project's sustainability seeks to identify the probability of sustainability of its results as continuous benefits to the objective after the end of its activities.

On average of the sustainability ratings, we would be closer to a somewhat likely sustainability (SL), i.e. it is rated with a 3, with moderate sustainability risks.

Risks

The PRODOC notes that the project could present potential risks to the health and safety of the community due to the transportation, storage, and use and/or disposal of hazardous materials. These potential risks relate to vulnerabilities that could affect occupational health and safety due to chemical and biological hazards.

In particular, two types of risks are identified:

1. Risk to the community due to inadequate transportation, storage and disposal and incineration of hazardous/chemical materials. To mitigate this risk the project will formulate appropriate risk management activities based on BAT/BEP. The probability of this happening is assessed to be 2 (on a scale of 1 to 5, where 5 is higher risk or higher probability of risk occurrence).

2. Health and safety hazards due to inadequate PCB management. As a mitigation measure, a responsible management of hazardous wastes involved: PCBs. The probability of this happening is assessed as 1 (on a scale of 1 to 5).

As a general mitigation measure, the project proposes to carry out focused environmental and social assessments to ensure that the waste will be managed in an environmentally responsible manner (SES Standard 7).

5. Conclusions and Recommendations Conclusions:

The problem that gives rise to the project, "minimizing the risk of exposure to PCB in humans and the environment", is clearly defined in PRODOC. The justification for this need comes from the Stockholm Convention[33] COP. In this international meeting, it was recognized and agreed that these pollutants have toxic and harmful properties for human health. As a result of this fact, Mexico joined the requirements (of the COP-2004-Stockholm) for the management of PCBs. The development of this project is consistent with the Stockholm Convention, to the extent that it seeks to provide the country with technical and management tools to treat PCB in an environmentally sound manner.

In the first phase of the project (results were obtained in the management and elimination of PCBs, in particular, the projection of an inventory. Based on this information, it was determined that there were still 37,667 tons of oil and equipment containing PCB in the country (approximately 120,000 transformers), of which it is estimated that a little more than 6,000 tons have been eliminated and about 31,658 tons remain to be destroyed. In the second phase of the project (2019-2023), it was proposed to destroy 5,000 tons of PCB in a time horizon between 2019 and 2021. With this action, it is expected to benefit one thousand workers who currently have direct contact with contaminating sources through electrical installations in the country and five hundred people with potential contact through contaminated transformers.

Evaluation of the Project Design:

Regarding the project design, the general objective is specific, responds to a real need, and is theoretically achievable within the timeframe of the project. The results of the application of the logical framework consistency analysis through the SMART Evaluation Matrix show that: I) the components are well defined, which implies that the achievement of the results of each component would allow the achievement of the project's general objective; II) the four components are 100% specific, 96% measurable and with a 72% consistency level with respect to the indicators and goals proposed.

When analyzing the consistency at the component level and its expected results, the degree to which the project's objective can be satisfied if the products are achieved is measured, under an analysis criterion that responds to qualifications of: relevance, satisfaction of the objective and density. The results obtained in this matrix indicate that the level of consistency between the components and the expected results is 67%. Although this is an important degree of consistency, a higher percentage was not obtained due to the fact that the project design (at the component level) did not include products and indicators in the management areas. In this evaluation, management products and indicators are considered indispensable, as they allow monitoring the execution of each specific objective within the planned timeframe.

In summary, overall the project is well designed, responds to a real need, the components and expected results are relevant, and the indicators, as well as their measurement parameters, have some weaknesses as seen in the SMART analysis but are functional to the project. Therefore, in terms of design, an improvement in the overall consistency of the project would be achieved by improving some indicators, better drafting the relationship

[33] Signed on May 22, 2001, ratification was approved by the Senate on October 17, 2002, and the Secretariat of the Convention was notified in February 2003. The Convention entered into force in May 2004.

between components and products and finally incorporating -at the component level- results and management indicators.

In environmental terms, the fact that this project is consistent with the Stockholm Convention and supports the SDGs stands out positively. The main socioeconomic benefit of the project emanates from the elimination of PCB emissions from electrical transformers and their environmentally sound destruction that negatively impact biological resources, including human health. This also influences the financial burden of the public health system, maternal health (pregnant women), and the general health of the population.

Evaluation of project results:

According to information provided in the 2021 IRP, the project has reported a total of 432 MT of PCB destroyed by the CFE, the CFE maintains 157 MT of equipment contaminated with PCB that are still in operation, and given that the goal for the year 2021 was to eliminate 2,000 MT of PCB, the project is far behind schedule.

The consistency analysis of the logical framework carried out with the Smart Matrix tools shows that compliance with all of the project's goals is Unsatisfactory, with a score of 1.5 on a scale of 1 to 6 (where 6 is the maximum). Of the four Components: two of them obtain a rating of Very Unsatisfactory, which is equivalent to a rating of 1 (Components 2 and 3); and two Components obtain a rating of Unsatisfactory, which implies a rating of 2 (Components 1 and 4).

The above results are related to the fact that the achievement of the activities of a component is concatenated with the rest of the components. In this case, the start of the project and its continuity depended heavily on the timely fulfillment of two unavoidable products of the project: i) to have an updated inventory without which PCB elimination operations cannot be carried out and ii) to have the SISG operational, a crucial aspect to guarantee competitive prices and the establishment of a sustainable model over time. Given that these two central products of the project -to date- are not operational, a rating of Insufficient is justified for the project's achievement. The above does not imply that the rest of the products are not relevant for the successful outcome of the project, but rather that sequentially the above mentioned products mark the beginning of the project.

For each component, assumptions (or minimum conditions) were defined under which it was possible to obtain the expected results; in general, the assumptions were not met, which is consistent with the results obtained (project rated as Unsatisfactory). These assumptions reflect absolutely indispensable conditions for the materialization and progress of the project such as: (i) that the management SISG was in place; (ii) to have information about PCB holders; (iii) that the NOM-133-SEMARNAT-2015 implementation program was in full execution; (iv) that the financing mechanism was designed; (v) that the project would be executed on time as planned; vi) that there was political support from the Ministry of Environment; vii) that the Project Coordination Unit and UNDP met all GEF M&E requirements within the planned timeframe; viii) and that existing knowledge platforms were used to share the information gathered.

During the 2019-2021 period, the project was unable to create the mechanisms to address the main barriers existing in Mexico for an adequate and cost-effective environmental destruction of PCBs, these can be summarized as: i) the lack of coordination with PCB holders to achieve adequate waste management and face the costs of transportation logistics; ii) the lack of reliable facilities and their destruction processes; iii) and the low level of knowledge about NOM-133-SEMARNAT-2015 by PCB holders, waste owners and maintenance companies. The above is fully consistent with the low results obtained.

In the present evaluation it is observed that, the project presents advances in the realization of a series of activities tending to the fulfillment of the goal such as: (i) studies on the legal model and design (corporate purpose) to register the SISG's Civil Society; (ii) drafting of the TOR for the definition of advice regarding the formal structure that the SISG should have; (iii) preparation of a brochure on the SISG and which was distributed to different stakeholders to promote the system's services; (iv) awareness raising with stakeholders to encourage their participation in the incorporation of NOM-133-SEMARNAT-2015, training and management of PCBs; (v) training to 100 inspectors; (vi) development of TOR of technical and economic evaluation consultancy to improve the operations of two existing companies and their certification; (vii) electrical maintenance workshops were invited to participate in the SISG and include in their services the processes of backwashing contaminated equipment; (vii) worked on the process of reducing the risk of cross-contamination of equipment with PCB and contaminated waste in maintenance workshops; (viii) search and establishment of agreements with the private and public sector to identify transformers, perform chemical sampling, and determine their disposal; (ix) preparation of reports according to agreed TOR. Although the completion of all these activities represents progress, the significant delays with respect to the planned timeframe determine that the project's achievement at the date of this evaluation is Unsatisfactory.

In the opinion of this evaluation, the fact that Mexico has NOM-133- SERMARNAT- 2015 applicable to all electrical equipment in use and discarded, is a facilitator for the objectives of the topic and the project. However, PROFEPA maintains that its application is insufficient. In addition, according to the evaluation conducted in the first phase of this project, some companies have permits that do not have an expiration date, which implies that their operation cannot be cancelled. Therefore, these companies operate (and will continue to operate) in an environmentally inadequate manner.

In this evaluation, it is relevant to take into consideration the situation of small and medium-sized companies, a high percentage of which have contaminated equipment and face difficulties in terms of costs to carry out an environmentally adequate management of PCBs. The project notes that out of a total of 1,000 electrical maintenance workshops in the country, only fifteen of them are certified. The project addresses this reality through the product: generation of a SISG, whose delay in its operation has already been pointed out.

Regarding the barrier faced by the project in terms of the lack of reliable facilities and the low level of knowledge of the Standard, the project addresses the problem by contemplating the creation of a public-private mechanism for the sustainable management and disposal of PCB in a business model that includes the participation, supervision and support of the government. This model would finance the promotion of public-private services for PCB disposal, and inspection campaigns, monitoring and training of inspectors for the enforcement of NOM-133-SEMARNAT-2015. Therefore, it is desirable that its operation is implemented as soon as possible.

In terms of progress in cross-cutting issues, it is worth noting that the project has prepared the GAP, which is a very complete document and frames the incorporation of gender aspects in the four components; the Project should incorporate these actions in the planning and activities developed and include the gender indicators proposed in the document.

Evaluation of project management:

Although there is no documented information on the specific difficulties that explain the management problems faced by the project (beyond those indicated by the effect of the Covid-19 pandemic), the results of the evaluation show that the expected goals were not achieved mainly due to problems of governance and project management.

In the interviews it is clearly evident that there is no teamwork, that there are no regular meetings, that solutions are not sought jointly, that there is no leadership of the coordinator to guide them where to look, that there is no systematic collection of information and evidence to make decisions on which paths to follow and which paths to abandon definitively. The coordinator had to coordinate two projects at the same time, which required a lot of dedication to meet the demands of the COPs project in its last phase and to be able to close the project, which did not allow him to develop an adaptive strategy.

The PIR reports point out the following difficulties with respect to management: the need to establish weekly follow-up meetings with all key project coordination bodies; the change of project coordinator 18 months ago; that there is a suspicion that the official PCB inventory, such as the quantities that have been destroyed, were not correctly reported; and that to date only 10% of the financial resources have been spent.

It is necessary to point out that precisely at the beginning of 2022 the Project is depending on the information of a consultancy hired (by the project) to provide guidance on where the contaminated electrical equipment is located and also to give some guidelines to tell if the goal of 5,000 tons is possible to achieve or not. It can be understood that the year 2019 is always difficult to start, then during the year 2020 the pandemic crisis was paralyzing, adn then the year 2021 is over and the diagnosis of how it is not known where the contaminated equipment is located remains and that the management system has to be promoted, it means that the activities are starting over and there has not really been an adaptive management.

The monitoring and performance evaluation reports[34] consistently point out that there is poor performance and that measures must be taken; the diagnosis from the coordination unit is the same: a) Stage I had the guarantee of linking with an institution that had the contaminated equipment and was willing to work with them, there was no effort to look for them, instead now they are scattered and hidden, b) in the transition valuable information was lost of where the contaminating equipment is located, c) the pandemic prevented to make awareness meetings that are more effective than internet meetings, d) private companies faced with the problem of contaminating equipment postpone the decision to the maximum until they are not forced to comply with a legal obligation due to economic costs. All these arguments are valid; thus they must be faced and decisions must be made to make progress in achieving the objectives, to gather information that allows modifying the goals and even part of the objectives and also to reorient the efficient use of resources, to try other options or to detect that the way forward is to redefine strategy, not only to adapt the components. In other words, there has been no adaptive management, no decisions have been made to overcome the problems, the PCU team has continued with no modifications, there have been no PBmeetings that show a real concern or sense of urgency to move forward with this task, there have been no changes in budget items that demonstrate the search for other options.

Therefore, the capacity to make decisions and have an adaptive management has been the great weakness of the PCU management and also of the governance at the PBlevel with the two main partners which are SEMARNAT and UNDP that should have moved from claiming to action, tightening control and follow-up, to the PCU execution and helping especially SEMARNAT, ordering the execution of linked actions of its dependencies with PCU personnel.

Within the gender analysis, the project design identifies women and men as project beneficiaries, and the project also differentiates how men, women, and children are exposed differently due to their work roles and, in several concentrations, mainly due to

[34] Information from PIRs, PDP reports, CDRs, Quarterly Reports, PDAs, project materials and interviews.

biological differences. PRODOC states that it will ensure the participation of women in activities related to training and capacity building, and that the greatest improvement for women will be the reduction of the risk of contaminants.

The mechanisms that the project has developed to ensure that women are included has been the development of the GAP, being a specific document of the project and focused on including the participation of women, reducing the risk of PCB contamination and improving their quality of life, the GAP defines the baseline, objectives and indicators of achievement in gender aspects and an Intervention Plan where it points out 4 proposals: 1) Analysis of sensitive sites, 2) Advocacy in certification processes, 3) Raising awareness on the importance of including the gender perspective and 4) Research on PCB with a gender approach in Mexico, the plan has specific activities by component and the tools that facilitate the work such as methodological guides, infographics and awareness tutorials.

It should be noted that within the GAP, a participatory survey was conducted to establish the baseline and at the same time identify interests and proposals on gender and chemicals issues with key stakeholder groups, such as academic institutions, companies, civil servants and officials, with the participation of 76 interviewees.

The project is collecting data disaggregated by sex, an affirmative action that supports the visibility of women. Regarding training, in 2019, 95 PROFEPA inspectors (32 women and 63 men) were trained on gender perspective and its links with the management of hazardous chemical products.

Both PRODOC and the GAP emphasize that men have the highest direct exposure to PCB in the industrial sector, which is where most men participate; under this view, it has been shown that there are routes of indirect exposure to toxic substances where women and men can be affected in different ways, such as schools, water wells, parks, among others. The project's affirmative actions such as the GAP, specific training on gender issues, respond to the principle of leaving no one behind and establish general guidelines on how to approach the project from the perspective of gender equity and equality, as a right to equal and equitable participation; the project should implement the intervention plan from the POA planning and incorporate the activities by component. Likewise, the Country Office has a gender focal point that will be essential to ensure the implementation of cross-cutting issues and that the project can benefit men and women within a framework of equity, gender equality and human rights.

The project's contribution to the UNDAF (2017), is aligned to its principle of "Leave no one behind", visualizing how PCB differentially affect men and women. Another of the UNDAF principles that the project aligns with is "Gender Human Rights and Women's Empowerment", the GAP, explicitly points out the root causes of inequalities and promotes the participation of women in each of the components with its Intervention Plan, the challenge of the project lies in including the specific actions emanating from the GAP.

Within the Program Document for Mexico (CPD) 2014-2018 and extended to 2019, the project contributes to Outcome No.6, to its national objective of achieving a prosperous Mexico. In its priority area of environmental sustainability, the document also prioritizes equality, inclusion and equity as a premise to achieve its national objective of achieving an inclusive Mexico.

The UNDP Gender Equality Strategy (2018-2021) emphasizes that gender equality as a fundamental human right is a fundamental and necessary basis for a peaceful, prosperous and sustainable world, being important for the achievement of the 2030 Agenda and the SDGs, the development of the GAP comes to promote the principles of equality and non-discrimination and to the extent of its implementation will contribute directly to SDG 5, on gender equality and women's empowerment. Likewise, strategies and action plans to

empower women, leave no one behind and reduce inequalities have ample room for improvement, specifically to implement affirmative actions to achieve these objectives.

Regarding the difficulties related to the pandemic, it is noted in the PIR reports that the project team has adapted to a virtual implementation model carried out through the platforms that UNDP is providing for project execution, but in practice this has yielded very few results to date.

Based on the background information provided, it can be concluded that the project was developed within a framework of institutional difficulties, with the absence of an efficient and effective management strategy. Therefore, the governance and management policy aspects constitute the main problem faced by the project, and these constitute the great challenge for the future continuity of the project.

The following is a project rating that summarizes the above background, following a traditional UNDP-GEF project evaluation scheme.:

Project Evaluation Scorecard

Project Rating	
Criteria[35]	**Evaluation**
Monitoring and Evaluation:	
M&E input design	**6 Highly Satisfactory (HS)**
M&E plan execution	**4 Moderately Satisfactory (MS)**
Overall M&E quality	**4 Moderately Satisfactory (MS)**
2. Management of the Implementing Agency and the Executing Agency:	
Implementing Agency Management (UNDP)	**3 Moderately Unsatisfactory (MU)**
Management of the Executing Agency (SEMARNAT)	**3 Moderately Unsatisfactory (MU)**
Overall quality of implementation and execution	**1 Highly Unsatisfactory (HU)**
3. Results Evaluation:	
Relevance	**2 Unsatisfactory (U)**
Effectiveness	**2 Unsatisfactory (U)**
Efficiency	**2 Unsatisfactory (U)**
Overall Rating of Project Results	**2 Unsatisfactory (U)**
4. Sustainability:	
Financial resources:	**2 Somewhat Unlikely (SU)**
Socio-political:	**3 Somewhat Likely (SL)**
Institutional framework and governance:	**3 Somewhat Likely (SL)**
Environmental:	**3 Somewhat Likely (SL)**
Overall likelihood of sustainability:	**3 Somewhat Likely (SL)**

Source: Evaluation Team

[35] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).Sustainability has an evaluation scale of 1 to 4: 4 Likely (L); 3 Moderately Likely (SL); 2 Moderately Improbable (MU); 1 Unlikely (UI).

Recommendations:

Recommendation by Component

Component 1: Strengthening the market base and enforcement of regulations for the sustainable disposal of PCB

Key Recommendation: Based on the results of the SISG consultancy, establish an action plan to launch the system in harmony with the communications plan with events that will put the PCB issue on the media's agenda and serve to relaunch the project. Ensure that the SISG has a management and work agenda whose priority axis allows it to become the relevant actor in the PCB issue, assume a facilitator role for the destruction of pollutants supporting financing searches, information of holders, approaching viable technical offers, speeding up an exhaustive mapping of contaminated equipment, improving collection logistics, guaranteeing competitive prices and showing that it is possible, necessary and urgent to have in Mexico an organization that ensures in a sustainable and optimized way, the disposal of PCB stockpiles.

Responsible Parties: SEMARNAT-Project Board

- Design a flexible financial mechanism that can evolve[36] and grow over time, to which other lines of support can be added with other financiers that can be added over time, such as: general subsidy, subsidy by special sector, subsidy differentiated by volume, subsidy by company, guarantee and guarantee fund, lines of credit differentiated by localities or economic sectors of interest.

Responsible Parties: SEMARNAT-Project Board

Component 2. Improvement of PCB Management Services and Certification of Destruction Facilities.

Key Recommendation: Conduct a feasibility study on the minimum conditions (operating volume and/or subsidies) that would allow SEM-TREDI (or another company) to make the decision to operate by executing elimination actions in Mexico, so that the System can make these conditions viable and ultimately have lower prices.

Responsible Parties: PCU submits and approves Project Board

- Ensure that the certification process for electrical maintenance workshops is completed and conduct an analysis of the experience with the first 25-30 workshops to serve as a demonstration effect and micro-successful communication. Incorporate in the 2022 and 2023 plan goals for workshop certification to ensure that PRODOC goals are achieved.

[36] This mechanism must evolve with the project's strategy: Today there are only limited subsidy resources, but results must be shown, so a greater subsidy should be given to companies that can carry out eliminations and be able to show this work in terms of communication. A guarantee and guarantee fund is a simple mechanism, it is not very costly and allows, from an amount that is left on deposit, to multiply the access to financial resources available for elimination. There are other cooperation institutions that are sensitive to supporting issues (gender, indigenous peoples, health, education, etc.) with which agreements can be reached to supplement special subsidy funds. Also, with this same logic, special lines can be set up for regions, localities or ecologically sensitive areas for which resources can be leveraged. In addition, the financial lines can be linked to programs to support small and medium-sized enterprises or to promote technological innovation supported by other multilateral financial institutions (IDB, World Bank).

Responsible Parties: PCU

- Develop an asynchronous virtual platform to achieve greater reach in the replication of workshops and training courses with national scope.

Responsible Parties: PCU submits and approves Project Board

Component 3. Destruction of identified PCB banks.

Key Recommendation: Define a parallel strategy to the consultancy in charge of sampling, as a proactive alternative that allows a greater involvement of the private sector in the identification of contaminated equipment with the promotion of subsidies, which are mentioned below.

Responsible Parties: PCU submits and approves Project Board

- Evaluate the more intensive use of backwashing as a lower cost solution, and incorporate this information into the review of future components and results for project continuity.

Responsible Parties: PCU submits and approves Project Board

Component 4. Identification of lessons learned, monitoring and evaluation.

Key recommendation: Establish an agreement with a university for project knowledge management that generates information linked to disseminating lessons learned, achievements, successes and knowledge of the project.

Responsible Parties: PCU submits and approves Project Board

- A communication strategy should be developed to document lessons learned and publish experiences or case studies that can be edited throughout the remainder of the project and develop a dynamic online PPM manual for monitoring.

Responsible Parties: PCU submits and approves Project Board

Project implementation and adaptive management

Key Recommendation: SEMARNAT-UNDP Commitment: Formally ratify the interest of both institutions to support with a sense of urgency, involving oversight of the coordinating unit, delivery of strategic guidance, assisting with relationships and connections, and active participation in the project board monthly or bi-monthly during 2022 and quarterly or when relevant in 2023 to ensure timely management decisions and engagement of key stakeholders.

Responsible Parties: SERMANAT-UNDP

- Elaborate a Project Closure Plan by December 2023 in 2 stages
  a) 2022 Plan with monthly detail and quarterly targets.
  It must demonstrate that it is possible to achieve an exponential growth plan for the detection of PCB generators.

b) Plan 2023 with monthly detail and quarterly goals showing successes especially during the first half of the year and not waiting for the closing of the project.

Responsible Parties: PCU submits and approves Project Board

- Systematize all the current information on who are the holders of PCB and what is the real existing volume in Mexico in order to rethink not only the change of the global goal of 5,000 MT eliminated, but also to make a proposal of goals that show a relevant qualitative impact. That is to say, to redefine goals that show elimination in highly sensitive sectors due to the risk of contamination or propagation, elimination of XYZ tons of localities or of an economic sector linked to conditions of vulnerability due to poverty or environmental vulnerability. This targeting action would also make it possible to demonstrate the value and importance of the efforts made and not only that the goal is quantitative. This would make it possible to rethink strategies, goals and recommendations for effective action. This study should serve for the improvement of the Project Closure Plan. The consultancy that is being carried out to detect companies that could contain PCB could be very useful in this regard. This would also help to better understand how to strengthen the project's actions and how to better orient PROFEPA's inspection actions.

Responsible Parties: PCU submits and approves Project Board

- It must be shown that important achievements have been made and that it is more efficient to extend the project to show spectacular results given the growth curve in achievements, therefore special emphasis must be placed on measuring the process of progress in achieving the results as of 2022. The construction of a system of early warning indicators that will allow quick decisions to be made on confirmation management and commitment to action for the treatment of elements of the project.

Responsible Parties: PCU submits and approves Project Board

- **Restructuring of the Project Coordination Unit**:
- The Management of the Coordinating Unit must have an effective leadership role in the Unit, guiding, showing creative alternatives, encouraging the search for solutions, exercising an adaptive management with a sense of urgency. He/she must be in the field looking for agreements and seeing where bottlenecks occur in order to invent creative solutions. Must support the organization of the team's time to be collectively efficient.

Responsible Parties: Project Board must approve Restructuring Plan

Sustainability

Elaborate an awareness and communication plan that gives visibility to the PCB problem and encourages it to be reinforced with very clear and sequential communication milestone:
- Conformation of the SSIG: Major agreement to identify and destroy PCB
- Successes and quantitative achievements with the launching of case studies
- Reinforcement Campaigns: Risks of not maintaining electrical equipment
  National backwash technology
  Certified Companies
  Costs of not adopting new technologies
- Establishment of communication channels by type of stakeholder, adapting the message and the motivation.

Plan with semiannual goals and harmonized to the expected achievements of the Project Closure Plan

Responsible Parties: PCU submits and approves Project Board

The analysis of the SISG financial mechanism (with the participation of the private sector) is central to its operation; it is essential to think of alternatives that not only reduce costs by reducing transportation costs by "pooling nearby pollutant loads". It is necessary to think of various alternatives that all aim to reduce costs and improve the willingness to participate in the program, therefore it is proposed to survey:

- Allocate funds that go directly to various subsidies from donors linked to sensitive sectors: For remote regions, ecologically sensitive regions, for small and medium-sized enterprises, for cooperative or social enterprises, for health or education enterprises, for indigenous peoples' enterprises, etc.
- Seek funds that can leverage resources: Guarantee funds for companies that want to carry out backwashing or destroy PCBs.
- It is important to show results soon, therefore, a descending subsidy scale is proposed, for example, companies that make the decision to send their treatment before July 1, 2022 will have a project subsidy of 20%, before January 1, 2023 15% and before July 1, 2023 10% or until the subsidy is exhausted.

    - It is necessary to negotiate with other international cooperation actors (IDB, World Bank, JICA, GIZ, etc.) and propose to them to support a financial mechanism for 2023 during the first semester of 2022 so that it can be viable.

Responsible Parties: PCU submits and approves Project Board

Cross-cutting issues

It will be essential that gender, human rights and inclusion issues are worked on with the support of the GAP document prepared by the project; the documents and consultancies generated by the project should include indicators for monitoring and compliance with the actions. In order to translate the actions in the field, the differentiated impacts on decision making should be identified, women have specific needs as stated in the GAP, in order to know the needs of women:

i. Collect and request sex-disaggregated data.

ii. Train and involve women at the local level in the activities that the project will develop at the state level, so that women's knowledge of the dynamics of their institution or community can be tapped.

iii. Identify and evaluate specific needs in situations of adequate PCB management, which define their participation and integration in specific actions.

iv. Ensure that women benefit from the training and that their role in the proper management of PCB is identified.

v. Allocate budget for the implementation of the Project's GAP.

Coordinate actions between the Project's PCU and SEMARNAT's Coordinating Unit for Social Participation and Transparency, which is in charge of the Gender Equity Directorate and the Human Rights and Environment Directorate in coordination with UNDP's Gender Focal Point, in order to develop synergies to implement the GAP.

Responsible Parties: PCU submits and approves Project Board

Annex 1. MTR Evaluation Matrix

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
Strategic	Design Results	To what extent does the project respond to Sustainable Development Goals (SDGs), is it coherent with the UNDP Strategic Plan (SP) and aligned with the United Nations Development Cooperation Framework (UNDAF), the UNDP Country Programme (CPD)? **Specific Sub-Questions** What is the level of alignment of the Project to UNDP's global priorities and policies? How do the Project and its supporting projects correspond to UNDP's global priorities and policies?	• Project Documents • Documents on national policies and priorities. • UNDP Strategic Plan. • PRODOC **El Salvador** • Documents on UNDP global priorities and policies • Interviews with UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Level of consistency of national policies with the SDGs, the UNDP Strategic Plan and the CPD. • Level of alignment of national policies/priorities with SDGs, UNDP Strategic Plan, and CPD. • UNDP global priorities and policies	• Qualitative and quantitative methods to summarize data and look for patterns: correlations, tabulations, triangulation of information, frequency tables, descriptive variables, content analysis, thematic coding, time matrices, etc. • Documentary Analysis
	Design Results	Was it based on evidence?	• Project Documents	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Information check of official project documents	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
	Design	Was the theory of change approach adequate?	• Project Documents	• Reading and analysis	• Level of solution of the main	• Qualitative and quantitative

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
	Execution	**Specific Sub-Questions** How soundly and realistically does the hypothesis implicit in the Project's "Theory of Change" state the assumptions and projections? How does it address the main problem of the project?	• Documents on national policies and priorities	• Observation • In-depth interviews • Financing analysis	problem addressed by the project versus expected results of the project.	methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
	Design Execution	Is UNDP's role based on its comparative advantages?	• Project Documents • Key Project Stakeholders	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Project results with respect to expected results according to TR	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
Pertinence	Design Execution Results	To what extent is the expected result of the project consistent with national needs and priorities? **Specific Sub-Questions** What is the level of alignment of the Project to national policies and priorities since its formulation to date?	• Project Documents • Documents on national policies and priorities. • Stakeholders involved in each specific product.	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Consistency of national policies with primary beneficiary needs	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
	Design Execution	Does the project strategy take into consideration the connection between the identified challenges, the lessons learned from the previous project and the project result? **Specific Sub-Questions** What was the level of Adaptability of the project with respect to the design of the Project Results Framework?	• PRODOC • Project archiving and reporting • Substantive reviews	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Existence of an adaptive management for the project. • Existence of an explicit and	• Qualitative and quantitative methods to summarize data and look for patterns

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
		How was the Project Results Framework adapted to the conditions of a changing context in order to favor the achievement of the results? Was the design of the Project's coordination, management and financing model appropriate in terms of fostering institutional strengthening and country ownership? In what way were the coordination, management and financing model designed to promote institutional strengthening and country ownership?	• Stakeholders and project stakeholders • UNDP representatives		clear results framework. • Existence of a methodological approach • Quality of project coordination • Quality of project management and financing	• Documentary analysis • Triangulation of information.
	Design	How clear, internally consistent and realistic is the Project Results Framework and its design? **Specific Sub-Questions** Do the sequence of objectives, indicators and targets at different levels of the Project meet the criteria of realism, clarity and internal coherence? How valid were the indicators, hypotheses or assumptions and risks established in the PRODOC? How realistic was the logic of the results chaining established in the PRODOC? How relevant and valid in terms of quality were the indicators, goals and expected outcomes of PRODOC? To what extent is the existence of baseline data and access to information satisfied through the means and sources of verification?	• Project document • Stakeholders involved in the project • UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Evaluation results of: Inputs, activities, products, results (specific objectives) and expected impacts (development objectives). • Existence of goals, indicators, assumptions and risk factors. • Explanation of the logic of the results chaining.	• Analysis of the realism demonstrated in the project and its internal coherence. • Analysis of the validity of indicators, hypotheses or assumptions and risks. • Analysis of the vertical logic: analysis of the project's contribution to the satisfaction of PRODOC indicators and objectives. • Analysis of the horizontal logic:

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
						through the verification of the relevance and quality of the indicators, existence of base data and access to information through the means and sources of verification. • Review of goals and expected achievements. • Interviews with key stakeholders • Documentary analysis • Triangulation of information
	Design Execution Results	What was the degree of adequacy of the monitoring and evaluation modalities recommended for the Project? **Specific Sub-Questions** Was the modality designed for the monitoring and evaluation of the project adequate?	• Annual Reports • Follow-up Matrices • Substantive reviews • Audit reports • Stakeholders and project stakeholders • M&E reports UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Results of the Project Monitoring and Evaluation Plan	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
	Design	Does the Project's exit strategy foresee a realistic scenario in terms of institutionalization, ownership and scaling up of results? **Specific Sub-Questions** To what extent did the exit or transfer strategy manage to foresee the institutional context at the end of the Project in order to foresee measures for the sustainability of the results?	• Stakeholders involved in the project • UNDP representatives • Relevant reports	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Realism rating between the institutional context at project closing (political, organizational, financial, technological and capacities), and what was foreseen in the project.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Analysis of the exit or transfer strategy in its entirety. • Interviews with key stakeholders • Triangulation of information
	Design Execution Results	Did you incorporate a clear analysis of the development problem distinguishing how it affects men and women differently, as well as people with different disabilities?	• Project archiving and reporting • Relevant project stakeholders • UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Qualification of the information presented in the project on the subject and its potential impacts.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
Based on Principles	Design Execution Results	How and to what extent did the project apply the fundamental principles of human rights, gender equality, resilience, environmental sustainability, and the principle of leaving no one behind? **Specific Sub-Questions** What is the level of integration of the gender dimension in the project?	• Project archiving and reporting • Relevant project stakeholders • UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Incorporation in objectives, indicators, targets, instruments of the human rights dimension,	• Qualitative and quantitative methods to summarize data and search for patterns

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
		How does the project incorporate the gender dimension in all its activities and achievements, and what evidence is available?			gender, sustainability and the principle of leaving no one behind. • Actual achievements that show an evolution in the incorporation of the human rights dimension, gender, sustainability and the principle of leaving no one behind.	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
	Design Execution Results	Was environmental sustainability systematically incorporated? **Specific Sub-Questions** What is the level of complementarity and synergies between the cooperation projects related to environmental issues in the country? How did the project achieve complementarity and synergies?	• Project archiving and reporting • Relevant project stakeholders • UNDP representatives	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Initiatives planned versus achieved with which the project was able to complement each other and establish environmental synergies. • Project coordination actions and resources planned for environmental issues achieved	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
	Design Execution Results	Have the surrounding communities been involved in the project in any way? **Specific Sub-Questions** What was the contribution of the Project activities as a whole to the improvement of local capacities to address the project theme in each country? Did the technical assistance provided by the project's activities improve local capacities, and in what way?	• Project archiving and reporting • Relevant project stakeholders •	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Valorization of the improvement of local capacities to define and produce results. • Valorization of the achievement of adequate solutions in neighboring localities	• Qualitative and quantitative methods to summarize data and look for patterns. • Interviews with key stakeholders in local communities in the surrounding area. • Documentary analysis • Interviews with representatives of key project activities • Triangulation of information
	Design Execution	How have the risks of harm to people and the environment been managed?	• Environment and national policy documents • Project documents • Interviews	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Expert qualification of risk management information and damage to people and the environment.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Expert interviews • Triangulation of information

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
Mamagement and Monitoring	Design Results	To what extent is the expected result of the project consistent with the proposed theory of change? **Specific Sub-Questions** In what way does the "theory of change" implicit in the Project propose with solidity and realism the possibility of solving fundamental problems in the thematic of the Country?	• Documents on national policies and priorities • Project documents • Stakeholders and stakeholders involved in each specific product	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Project results versus expected project results. • Barriers and problems identified in the project design versus barriers resolved in the project.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Triangulation of information.
	Design	What is the quality of the results framework?	• Project Documents • Qualitative interviews on project results	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Qualitative results of the interviews. • Results obtained from the quality indicators of the project.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Interviews with relevant stakeholders
	Design Execution	Have sex-disaggregated indicators been incorporated and monitored?	• Project Documents •	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Indicators by sex monitored in the project. • Explicit causal linkages, level at which indicators meet SMART criteria.	• Qualitative and quantitative methods to s ata and look for ummarize d patterns • Documentary analysis
	Execution	To what extent have potential impacts on the human rights of workers and other stakeholders been monitored and managed?	• Project Documents • Qualitative interviews with workers and	• Reading and analysis • Observation • In-depth interviews	• Results of the project's human rights indicators.	• Qualitative and quantitative methods to summarize data

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
			other stakeholders on the project implementation process, impacts and results.	• Financing analysis	• Results of project externalities. • Qualitative analysis of the interviews conducted	and look for patterns • Documentary analysis • Interviews with relevant stakeholders
	Design Execution	To what extent has project governance exercised active oversight as a basis for decision making?	• Project Documents • Qualitative interviews with key stakeholders	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Intermediate project management results • Management activities that have made it possible to foresee and/or change planned actions. • Qualitative results from stakeholder interviews.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Interviews with relevant stakeholders
Efficiency	Execution	How has the project performed? **Specific Sub-Questions** What was the contribution of the Project Management model and the coordination of implemented actions to the efficiency of the results? How did the Project management contribute to the efficiency of the achievement of the results?	• Project Documents • Qualitative interviews with key stakeholders	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Rating in the evaluation regarding the reality, realism and focus of the work plan. • Existence of documentation reporting on the monitoring and feedback loop for management	• Métodos cualitativos y cuantitativos que permitan resumir los datos y buscar patrones • Documentary analysis • Analysis of the management by results of the Project.

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					and operations improvement, and its qualification. • Existence of corrective measures implemented during the course of the project to improve the level of execution. • Qualification on day-to-day management: planning and execution of operational tasks. • Rating on the management of financial resources	• Analysis of implementation, causes and consequences of delays and any corrective actions taken • Stakeholder interviews • Field visits to project activities • Triangulation of information
	Design Results	Are the proposed results consistent with the available resources?	• Project Documents • Interviews with key players in the financial management of the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Level of achievement of results with the resources previously established. • Number of results not achieved due to	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of interviews with

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					lack of resources • Number of results achieved with new resources (not conceived in the projec	key actors in the financial management of the project.
	Design Execution Results	Were specific resources allocated to address gender, people with disabilities and environmental issues?	• Project Documents • •	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Existence of indicators (in the project) to measure gender, environmental and disability issues. • Existence of resources earmarked for the achievement of these issues. • Percentage of resources allocated to the achievement of these issues.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of interviews with key actors in the financial management of the project.
	Design Execution Results	Were measures considered to ensure the efficient use of resources?	• Project Documents • Interviews with key players in the financial management of the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Existence of financial monitoring, control and follow-up measures. • Existence of periodic	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					information documents regarding the execution and efficient use of resources.	• Results of interviews with key actors in the financial management of the project.
	Execution	What problems were encountered and what adaptations were made and why? **Specific Sub-Questions** How did the institutional organization contribute to the efficient implementation and achievement of the results? How did the executing institution contribute to the achievement of the results? Did the governance structure of the project (Board of Directors, Project Director, Project Coordinator and Team) allow for efficient execution of the project? What was the contribution and involvement of partners during project implementation and execution? What was the capacity of the partners to contribute to the management of the project?	• Project Documents • Interviews with key players in the financial management of the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Validation of the existence of administrative and technical support from the executing institution and main partners. • Existence of documents validating the existence of internal review processes, coordination and governing bodies. • Validation of resource inputs and support from the government and UNDP within the agreed timeframe. • Existence of reports reporting	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of interviews with key actors in project management. • Analysis of the effects of the institutional organization of the project on the achievement of the results and the efficiency of the results. • Interviews with key stakeholders • Interviews with representatives

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					problems and adaptations. • Existence of documents analyzing the origin of the problems and adaptations taken (design, political barriers or others). • Rating of the capacity and effectiveness of all partners to make their financial and/or human resource contributions • Qualification of the partners regarding the level of involvement in the project, and communication between the Project Management Unit (PMU); executing institution and UNDP.	of relevant project activities • Documentary analysis • Triangulation of information • Analysis of the contribution and involvement of partners
Effective ness	Design	To what extent has the project contributed to the expected results?	• Project Documents	• Reading and analysis	• Level of achievement of	• Qualitative and quantitative

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
	Execution Results	**Specific Sub-Questions** Were the results achieved in a timely and logical sequence? What was the quality of the products? To what extent did the products achieved contribute to the expected results? In what way are the results achieved limited as an effect caused by the project design? What was the likelihood of achieving the specific objectives?	• Interviews with key stakeholders	• Observation • In-depth interviews • Financing analysis	results, versus planned. • Level of quality of the results in relation to what was planned. • Level of effectiveness of the results obtained in relation to what was planned. • Number of results not obtained due to project design problems. • Rating of probability of achieving the specific objectives designed in the time and resources available.	methods to summarize data and look for patterns • Documentary analysis • Results of key stakeholder interviews
	Design Execution Results	How has UNDP added value? **Specific Sub-Questions** Did the technical assistance provided by the project actions enable the improvement of national capacities?	• Project Documents • Qualitative interviews with key stakeholders	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Results of the products managed directly by UNDP management • Results of qualitative analysis of key	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					stakeholder interviews on UNDP's contribution to the project. • Improved national capacities to define and produce results as a result of the work carried out in collaboration with UNDP.	• Results of key stakeholder interviews
	Design Execution Results	Have the assessments of partners and stakeholders been taken into account in obtaining the results? **Specific Sub-Questions** Are the products and results obtained by the project relevant for the country, public institutions and relevant partners? Which products/services have stood out in terms of relevance? For whom are they relevant? At what level did the target groups or stakeholders have access to the results/services of the Project's projects? Are there any factors that prevent the target groups (beneficiaries) from accessing the results/services? Did all target groups have access to the results/services of the project projects?	• Project Documents • Qualitative interviews with partners and stakeholders on project results.	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Results of the qualitative interviews regarding the importance of the products and services for the relevant partners. • Positive externalities generated by the project for the country, partners or others. • Existence of groups accessing the	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of key stakeholder interviews

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					results and services • Existence of groups not accessing the results and service	
	Design Execution	What level of dissemination and replication of the results and products presented by the Project? **Specific Sub-Questions** What level of dissemination and replication of the results and products has been achieved? What has been the replicability of the strategy and management arrangements? What has been UNDP's role in the issue?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Existence and evaluation of the quality and results of publicity and dissemination. • Consistency on the uses and replication of the results.	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Project visits • Triangulation of information
	Design Execution Results	What unplanned results have been obtained, whether negative or positive?	• Project Documents • • Qualitative interviews with partners and stakeholders on project results.	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Results of the qualitative interviews regarding the importance of the products and services for the relevant partners. • Positive and negative externalities generated by the project for	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of key stakeholder interviews

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					the country, partners or others.	
	Design Execution Results	What unplanned results have been obtained, whether negative or positive?	• Project Documents • Qualitative interviews with partners and stakeholders on project results.	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Results of the qualitative interviews regarding the importance of the products and services for the relevant partners. • Positive and negative externalities generated by the project for the country, partners or others.	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of key stakeholder interviews
	Design Execution Results	Were the identified needs of women and persons with disabilities met? **Specific Sub-Questions** How does the project incorporate the gender dimension in all its activities and achievements, and what evidence is available? How does the project incorporate the disability dimension in all its work and achievements, what evidence is there?	• Documentos del Project Documents • Qualitative interviews with partners and stakeholders on project results.	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Existence in the project of indicators and their results with respect to meeting the needs of women and persons with disabilities. • Incorporation of the gender and disability dimension in	• Qualitative and quantitative methods to summarize data and look for patterns • Documentary analysis • Results of key stakeholder interviews

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					indicators and goals.	
Sustainability	Design Execution Results	Taking into account the results of capacity building, is it possible to expect the results to be sustainable over time? **Specific Sub-Questions** What is the financial viability of the project results? Are resources available to follow up and operate pending project actions?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Availability of financial resources for the continuity of the initiatives. • Economic and financial exit strategy	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information
	Design Results	What political, social or economic factors could threaten the sustainability of the results? **Specific Sub-Questions** What is the level of ownership by public and private institutions of the results of the project projects? What is the level of ownership of the different stakeholders in the results and benefits of the project projects?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Key stakeholders' knowledge of project results. • Perspective of key stakeholders for institutionalization of project results by incorporating them into the strategic processes of their institutions. • Expectations of institutional response for dissemination	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
					beyond beneficiaries.	
Sustainability		What institutional capacities do the key stakeholders have to maintain the flow of benefits after the end of the project? **Specific Sub-Questions** How does the institutional capacity of the key stakeholders allow maintaining the flow of benefits once the project is completed?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Support (strategic and budgetary) • Support from counterpart institutions • Degree of integration of the projects in the respective institutional structure	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information
Sustainability		Are the results adapted to the institutional context and do they generate capacities in the personnel of the key institutions related to the project? **Specific Sub-Questions** How are the technology, knowledge, processes or services introduced or provided adapted to the institutional context and have adaptive capacities been generated in the staff of the institutions related to the project?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Assessment of compatibility with the needs, traditions, skills and requirements of the relevant institutions. • Assessment of the beneficiaries' ability to adapt to the acquired technologies and to maintain them without assistance.	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information
Impact	Design Execution	What was the progress towards the overall impact of the Project?	• Project archives and reports	• Reading and analysis • Observation	• Reforms and improvements in the legal and	• Qualitative and quantitative methods to

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
	Results	**Specific Sub-Questions** To what extent did some activities contribute to reforms and improvements in the legal and policy framework? To what extent did the project contribute to improving the institutional framework and capacities for optimal planning and effective management? To what extent did the project contribute to financial sustainability for strategically addressing sustainable environmental management issues and for long-term resource provision in these areas? To what extent did the project contribute to testing innovative approaches to address these issues that serve as examples in the country? To what extent did the set of projects contribute to the implementation of successful management models to build strategic alliances with key stakeholders?	• Stakeholders involved in the project UNDP Representants	• In-depth interviews • Financing analysis	policy framework. • Improvements in the Institutional Framework and key stakeholder capabilities • Improvements in financial sustainability • New and innovative approaches to environmental work • Successful models of sustainable management. And, results and projection of the same in the thematic area.	summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information
		How do the results of the Project contribute to international environmental treaties: Rio+20, SDGs and other global initiatives?	• Project archives and reports • Stakeholders involved in the project	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Contribution to the inter-agency environment and global initiatives	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis

Evaluation Matrix						
Criteria/ Sub-Criteria	**Analysis Level**	**Key Questions**	**Information Sources**	**Data Collecting Methods and Tools**	**Success Indicators or Standards**	**Data Analysis Methodology**
						• Triangulation of information
Impact		What was the overall contribution of the project to the UNDP country programming framework? **Specific Sub-Questions** To what extent did the project contribute to strengthening the achievement of UNDP's results and strategic objectives? To what extent did the project contribute to strengthening the delivery of core UNDP functions?	• Project archives and reports • Stakeholders involved in the project UNDP Representants	• Reading and analysis • Observation • In-depth interviews • Financing analysis	• Evaluation of improvements in UNDP's results and strategic objectives • Evaluation of improvements in the delivery of UNDP's core functions	• Qualitative and quantitative methods to summarize data and search for patterns • Interviews with key stakeholders • Documentary analysis • Triangulation of information

Annex 2. Interview Guidelines

A. Group of Interest: UNDP- SEMARNAT

Project Strategy

1. To what extent is the project strategy relevant to national priorities and country ownership and involvement?
2. How does the project strategy meet the country's PCB commitments? How does the project align with your institution's PCB destruction and disposal priorities?
3. Are the project implementation objectives in line with the GEF focus areas and operational strategies identified in the project formulation and during project implementation?
4. What is the Project's contribution in terms of its strategy and approach to environmental protection and human health?
5. How did the Project involve partners and beneficiaries in its design? How was their opinion taken into account?
6. How did the Project address gender issues in its design? Was a gender analysis carried out prior to implementation? How have gender issues been addressed in the implementation of the Project?
7. What lessons learned from other projects were included in the Project design?
8. How relevant and valid in terms of quality are the project's indicators, targets and expected results? How realistic is the results chaining logic set out in the Results Framework for achieving the results?
9. Do the indicators and targets in the project's Results Framework meet the criteria of being Specific, Measurable, Achievable, Relevant and Time-bound ("SMART")?
10. Has the Results Framework been changed? If yes, why and in what aspects? If not, do you consider that adjustments should be made to the indicators of the Logical Framework? Should a change or adjustment be made to the strategy implemented by the Project in order to achieve the expected results?
11. In cross-cutting issues, how have gender, human rights, interculturality and inclusion been addressed and implemented?

Progress in the achievement of results

1. What is the degree to which the results and objectives have been achieved so far?
2. Are the project goals feasible to achieve in the time remaining?
3. To what extent do the products achieved contribute to the expected results?
4. How did the project generate the expected benefits to the target population?
5. How has the project changed the management of PCBs? Do you know if other areas have adopted practices promoted by the project? If so, how was the process of adopting practices?
6. What factors do you consider have facilitated or limited the achievement of the objectives and products expected by the project?
7. What management tools have been used at the central and field levels? How did the project's evaluation and monitoring system work?
8. What were the lessons learned regarding the achievement of results? What changes do you think could be made to improve the achievement of results?
9. Are there any factors that prevent the target groups (beneficiaries) from accessing the

results or services?

10. How have the results of the project been measured? How have the results been documented and disseminated to date?
11. What would be the barriers or limiting factors in achieving the expected results? What results or objectives would you prioritize in terms of resources and time for the remainder of the project and why?
12. In cross-cutting issues, how have human rights, gender, interculturality, inclusion been addressed and implemented?

Project Execution and Adaptive Management

1. How is UNDP support contributing to the results being achieved by the Project?
2. Are the management systems currently in place as outlined in the Project Document?
3. Are responsibilities and chain of command clear, and are decisions made transparently and in a timely manner?
4. Have there been any delays during Project implementation? What do you consider should be implemented to improve Project execution and achieve the expected results?
5. What documents/management tools have been used at field and central level?
6. Have the results been differentiated by region? Why? Which ones?
7. Was adaptive management used or needed to ensure efficient use of resources?
8. Were significant changes made between budget lines to comply with adaptive management?
9. Do you identify financial resource management problems? (such as delays in disbursements, cancellation of activities, etc.) What support or synergies are being made to make efficient use of resources?
10. What tools does the project use for monitoring and evaluation? Are more tools required to achieve the results of the project? Do you consider the cost to be adequate?
11. Has co-financing been as planned?
12. To what extent do the project's monitoring and evaluation, information and communication systems contribute to its implementation?
13. What tools does the project use for project monitoring and evaluation? Is the information collected the information required by the project? Who participates in the collection and delivery of information for project monitoring and evaluation? Do key partners participate? How can they be improved to be more participatory and inclusive?
14. How are women's and men's perspectives integrated into the project and what is the impact of the project on them? How are key groups (women, indigenous peoples, children, the elderly, etc.) involved and what is their impact?
15. How do local and national governments participate in meeting project objectives? What role do they have in project decision-making? What mechanisms do they use to make the project efficient and effective?
16. Was adaptive management used or needed to ensure the achievement of results? What mechanisms have been used to communicate changes to key partners and the Project Board?
17. How have lessons from the adaptive management process been documented?
18. Do you see any barriers that may hinder the results of the project to completion? Such as?

19. How is internal communication with Project partners? Are there partners who are excluded from communication channels? How is feedback given when communication is received?
20. How does the Project communication with partners contribute to the concretization of results and their sustainability?
21. How are the results and achievements of the project disseminated? How do you think the communication aspects of public awareness can be strengthened?
22. Did the project have resources (funds, technical advice, time, etc.) to address the gender and inclusion approach?

Sustainability

1. Do you identify any financial risks that could undermine the sustainability of the project's results? What opportunities for financial sustainability exist?
2. What are the stakeholders' capacities to ensure the sustainability of the project?
3. Do you know if policy, regulatory and/or administrative frameworks are being put in place to provide continuity to the project? How is the project strengthening institutional capacity (systems, structures, personnel, technical expertise, etc.) that will be self-sufficient after the project completion date?
4. Do you identify any behavioral changes on the part of the actors in the field that would demonstrate their ownership of the project actions and that could guarantee the continuity of the project after its completion?
5. Are there any social or political risks that could jeopardize the sustainability of the project results?
6. Are there any environmental risks that could jeopardize the continuity of the project results?
7. In your opinion, what needs to be done to strengthen the results of the project and its sustainability? What are the remaining challenges for the next years of project implementation in order to make it sustainable in the long term?
8. Have lessons learned from the project been documented? How have these lessons learned been disseminated? Do you know if anyone has replicated any lessons learned from the project? How have local and national governments been involved in the project? How are they participating in the project?
9. Do you know of any partnerships that have been made that were not foreseen at the beginning of the Project?
10. Has the project established any mechanisms to ensure sustainability of benefits for women, men and vulnerable groups? To what extent have partners committed to provide support to strengthen gender equity and benefits for women and vulnerable groups?

B. Group of Interest PROFEPA-CFE

Project Strategy

1. To what extent is the project strategy relevant to national priorities and country ownership and involvement?
2. How does the project strategy meet the Country's commitments on PCB? How does the project align with your institution's priorities on PCB destruction and disposal issues?
3. What is the Project's contribution in terms of its strategy and approach to environmental protection and human health?
4. How have gender issues been addressed within the implementation of the Project?
5. In cross-cutting issues, how have gender, human rights, interculturality and inclusion been addressed and implemente

Progress in the achievement of results

1. How did the project generate the expected benefits to the target population?
2. How has the management of PCB changed thanks to the project? Do you know if other areas have adopted practices promoted by the project? If so, how was the process of adopting practices?
3. What factors do you consider have facilitated or limited the achievement of the objectives and products expected by the project?
4. What have been the lessons learned regarding the achievement of results? What changes do you think can be made to improve the achievement of results?
5. Are there any factors that prevent the target groups (beneficiaries) from accessing the results or services?
6. How have the results of the project been measured? How have the results been documented and disseminated to date?
7. What would be the barriers or limiting factors in achieving the expected results? What results or objectives would you prioritize in terms of resources and time for the remainder of the project and why?
8. In cross-cutting issues, how have human rights, gender, interculturality, inclusion been addressed and implemented?

Project Execution and Adaptive Management

1. Have there been any delays during Project implementation? What do you consider should be implemented to improve Project implementation and achieve the expected results?
2. What documents/management tools have been used at field and central level?
3. Have the results been differentiated by region? Why? Which ones?
4. Were significant changes made between budget lines to comply with adaptive management?
5. Do you identify financial resource management problems? (delays in disbursements, cancellation of activities, etc.) What support or synergies are being made to make efficient use of resources?
6. In the follow-up and monitoring of the project, are the key partners involved, and how can they be improved so that they can be more participatory and inclusive?

7. How are men's and women's perspectives integrated into the project and what is the impact of the project on them? How are key groups (women, indigenous peoples, children, the elderly, etc.) involved and what is their impact?
8. How are local and national governments involved in meeting project objectives? What role do they play in project decision-making? What mechanisms do they use to make the project efficient and effective?
9. How have lessons from the Adaptive Management Process been documented?
10. Do you think there are any barriers that may hinder the results of the project to completion? Such as?
11. How is internal communication with project partners? Are there partners who are excluded from communication channels? How is feedback given when communication is received?
12. How does the Project communication with partners contribute to the concretization of results and their sustainability?
13. How are the results and achievements of the project disseminated? How do you think the communication aspects of public awareness can be strengthened?
14. Did the project have resources (funds, technical advice, time, etc.) to address the gender and inclusion approach?

Sustainability

1. Do you identify any financial risks that could undermine the sustainability of the project's results? What opportunities for financial sustainability exist?
2. What are the stakeholders' capacities to ensure the sustainability of the project?
3. Do you know if policy, regulatory and/or administrative frameworks are being put in place to provide continuity to the project? How is the project strengthening institutional capacity (systems, structures, personnel, technical expertise, etc.) that will be self-sufficient after the project completion date?
4. Do you identify any behavioral changes on the part of the actors in the field that would demonstrate their ownership of the project actions and that could guarantee the continuity of the project after its completion?
5. Are there any social or political risks that could jeopardize the sustainability of the project results?
6. Are there any environmental risks that could jeopardize the continuity of the project results?
7. In your opinion, what needs to be done to strengthen the results of the project and its sustainability? What are the remaining challenges for the next years of project implementation in order to make it sustainable in the long term?
8. Have lessons learned from the project been documented? How have these lessons learned been disseminated? Do you know if anyone has replicated any lessons learned from the project? How have local and national governments been involved in the project? How are they participating in the project?
9. Do you know of any partnerships that have been made that were not foreseen at the beginning of the Project?
10. Has the project established any mechanisms to ensure sustainability of benefits for women, men and vulnerable groups? To what extent have partners committed to provide support to strengthen gender equity and benefits for women and vulnerable groups?

C. Group of Interest: State government and decentralized offices

Project Strategy

1. To what extent is the project strategy relevant to national priorities and country ownership and involvement?
2. How does the project strategy meet the Country's commitments on PCB? How does the project align with your institution's priorities on PCB destruction and disposal issues?
3. What is the Project's contribution in terms of its strategy and approach to environmental protection and human health?
4. How have gender issues been addressed within the implementation of the Project?
5. In cross-cutting issues, how have gender, human rights, interculturality and inclusion been addressed and implemented?

Progress in the achievement of results

1. How did the project generate the expected benefits to the target population?
2. How has the management of PCB changed thanks to the project? Do you know if other areas have adopted practices promoted by the project? If so, how was the process of adopting practices?
3. What factors do you consider have facilitated or limited the achievement of the objectives and products expected by the project?
4. What have been the lessons learned regarding the achievement of results? What changes do you think can be made to improve the achievement of results?
5. Are there any factors that prevent the target groups (beneficiaries) from accessing the results or services?
6. How have the results of the project been measured? How have the results been documented and disseminated to date?
7. What would be the barriers or limiting factors in achieving the expected results? What results or objectives would you prioritize in terms of resources and time for the remainder of the project and why?
8. In cross-cutting issues, how have human rights, gender, interculturality, inclusion been addressed and implemented?

Project Execution and Adaptive Management

1. Have there been any delays during Project implementation? What do you consider should be implemented to improve Project execution and achieve the expected results?
2. What documents/management tools have been used at field and central level?
3. Have the results been differentiated by region? Why? Which ones?
4. Were significant changes made between budget lines to comply with adaptive management?
5. Do you identify financial resource management problems? (delays in disbursements, cancellation of activities, etc.) What support or synergies are being made to make efficient use of resources?
6. In the follow-up and monitoring of the project, are the key partners involved, and how can they be improved so that they can be more participatory and inclusive?
7. How are men's and women's perspectives integrated into the project and what is the impact of the project on them? How are key groups (women, indigenous peoples, children, the elderly, etc.) involved and what is their impact?
8. How are local and national governments involved in meeting project objectives? What role

do they play in project decision-making? What mechanisms do they use to make the project efficient and effective?

9. How have lessons from the Adaptive Management Process been documented?
10. Do you think there are any barriers that may hinder the results of the project to completion? Such as?
11. How is internal communication with project partners? Are there partners who are excluded from communication channels? How is feedback given when communication is received?
12. How does the Project communication with partners contribute to the concretization of results and their sustainability?
13. How are the results and achievements of the project disseminated? How do you think the communication aspects of public awareness can be strengthened?
14. Did the project have resources (funds, technical advice, time, etc.) to address the gender and inclusion approach?

Sustainability

1. Do you identify any financial risks that could undermine the sustainability of the project's results? What opportunities for financial sustainability exist?
2. What are the stakeholders' capacities to ensure the sustainability of the project?
3. Do you know if policy, regulatory and/or administrative frameworks are being put in place to provide continuity to the project? How is the project strengthening institutional capacity (systems, structures, personnel, technical expertise, etc.) that will be self-sufficient after the project completion date?
4. Do you identify any behavioral changes on the part of the actors in the field that would demonstrate their ownership of the project actions and that could guarantee the continuity of the project after its completion?
5. Are there any social or political risks that could jeopardize the sustainability of the project results?
6. Are there any environmental risks that could jeopardize the continuity of the project results?
7. In your opinion, what needs to be done to strengthen the results of the project and its sustainability? What are the remaining challenges for the next years of project implementation in order to make it sustainable in the long term?
8. Have lessons learned from the project been documented? How have these lessons learned been disseminated? Do you know if anyone has replicated any lessons learned from the project? How have local and national governments been involved in the project? How are they participating in the project?
9. Do you know of any partnerships that have been made that were not foreseen at the beginning of the Project?
10. Has the project established any mechanisms to ensure sustainability of benefits for women, men and vulnerable groups? To what extent have partners committed to provide support to strengthen gender equity and benefits for women and vulnerable groups?

D. Group of Interest: Academic Institutions

Project Strategy

1. To what extent is the project strategy relevant to national priorities and country ownership and involvement?
2. How does the project strategy meet the Country's commitments on PCB? How does the project align with your institution's priorities on PCB destruction and disposal issues?
3. What is the Project's contribution in terms of its strategy and approach to environmental protection and human health?
4. How have gender issues been addressed within the implementation of the Project?
5. In cross-cutting issues, how have gender, human rights, interculturality and inclusion been addressed and implemented?

Progress in the achievement of results

1. How did the project generate the expected benefits to the target population?
2. How has the management of PCB changed thanks to the project? Do you know if other areas have adopted practices promoted by the project? If so, how was the process of adopting practices?
3. What factors do you consider have facilitated or limited the achievement of the objectives and products expected by the project?
4. What have been the lessons learned regarding the achievement of results? What changes do you think can be made to improve the achievement of results?
5. Are there any factors that prevent the target groups (beneficiaries) from accessing the results or services?
6. How have the results of the project been measured? How have the results been documented and disseminated to date?
7. What would be the barriers or limiting factors in achieving the expected results? What results or objectives would you prioritize in terms of resources and time for the remainder of the project and why?
8. In cross-cutting issues, how have human rights, gender, interculturality, inclusion been addressed and implemented?

Project Execution and Adaptive Management

1. Have there been any delays during Project implementation? What do you consider should be implemented to improve Project implementation and achieve the expected results?
2. What documents/management tools have been used at field and central level?
3. Have the results been differentiated by region? Why? Which ones?
4. Were significant changes made between budget lines to comply with adaptive management?
5. Do you identify financial resource management problems? (delays in disbursements, cancellation of activities, etc.) What support or synergies are being made to make efficient use of resources?
6. In the follow-up and monitoring of the project, are the key partners involved, and how can they be improved so that they can be more participatory and inclusive?

7. How are men's and women's perspectives integrated into the project and what is the impact of the project on them? How are key groups (women, indigenous peoples, children, the elderly, etc.) involved and what is their impact?
8. How are local and national governments involved in meeting project objectives? What role do they play in project decision-making? What mechanisms do they use to make the project efficient and effective?
9. How have lessons from the Adaptive Management Process been documented?
10. Do you think there are any barriers that may hinder the results of the project to completion? Such as?
11. How is internal communication with project partners? Are there partners who are excluded from communication channels? How is feedback given when communication is received?
12. How does the Project communication with partners contribute to the concretization of results and their sustainability?
13. How are the results and achievements of the project disseminated? How do you think the communication aspects of public awareness can be strengthened?
14. Did the project have resources (funds, technical advice, time, etc.) to address the gender and inclusion approach?

Sustainability

1. Do you identify any financial risks that could undermine the sustainability of the project's results? What opportunities for financial sustainability exist?
2. What are the stakeholders' capacities to ensure the sustainability of the project?
3. Do you know if policy, regulatory and/or administrative frameworks are being put in place to provide continuity to the project? How is the project strengthening institutional capacity (systems, structures, personnel, technical expertise, etc.) that will be self-sufficient after the project completion date?
4. Do you identify any behavioral changes on the part of the actors in the field that would demonstrate their ownership of the project actions and that could guarantee the continuity of the project after its completion?
5. Are there any social or political risks that could jeopardize the sustainability of the project results?
6. Are there any environmental risks that could jeopardize the continuity of the project results?
7. In your opinion, what needs to be done to strengthen the results of the project and its sustainability? What are the remaining challenges for the next years of project implementation in order to make it sustainable in the long term?
8. Have lessons learned from the project been documented? How have these lessons learned been disseminated? Do you know if anyone has replicated any lessons learned from the project? How have local and national governments been involved in the project? How are they participating in the project?
9. Do you know of any partnerships that have been made that were not foreseen at the beginning of the Project?
10. Has the project established any mechanisms to ensure sustainability of benefits for women, men and vulnerable groups? To what extent have partners committed to provide support to strengthen gender equity and benefits for women and vulnerable groups?

E. Group of Interest: Private companies

Project Strategy

1. How does the project align with your institution's priorities on PCB destruction and disposal issues?
2. What is the Project's contribution in terms of its strategy and focus on environmental protection and human health?
3. How have gender issues been addressed within the implementation of the Project?

Progress in the achievement of results

1. How did the project generate the expected benefits to the target population?
2. How has the management of PCB changed thanks to the project? Do you know if other areas have adopted practices promoted by the project? If so, how was the process of adopting practices?
3. What factors do you consider have facilitated or limited the achievement of the objectives and products expected by the project?
4. What have been the lessons learned regarding the achievement of results? What changes do you think can be made to improve the achievement of results?
5. Are there any factors that prevent the target groups (beneficiaries) from accessing the results or services?
6. What would be the barriers or limiting factors in achieving the expected results? What results or objectives would you prioritize in terms of resources and time for the remainder of the project and why?
7. In cross-cutting issues, how have human rights, gender, interculturality, inclusion been addressed and implemented?

Project Execution and Adaptive Management

1. Have there been any delays during Project implementation? What do you consider should be implemented to improve Project implementation and achieve the expected results?
2. What documents/management tools have been used at field and central level?
3. Have the results been differentiated by region? Why? Which ones?
4. Were significant changes made between budget lines to comply with adaptive management?
5. In the follow-up and monitoring of the project, are key partners involved, and how can they be improved to be more participatory and inclusive?
6. How are women's and men's perspectives integrated into the project and what effect does the project have on them? How do key groups (women, indigenous peoples, children, elders, etc.) participate and what is their impact?
7. How do local and national governments participate in meeting project objectives? What role do they have in project decision-making? What mechanisms do they use to make the project efficient and effective?
8. Do you consider that there are any barriers that may hinder the results of the project until its completion? What are they?
9. How are the results and achievements of the project disseminated? How do you think the communication aspects of public awareness could be strengthened?

Sustainability

1. Do you identify any financial risks that could undermine the sustainability of the project's results? What opportunities for financial sustainability exist?
2. What are the stakeholders' capacities to ensure the sustainability of the project?
3. Do you identify any behavioral changes on the part of the stakeholders in the field that would demonstrate their ownership of the project actions and that could guarantee the continuity of the project once it is completed?
4. Are there any social or political risks that could jeopardize the sustainability of the project results?
5. Are there any environmental risks that could jeopardize the continuity of the project results?
6. In your opinion, what needs to be done to strengthen the results of the project and its sustainability? What are the remaining challenges for the next years of project implementation in order to make it sustainable in the long term?
7. Have lessons learned from the project been documented? How have these lessons learned been disseminated? Do you know if anyone has replicated any lessons learned from the project? How have local and national governments been involved in the project? How are they participating in the project?
8. Do you know of any partnerships that have been made that were not foreseen at the beginning of the Project?
9. Has the project established any mechanisms to ensure sustainability of benefits for women, men and vulnerable groups? To what extent have partners committed to provide support to strengthen gender equity and benefits for women and vulnerable groups?

Annex 3. MTR mission itinerary

Year: 2021

Monday, November 29th

1. 10:00 – 11:00: Interview with Dr. Claire Van Ruymbake

Tuesday, November 30th

2. 10:00 – 11:00: Interview with Ms. Alicia Ramírez Torres
3. 11:00 – 12:00: Interview with Eng. José Javier Vargas Torres.
4. 17:00 – 18:00: Interview with Mr. Kasper Koefoed

Wednesday, December 1st

5. 11:00 – 12:00: Interview with Lic. Ricardo Martínez
6. 13:00 – 14:00: Interview with Eng. Arturo Valencia Rangel
7. 14:00 – 15:00: Interview with Lic. Erika María del Pilar Casamadrid
8. 16:00 – 17:00: Interview with Lic. Federico López de Alba

Thursday, December 2nd

9. 10:00 – 11:00: Interview with Mr. Edgar González
10. 13:00 – 14:00: Interview with Mr. Kasper Koefoed
11. 16:00 – 17:00: Interview with Dr. Georgina Fernández

Friday. December 3rd

12. 11:00 – 12:00: Interview with Lic. Laura Lozada

Monday, December 6th

13. 11:00 – 12:00: Interview with Teacher Bárbara Adriana Rodriguez Bucio
14. 13:00 – 14:00: Interview with Eng. Julio Alonso Martínez

Tuesday, December 7th

15. 10:00 – 11:00: Interview with Eng. César Soto
16. 13:00 – 14:00: Interview with Dr. Guillermo Román
17. 16:00 – 17:00: Interview with Lic. Rafael Coello García

Wednesday, December 8th

18. 11:00 – 12:00: Interview with Biol. Aurelio Crisanto Jiménez
19. 12:00 – 13:00: Interview with Eng. Ricardo Ortiz Conde, Eng. Jorge Alonso Marbán Hernández.
20. 13:00 – 14:00: Interview with Teacher. Alejandro Frías Rodríguez
21. 16:00 – 17:00: Interview with Eng. Everardo Cantero Pérez

Thurday, December 9th

22. 11:00 – 12:00: Interview with Eng. Ricardo Javier Torres Hernández
23. 12:00 – 13:00: Interview with Biol. Estefanía Arriaga Ramos
24. 13:00 – 14:00: Interview with Lic. Rolando de Jesús López Saldaña
25. 17:00 – 18:00: Interview with Ing. Ignacio Ortiz

Friday, December 10th

26. 10:00 – 11:00: Interview with Eng. Sayra Hernández Sabag
27. 11:00 – 12:00: Interview with Eng. Andrea Cota Martínez
28. 12:00 – 13:00: Interview with Eng. Arturo Rodríguez
29. 13:00 – 14:00: Interview with Eng. Laura Beltrán García

Year: 2022

Friday, January 14th

30. 08:00 – 09:30: Interview with Lic. Guillermo López
31. 9:30 – 11:00: Interview with Eng. Carlo Magno Mendoza
32. 09:00 – 10:00: Interview with Biol. Rocío Esquivel
33. 12:00 – 13:00: Interview with Eng. Jessica Rodríguez

Monday, January 17th

34. 10:00 – 13:00: Interview with Eng. Ives Gómez

Tuesday, January 18th

35. 10:00 – 13:00: Interview with Eng. Laura Beltrán García

Thursday, January 20th

36. 10:00 – 11:00: Interview with Dr. Claire Van Ruymbake
37. 12:00 – 13:00: Interview with Mr. Edgar González
38. 14:00 – 15:00: Interview with Eng. Sergio Ponce López
39. 14:00 – 15:00: Interview with Ms. Sheila De la Rosa Valdez

Friday, January 22nd

40. 10:00 – 11:00: Interview with Mr. Juan Cartrorena
41. 13:00 – 14:00: Interview with Ms. Alicia López
42. 15:00 – 16:00: Interview with Ms. Hada Marcela Ita Garay

Monday, January 24th

43. 15:00 – 16:00: Interview with Ms. Ives Gómez, Biol. Rocío Esquivel, Eng. Jessica Rodríguez.

Tuesday, January 25th

44. 12:00 – 13:00: Interview with Eng. Ricardo Ortiz Conde, Eng. Jorge Alonso Marbán Hernández.
45. 13:00 – 14:00: Interview with Mr. Maximiliano Olivares and with Mr. Hugo Rojas Silva

Monday, Januray 31st

46. 12:00 – 13:00: Interview with Ms. Estefanía Arriaga
47. 13:00 – 14:00: Interview with Mr. Marco Antonio Wong

Monday, February 9th

48. 13:00 – 14:00: Interview with Mr. Ignacio López de Alba

List of Interviewed Persons

Institutions

1. Mr. Kasper Koefoed. UNDP
2. Lic. Erika María del Pilar Casamadrid Gutiérrez. SEMARNAT
3. Lic. Federico López de Alba. Federal Electricity Commission, “Comisión Federal de Electricidad” (CFE)
4. Mr. Edgar González. UNDP México
5. Eng. Julio Alonso Martínez. Environmental Protection Institute in Nuevo León, “Instituto de Protección Ambiental en Nuevo León”.
6. Lic. Rafael Coello García. PROFEPA (CTA)
7. Biol. Aurelio Crisanto Jiménez. Secretary of Ecology and Environment of Quintana Roo, Quintana Roo. “Secretaría de Ecología y Medio Ambiente de Quintana Roo”
8. Eng. Ricardo Ortiz Conde. SEMARNAT (Project Board member and co-financier)
9. Eng. Jorge Alonso Marbán Hernández. SEMARNAT
10. Eng. Ricardo Javier Torres Hernández. Secretariat of Sustainable Development in the State of Querétaro, “Secretaría de Desarrollo Sustentable en el Estado de Querétaro”
11. Biol. Estefanía Arriaga Ramos. Secretary of the Environment of Mexico City , “Secretaría de Medio Ambiente de la Ciudad de México”
12. Eng. Ignacio Ortiz. Queretaro State Water Commission, “Comisión Estatal de Agua de Querétaro”
13. Eng. Andrea Cota Martínez. Municipality of Querétaro, “Municipio de Querétaro”
14. Dr. Guillermo Román. Project Advisor-UNDP
15. Lic. Guillermo López. UNDP
16. Eng. Carlo Magno Mendoza. UNDP
17. Lic. Rocío Esquivel. UNDP
18. Eng. Jessica Rodríguez. UNDP
19. Eng. Ives Gómez. UNDP
20. Ms. Alicia López. UNDP
21. Ms. Ada Marcela Ita Garay. Environment. Municipality of San Pedro Garza García N.L., “Medio Ambiente. Municipio de San Pedro Garza García N.L”
22. Ms. Estefanía Arriaga. SEDEMA

Educational Institutions

23. Dr. Georgina Fernández. UNAM (CTA)
24. Lic. Rolando de Jesús López Saldaña. CONALEP

Organizations

25. Eng. Everardo Cantero Pérez. Cime Puebla A. C.
26. Eng. Sergio Ponce López. Bajio Cleaner Production Center, “Centro de Producción Más Limpia del Bajío”
27. Mr. Hugo Rojas Silva. ANEAS
28. Mr. Maximiliano Olivares. ANEAS

Companies

29. Dr. Claire Van Ruymbake. SEM-TREDI México (cofinancer)
30. Ms. Alicia Ramírez Torres. Corporación Selektron
31. Eng. José Javier Vargas Torres. Oil Reclaiming S.A. de C.V.
32. Lic. Ricardo Martínez. Specialized Electrical Engineering S.A. de C.V.
33. Eng. Arturo Valencia Rangel. NYCE
34. Lic. Laura Lozada. Mexico Dielectric Technician, S.A. DE C.V.
35. Eng. César Soto. Services and Laboratory Consulting S.A. de C.V.
36. Teacher Bárbara Adriana Rodriguez Bucio. Industrial Electricity and Maintenance S.A. de C.V.
37. Teacher Alejandro Frías Rodríguez. GMT Laboratorios S.A. de C.V. (cofinancer)
38. Eng. Sayra Hernández Sabag. Energy Solutions S.A. de C.V. (cofinancer)
39. Eng. Arturo Rodríguez. Minera México, S.A. de C.V.
40. Eng. Laura Beltrán García. CEMGI S.A. de C.V (cofinanciador)
41. Ms. Sheila De la Rosa Valdez. Silicates and Derivatives S.A. de C.V.
42. Mr. Juan Castorena Catalán. Iquisa Santa Clara S.A. de C.V.
43. Mr. Marco Antonio Wong. GMéxico

Annex 4. List of Documents Reviewed

- Stockholm Convention. 2004 and amendments adopted at the fourth meeting of the Conference of the Parties in 2009 by decisions SC-4/10 - SC-4/18.. Documento Oficial del Convenio de Estocolmo | Secretaría de Medio Ambiente y Recursos Naturales | Gobierno | gob.mx (www.gob.mx)
- Program Document for Mexico 2021-2025
- Project Document, PRODOC
- United Nations Evaluation Group (2016). Norms and standards for evaluation. New York.: UNEG Norms & Standards for Evaluation Spanish.pdf (betterevaluation.org)
- Guide for conducting the mid-term review in projects supported by UNDP and financed by the GEF. Year 2014
- Finalized GEF focal area monitoring tools at CEO approval and mid-term (enter specific TTs for the GEF focal area of this project).
- Annual Reports Years 2019-2020-2021.
- Project Implementation Reports (PIRs) years 2020-2021
- Quarterly progress reports. Years 2019-2020-2021.
- Records of the Project Board meetings. Years 2019-2020-2021
- Mexican Official Standard NOM-133-SEMARNAT-2015, Environmental protection-Polychlorinated biphenyls (PCBs)-Management specifications. DOF - Diario Oficial de la Federación
- OECD. 2010. Glossary of key terms on evaluation and results-based management.
- UN Women 2015, How to manage gender-responsive evaluations. UN-Women-Evaluation-Handbook-es.pdf (unwomen.org)
- Gender Action Plan. Project "Environmentally Sound Management and Destruction of PCB in Mexico: Second Stage" 2020.
- Monitoring and Evaluation (M&E) Plan. February 2021
- Stockholm Convention National Implementation Plan. Plan Nacional de Implementación del Convenio de Estocolmo / México (cristinacortinas.org)
- UNDP. Project Procurement Plan
- Annual Operating Program. Years 2019-2020-2021
- Project Identification Form (PIF).
- UNEG 2008, Ethical Guidelines for Evaluation 2020 Ethical Guidelines for Evaluation.pdf

Annex 5. Project achievement rating

a) Project Objective Evaluation and Scoring Matrix

Component 1: Strengthening the market basis and enforcement of regulations for the sustainable disposal of PCB. This component seeks to enforce regulations and strengthen the market for the proper management and destruction of PCB.				
Product: 1.1 Inventory ratified by sampling of CFE, private industry and sensitive public sites.				
PRODOC Indicators	**PRODOC Goal 2021**	**Achievement rating by MTR[37]**	**Sustainability[38]**	**Relevance**
• 1 inventory verified and ratified. • 1 public-private (or similar) mechanism in operation. • 1,000 disposal proposals submitted. • 1 financial mechanism developed. • 250 responses to inspection campaigns.	1 inventory verified and ratified Result: The consultancy service considers updating the DGGIMAR inventory and will bring 25 electrical transformer maintenance workshops to the point of certification. In addition, the company that ratifies the inventory will send the positive results of the field test (Clor-N-Oil 050 kit) and will ratify the analysis with gas chromatography. In the project reports it is evaluated with 0% progress as of 2021. Goal: Update the PCB inventory. Result: Given that the equipment contaminated with PCB is dispersed throughout the country, which implies a high transaction cost (it is located with the support of key actors), the ratification and verification of the PCB inventory was not contracted, as recommended by the project's	**2 Unsatisfactory** There are 7 letters of intent with: UNAM;UAM; SEDESU Querétaro and Municipality of Querétaro, the Ministry of Economy and Environmental Tourism of the state of Baja California; CONALEP; the company Grupo México and the Ministry of Environment of Mexico City. Letters of intent with the Municipality of San Pedro Garza García and the Instituto de Protección para el Ambiente IPA of Nuevo León are in the process of being signed. There is an inventory of approximately 75 transformers with the Querétaro State Water Commission and 66 transformers with the San Juan del Río sewerage board (JAPAM). SEDEMA Mexico City has an inventory of 240 transformers with the Mexico City Water System (SACMEX). CONALEP also has an inventory of 190 transformers in 28 states of the country. The CFE is helping to identify and destroy PCBs. There is a record of contaminated	3 Somewhat Likely	1 Highly Unsatisfactory The level of achievement is too low for the needs of the project and its 3 years of existence.

[37] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).
[38] Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Somewhat Likely), 2 (Somewhat Unlikely) and finally 1 (Unlikely).

	expert advisor. In the project reports, the project is evaluated as having 0% progress.	equipment in storage of 10.43 tons and 156.86 tons in operation until 2019. The Terms of Reference for the ratification of the Inventory are being reviewed for publication. • The company that wins the bid for the inventory will carry out the corresponding sampling at the sites where transformer inventories are already in place.		
Product: 1.2 Public-Private Mechanism (or akin) for the Integrated Management Services System for the destruction of PCB established at the national level.				
PRODOC Indicators	**Prodoc Goal 2021**	**Achievement Rating by MTR**	**Sustainability**	**Relevance**
	The following were not carried out: "Legal development for the Integrated Management System"; "Development of a campaign to promote the Integrated Management System"; and the operation of the system, due to changes in the General Coordinator. In the project reports it is evaluated with 0% progress.	**2 Unsatisfactory** • In order to carry out the "Legal Development for the Integrated Management Services System (SISG)", the contracting of the SISG Manager was published and is expected to be completed in January 2021, who will begin the legal establishment of the system in the first half of 2021. • A meeting to present the SISG to the relevant stakeholders involved in the integrated management of PCB is planned for the first quarter of 2021.	**3 Somewhat Likely**	**3 Moderately Unsatisfactory** The SISG should have been in place some time ago, the design consultancy is nearing completion and the authorities are keen to get the system up and running as soon as possible.
Producto 1.3: Mecanismo de Financiación del concepto de eliminación de BPCs, desarrollado, evaluado y probado.				
PRODOC Indicators	**Prodoc Goal 2021**	**Achievement Rating by TE**	**Sustainability**	**Relevance**
	Goal: Consultancy for the development of a model for the financing mechanism for the elimination of PCBs. **Result:** The development of the TORs continues with the support of the Project Advisor. In the project reports, the project is evaluated with 0% progress.	**2 Unsatisfactory** • Once the Integrated Management Services System has been established, a financing model will be developed to guarantee the existence of the SISG in order to promote the total elimination of PCB in Mexico	**3 Somewhat Likely**	**1 Highly Unsatisfactory** No progress has been made
Product 1.4: Implementation of NOM 133 for the Integral Management of PCB				
	Goal: Locate electrical transformers contaminated with PCB in sensitive areas in coordination with various	**2 Unsatisfactory** • Approximately 70 to 100 technical visits were made in Mexico City and nearby states such	**3 Somewhat Likely**	**3 Moderately Unsatisfactory** Multiple activities have been

	governmental and academic institutions, to contribute to the implementation of Standard 133 for PCB management. Result: Letters of intent were signed with UNAM, UAM, the Secretariat of Sustainable Development of the State of Querétaro and the Municipality of Querétaro, and with the Secretariat of Environment and Territorial Development of Jalisco to evaluate whether they are contaminated and register them in the inventory for possible elimination. It is reported in the project documents that 20% of the indicator was met: inventory identified and verified.	as Puebla, Morelos, Estado de México, etc., limited by the pandemic situation. • It was agreed with PROFEPA: to start working in coordination in other states to sign letters of intent and improve NOM-133 surveillance; to hold a working meeting in January to set 2021 objectives in the planning of technical visits and dissemination events. • 3 virtual events were held to disseminate NOM-133-SEMARNAT-2015 • We received 2 letters expressing interest in being incorporated into the SISG once it is established.		carried out with limited achievements, but at least some clarity on where to act has been achieved.
Component 1 Total Rating	**Total Achievement Rating**	**2 Unsatisfactory**	**Sustainability 3 Somewhat Likely**	**Relevance 2 Unsatisfactory**

Component 2: Improvement of PCB Management Services and Certification of Destruction Facilities. PCB maintenance and destruction services will be evaluated, improved and certified, including existing and new facilities.				
Product 2.1: Two existing upgraded and certified PCB disposal or management facilities.				
PRODOC Indicators	**Meta PRODOC 2021**	**Achievement Rating by MTR**	**Sustainability**	**Relevance**
• Two existing disposal-handling facilities upgraded and certified.	Goal: Consultancy to provide technical assistance for existing destruction facilities.	**2 Unsatisfactory**	**3 Somewhat Likely**	**1 Highly Unsatisfactory** There have been no changes
Product 2.2: Two new destruction facilities established and certified.				
• Two new disposal-handling facilities established and certified.	**Goal: Consulting services to select two new facilities for the destruction of PCBs.**	**2 Unsatisfactory** **Result:** DGGIMAR was asked to update the companies authorized to treat, destroy, backwash and export PCBs. One company was identified to see the possibility of improving its destruction process. Progress is being made in the preparation of the TORs. Regarding the new facilities for the destruction of PCBs, the consultancy was postponed until 2021 and the preparation of the TORs is continuing so that a	**3 Somewhat Likely**	**2 Unsatisfactory** Progress has been made and results are expected in 2022.

		technical and economic evaluation can be carried out for the implementation of the process.		
Product 2.3: One hundred electrical maintenance workshops certified in best practices.				
100 certified electrical maintenance workshops	53 workshops	**2 Unsatisfactory** • Inventory TORs are being prepared, which will also consider updating the inventory of workshops that provide maintenance to electrical transformers. • Once the inventory of workshops has been updated, Best Practices will be implemented in 100 workshops. • Once the Good Practices are implemented and validated, these 100 workshops will be certified to ensure proper maintenance of equipment and eliminate cross-contamination	**3 Somewhat Likely**	**3 Moderately Unsatisfactory** A major breakthrough in the workshop certification process is expected in mid-2022, which could kick-start this process.
Component 2 Total Rating		**Total Achievement Rating** **2 Unsatisfactory**	**Sustainability** **3 Somewhat Likely**	**Relevance** **2 Unsatisfactory**
Component 3: Destruction of identified PCB banks. For the implementation of this component, a business model based on the Integrated Services Management System (SIGS) will be built to help reduce destruction costs at the national level. The destruction of 5,000 metric tons (MT) of PCB stockpiles identified in Mexico is proposed below.				
Product 3.1: 5,000 MT of PCB-contaminated materials from sites, industry and CFE eliminated.				
PRODOC Indicators	**PRODOC Goal 2021**	**Achievement Rating byTE**	**Sustainability**	**Relevance**
• 5,000 MT of PCB eliminated. • Savings of 30% obtained in the elimination.	Goal: Eliminate 1,000 tons. Result: The destruction of PCB was not initiated. It was decided to start identifying them with academic institutions and state governments (Mexico City and Querétaro). Result: 0% progress.	2 Unsatisfactory Twenty-two transformers in the municipality of Querétaro were sampled to determine if they were contaminated by PCBs. The rapid field test showed more than 50% of cases positive for PCBs, but the chemical analysis by gas chromatography indicated that all were negative. This was corroborated with another laboratory and the results were the same. It was concluded that the high presence of sodium in the oil generated false positives in the colorimetric test. A sampling of 50 transformers at UNAM (Campus Ciudad Universitaria) was carried out to identify contaminated equipment. All were negative in the rapid test. Twenty percent of the samples were sent for validation and it was corroborated that there was no presence of PCBs.	**3 Somewhat Likely**	**2 Unsatisfactory** Some data identifying transformers have begun to be obtained, but the process is slow and the volumes are too small to be relevant.

		Fifteen contaminated transformers were identified in San Luis Potosí; six will be sent for destruction (weighing approximately 6 tons) and nine have the possibility of being backwashed (6 tons of contaminated oil). This activity is being analyzed in a coordinated manner between the company and UNDP. The LTA for PCB destruction will be published in January 2021. • The process of evaluating the two proposals received to determine the winner of the bidding process began. In September, the company Sem Tredi was determined as the winner and the contract is being managed. No tons have been eliminated to date, therefore the project documents consider 0% progress with respect to the indicator.		
Component 3 Total Rating		**Total Achievement Rating** **2 Unsatisfactory**	**Sustainability** **3 Somewhat Likely**	**Relevance** **2 Unsatisfactory**
Component 4: Identification of lessons learned, monitoring and evaluation. It is proposed to: capture lessons learned; follow up on the project; provide feedback; and conduct independent evaluations.				
Product 4.1: M&E and Adaptive Management applied in response to needs, the results of the mid-term evaluation, and final findings with lessons learned.				
PRODOC Indicators	**PRODOC Goal 2021**	**Achievement Rating by TE**	**Sustainability**	**Relevance**
• Reports on compliance with UNDP requirements prepared. • 2 evaluations conducted • 5 documents published.	13 Reports 1 Evaluation 1 Document has been published	**2 Unsatisfactory** Reports have been made and the evaluation is in process; however, this has not implied that there are adaptive measures to overcome the poor performance achieved to date. There are no effective adaptive management measures	**3 Somewhat Likely**	**2 Unsatisfactory** There are no effective measures that show a change in the trend of achievements
Product 4.2: Results and practical improvements described in knowledge management and dissemination tools at national and international level.				
		2 Unsatisfactory	**3 Somewhat Likely**	**2 Relevant**
Component 4 Total Rating		**Total Achievement Rating** **2 Unsatisfactory**	**Sustainability** **3 Somewhat Likely**	**Relevance** **2 Unsatisfactory**

Summary of the Project's Objective, Components and Products Rating Matrix

Valuation by Component	Achievement Rating	Sustainability	Relevance
Component 1	2 Unsatisfactory	3 Somewhat Likely	2 Unsatisfactory
Component 2	Highly Unsatisfactory	3 Somewhat Likely	2 Unsatisfactory
Component 3	1 Highly Unsatisfactory	3 Somewhat Likely	2 Unsatisfactory
Component 4	2 Unsatisfactory	3 Somewhat Likely	2 Unsatisfactory

The summary table of the evaluation and rating of the project's objective with respect to its indicators and targets shows that the set of components yields an achievement rating of 2 Unsatisfactory, a result that is consistent with the Achievement Matrix (Annex 2). Regarding the sustainability of the components, the evaluation yields a result of 3 as somewhat likely (on a scale of one to four, where 4 is the highest score). On the other hand, the components as a whole are evaluated as having a level of relevance with respect to the objective of 2, i.e. Unsatisfactory, since progress is very little and therefore the objective is far from being met. These results confirm the fact that the project has no problems in terms of design (products are considered 100% relevant and goals are well defined), however, the assessment of achievement obtained by 2021 is Unsatisfactory.

Annex 6. Matrix of progress on results achievement and Summary table of MTR assessments and achievements

Matrix for assessing progress in the achievement of the Objective

Project Objective:
Minimize human and environmental exposure to PCBs by complying with the requirements of the Stockholm Convention for PCB management, including dismantling and destruction services. The project will eliminate 5,000 MT of PCB-contaminated equipment.

Indicator	Baseline	Mid-Term Goal 2021	End of Project Goal 2023	Level Reported in PIR 2020	Level Reported in PIR 2021	Level and Mid-Project Evaluation 2021	Assessment of achievements in MTR	Rating Justification
Metric Tons of PCB contaminated equipment removed Number of direct project beneficiaries: employees in electrical maintenance facilities and users of sensitive areas: 200 facilities x 5 employees: 1,000 (potential direct contact) + 500 transformers x 1,000 people = 500,000 (potential contact)	2015 GCP inventory, estimated at 32,000 MT. 0	2,000 150,000	5,000 501,000	• Mexico has eliminated 68.5 MT of PCBs. Based on the experience of the first phase, it was decided to carry out networking activities to resume contact and collaboration with critical stakeholders such as the CFE. This institution shared information on the matter, the balance of PCB flow eliminated from 2015 to 2018 was 344.4 MT and in 2019 68.5 MT of PCB. • The project has not yet determined the number of workers in the electrical maintenance facilities.	No tons disposed of are reported. No number of beneficiaries are identified by elimination.	The destruction of 2,000 MT was not achieved. There are no measurements of the beneficiaries at the date of the MTR.	**2 Unsatisfactory .**	A total of 432 MT of PCBs were destroyed by the CFE, and the goal to be achieved by 2021 was to eliminate 2,000 MT of PCBs; therefore, the project is far behind the goal. There are no measurements of the beneficiaries at the date of the MTR.

Matrix for assessing progress in the achievement of results[39] of Component 1

Component 1: Strengthening the market foundation and enforcement of regulations for the sustainable disposal of PCB.								
Indicator	**Baseline**	**Mid-Term Goal 2021**	**End of Project Goal 2023**	**Level Reported in PIR 2019**	**Level Reported in PIR 2021**	**Level and Mid-Project Evaluation2021[40]**	**Assessment of achievements in MTR**	**Valuation Justification**
Number of proposals for the elimination of PCB through the SISG.	0	800	2.000	• To date, there are no proposals for the elimination of PCB because the Integrated Management Service (SISG) is not yet in place. • Progress is being made in: coordination with key actors; hiring the specialist in charge of the SISG (second half of 2020); updating the list of companies authorized to treat, destroy and export PCBs; identifying partners and promoting their integration into the SISG through incentives for collection, transportation, treatment services or disposal at lower costs (end of 2020).	• There is no substantive progress towards PCB elimination because the Project has not established the Integrated Management Services (SISG). • Progress has been made in: contacting key stakeholders to join the SISG; hiring the SISG manager; conducting a legal analysis of the SISG; and updating the list of companies that will be integrated into the SISG. legal analysis of the SISG; and updating the list of companies authorized to treat authorized to treat, destroy and export PCBs.	• The project has not made progress in this area because the Integrated Services System is not operational. Progress was made on the SISG legal model and the design for its Civil Registry. • The "Legal development for the Integrated Management System", the "Development of a campaign to promote the Integrated Management System" and the Operation of the	**2 Unsatisfactory .** Component 1: None of the proposed goals were achieved. Some activities were carried out for the future progress of the goals.	The main assumptions for meeting these goals were: integrated management services system in place; information on PCB holders; SEMARNAT Standard 133 implementation program implemented; financing mechanism designed. None of these assumptions were met,

[39] **Code for the evaluation of indicators**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[40] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

						System were rescheduled. • The services of a chemicals expert were not secured. • The PCB inventory was not updated. • Progress was made in locating electrical transformers contaminated with PCB in coordination with governmental and academic institutions, and in acquiring PCB identification kits.		which naturally influences the achievement of the targets. **Important Information:** By the end of 2020, potential partners were identified and their integration into the SISG was promoted through incentives in collection, transportation, treatment or disposal services at a lower cost. In 2021, the PCU carried out activities such as: review of legislation; definition of the SISG's social objective; TDR legal advice; and preparation of
Number of responses from PCB holders to the campaign for the application of the official Mexican standard NOM-133-SEMARNAT-2015, for the proper management of PCB.	0	100	250	• There is no progress because the application of the Standard133 campaign is momentarily suspended due to COVID-19. • The technical visits were rescheduled for the second half of 2020. We coordinated with PROFEPA inspectors that they will make technical visits for compliance with NOM-133 The PCU used part of the purchased kits (110) in training courses, and the rest will be used in sampling to identify contaminated transformers in collaboration with PROFEPA and SEMARNAT. Three training sessions were held: two for PROFEPA with the participation of 95 inspectors, and	• There is no progress to date because the application of the Standard 133 campaign is momentarily suspended due to the pandemic. • An agreement was made with PROFEPA for training and support; the sampling technique will be used. A protocol was designed. PROFEPA inspectors will make technical visits to ensure compliance with NOM-133 and identify contaminated equipment. • 500 Chlor-N-Oil 050 kits were adquired for colorimetric analysis of	• There has been no significant progress in meeting the goal. • Partial progress is as follows: UCP raised awareness - virtually- through 5 events on NOM 133, in coordination with DGGIMAR and PROFEPA, 411 people participated; PROFEPA's program, which contemplated 200 technical visits in 2021, trained 100 inspectors.		

				one for DGGIMAR with the participation of 15 people. The PCU provided resources for the purchase of safety equipment to be used by PROFEPA inspectors during technical visits	PCB in dielectric oils and assigned 60% to PROFEPA for 100 visits.			a SISG information brochure promoting services.
Funding mechanism for the PCB elimination concept developed.	0	0	1	• No progress has been made during the period. • The project plans to develop the PCB financing mechanism as soon as the feasibility study is completed. It is estimated that this will be in the first half of 2021.	• No progress to date. • The feasibility study is not yet available, so the BPC financing mechanism has not yet been developed. The PCU estimated that this will be done in 2021.	• No progress has been made in the design of a financing mechanism for the elimination of PCB. • The PCU elaborated the Credit requirements, the mechanism and the final operation are pending. • Once the SISG is established and the inventory ratified, the costs of volume reductions can be estimated		

Progress assessment matrix for the results[41] of Component 2

Component 2: Improved PCB Management Services and Certification of Destruction Facilities.								
Indicator	**Baseline**	**Mid-Term Goal 2021**	**End of Project Goal 2023**	**Level Reported in PIR 2019**	**Level Reported in PIR 2021**	**Level and Mid-Project Evaluation [42] 2021**	**Assessment of achievements in MTR**	**Valuation Justification**
Number of existing facilities for the elimination of PCB upgraded and certified.	**0**	**1**	**2**	• No progress as of the date of the report • As part of the identification of existing PCB disposal facilities to be certified, the PCU in conjunction with DGGIMAR, is updating the list of companies authorized to treat, destroy and export PCBs. This is expected to be completed by the end of 2020.SEMARNAT will define the evaluation process of the companies that will participate as pilots to modernize their PCB management processes. • Training and technical support will be provided to the companies selected for the certification process.	• No progress as of the date of the report. • The PCU, together with DGGIMAR, continues to update the list of companies authorized to treat, destroy and export PCBs. Once this activity is completed, the companies willing to participate as a pilot to modernize their PCB management will be evaluated and will be provided with training and technical support until they are certified. • The PCU drafted the T.R. for the consulting service in technical and economic evaluation to improve the operations of two existing	• There has been no significant progress in meeting this goal. • No progress in Technical Assistance in destruction and management of PCB for improvement and certification (existing and new). • No progress on Consulting services to select two new facilities for the destruction of PCB	1 **Highly Unsatisfactory . In the 2019-2021 period, there was no significant progress with respect to the goals. Activities were carried out that will collabo**	Some of the important assumptions for meeting this goal were: electrical transformer maintenance companies are aware of NOM-133; new financing conditions for process companies. Both assumptions were not met, which naturally influences the fulfillment of the goal.

[41] **Code for the evaluation of indicators**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[42] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

					companies and their certification.		**rate with the goal in the future, but progress is very incipient to date.**	
Number of new PCB disposal facilities authorized and certified	**0**	**1**	**2**	• No progress as of the date of the report • The PCU will provide training and technical support to selected companies, and certification will be carried out by an authorized company • Two pilots are planned • two pilots for the first half of 2021	• No progress as of the date of the report • It is reported that, the country's current infrastructure for the treatment and destruction of PCB is limited. Only two companies manage, treat, and dispose of PCBs. For this reason, the Project invited the electrical maintenance workshops to participate in the SISG. • The PCU expects to implement the workshop certification process and the operation of the SISG by the end of 2021. This requires updating the inventory, which is pending. • The PCU invited 13 certified workshops (in the first phase of the project) to include backwashing as part of their • Include backwashing as part of their services. Only nine of them expressed interest.	There has been no significant progress in meeting this goal.		

					• In May 2021, a videoconference was held with 12 • videoconference was held with 12 maintenance workshops • to disseminate the project. On the same date, 9 letters of interest were received from • letters of interest were received from workshops to • Incorporate retrofil as part of their services. • Draft T.R.'s were prepared for technical development consultancy and economic evaluation to generate capacities in retrofiltration decontamination processes. • in retrofiltration decontamination processes, in the third quarter of 2021 Videoconference with 12 maintenance workshops			
Number of certified transformer maintenance facilities.	**13**	**53**	**113**	• No progress as of the date of the report. • It is estimated that there are over 1,000 workshops providing maintenance services, of which 12 can be selected.	• No progress as of the date of the report • It is estimated that there are more than1,000 workshops providing maintenance services. The PCU seeks to address this issue	**No significant progress has been made in meeting this goal.**		

				• The PCU will seek to meet with direct service providers in the third quarter of 2020. Course content is being designed course contents are being designed for • maintenance workshops on NOM-133	• through a consultancy that includes the identification, training and certification of 25 electrical • certification of 25 electrical workshops, • Maintenance workshops. Certification of 25 maintenance workshops is expected by the end of 2022.			

Progress evaluation matrix of the results [43] of Component 3

Component 3: Destruction of identified PCB banks.								
Indicator	**Baseline**	**Mid-Term Goal 2021**	**End of Project Goal 2023**	**Level Reported in PIR 2019**	**Level Reported in PIR 2021**	**Level and Mid-Project Evaluation [44] 2021**	**Assessment of achievements in MTR**	**Valuation Justification**
Metric tons of eliminated contaminated PCB	At the beginning of the project phase 1: zero baseline. At start of project phase 2: Inventory (2015), total of 32,000 Tm of PCB Contaminated feasibility study (Phase 1)	**2.000**	**5.000**	• It is reported that 68.5 MT of PCB-containing equipment has been eliminated during the reporting period. • Based on the experience of the first phase of the project, it was decided to do networking activities with government institutions to promote the project. • CFE shared information on the flow of PCB material disposed from 2015 to 2018, this was estimated at 344.4 MT and, in 2019, 68.5 MT. CFE's current inventory is 100 tons. It seeks to establish a sampling agreement for • 500 transformers that are in the CFE for maintenance. • It is planned to send letters to universities and the public sector for sampling work and possible disposal.	• According to the Electricity Commission (CFE) PCB material has been eliminated between 2015 to 2018, about 344.4 Ton. In 2019, 68.5 ton and 20 ton in 2020. • Based on the experience of the first phase of the project, it was decided to carry out networking activities in order to • resume contact and • collaboration with • The federal government and the Comisión de Electricidad (CFE). • CFE's current inventory is 100 tons that are in operation, and an agreement is being sought to sample approximately	• There has been no significant progress in meeting the target. • The tons eliminated are much lower than the goal.	**1 Highly Unsatisfactory** In the 2019-2021 period, there was no significant progress against the target. Activities were carried out that will contribute to the goal in the future, but progress is very incipient to date.	The information presented shows progress in the management of different agreements with the private and public sector to identify transformed waste, carry out chemical sampling, and determine its disposal. These activities represent progress, but do not allow meeting the

[43] **Code for the evaluation of indicators**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

[44] Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfatory (HU).

				• Disposal of contaminated equipment will begin by the end of 2020, through an LTA. The UCP plans to have T.R. in review and published in August of the same year	• 500 transformers • The UCP signed Letters of Intent with universities and public institutions to update the inventory and find contaminated equipment. • Contaminated equipment. • UCP plans to have ToR reviewed and published in 2021, • for a first batch of 500 tons to be • Destroy 500 tons and launch the LTA. • The CFE used to send annual written information to the authorities, however, this has not been incorporated into the government databases. Therefore, the inventory activities include: review; update; and traceability of the waste. • 219 transformers were registered, which will be sampled and chemically analyzed to determine their disposal by the end of 2021.			2021 goal of 2,000 tons of contaminate d BBC destroyed. **Important information:** The Federal Electricity Commission, until 2020 destroyed 432 tons, and maintains 157 tons. During 2021, they eliminated 20 tons. The UCP made progress in locating equipment to be sampled, chemically analyzed and determine if they are susceptible to destruction. Letters of intent were signed and this activity was scheduled

								for the second half of 2021.

Progress assessment matrix for the results[45] of Component 4

Component 4: Identification of lessons learned, monitoring and evaluation.								
Indicator	**Baseline**	**Mid-Term Goal 2021**	**End of Project Goal 2023**	**Level Reported in PIR 2019**	**Level Reported in PIR 2021**	**Level and Mid-Project Evaluation 2021**	**Assessment of achievements in MTR**	**Valuation Justification**
Number of GEF UNDP M&E requirements met and adaptive management applied.	**0**	**13**	**29**	• The PCU complies with quarterly reporting requirements, an annual report, the PIR, the Annual Operating Plan, Results Oriented Analysis Report (ROAR), Technical Advisory Committee meetings, etc. • The M&E specialist monitors the execution of planned activities, detects performance delays and reports them to the project manager.	• The PCU complies with UNDP GEF M&E requirements by generating four quarterly reports, an annual report, the PIR, the Annual Operational Plan, the ROAR, Technical Minutes, Advisory Committee meetings, etc. • The M&E specialist monitors the • execution of planned activities during the year, detects • During the year, detects delays in performance and reports them to the project manager. • The PCU prepared the ToRs to hire the external evaluators to carry out the project. • External evaluators to conduct the mid-term review of the project in 2021.	**GEF UNDP and M&E requirements are met.**	**2 In general, the goals proposed for this component leading to the fulfillment of the purpose of identifying lessons learned are not met. The goal of responding to the requested reports is met.**c	The result of this component is directly related to the progress of the rest of the components. The assumptions for the development of this component were not met: the project is executed on time as planned; the Project Coordination Unit is on schedule; the project is able to use existing knowledge platforms to share the information gathered. Important information: Project kick-off

[45] **Code for the evaluation of indicators**

Green= Achieved	Yellow= On its way to be achieved	Red= Not on its way to be achieved

Number of documents/reports published on best practices and experiences	**0**	**1**	**5**	• Lessons learned during project implementation are being organized to be documented and published at project closure.	• Lessons learned during project implementation are being organized to be documented and published at project closure.	**No progress has been made on the goal: preparation of a document on best practices and experiences.**		workshop was held.

Summary Table for the Assessment of Progress Evaluation Results MTR Achievements

Progress Evaluation	Achieved Results up to 2021 (rating from 1 to 6, where six is the highest score)
Component 1 None of the proposed goals were achieved. Some activities were carried out to advance the goals in the future.	**2 Unsatisfactory**
Component 2: In the period 2019-2021, there was no significant progress with respect to the goals. Activities were carried out that will collaborate with the goal in the future, but progress is very insipient to date.	**1 Highly Unsatisfactory**
Component 3: In the period 2019-2021, there was no significant progress with respect to the target. Activities were carried out that will contribute to the goal in the future, but progress is very insipient to date.	**1 Highly Unsatisfactory**
Component 4: In general, the targets proposed for this component leading to the fulfillment of the purpose of: Identification of lessons learned. The goal of responding to the requested reports is met.	**2 Unsatisfactory**
Total Average	**1.5 Unsatisfactory Level**

Annex 7. SMART Evaluation and Consistency of the Project Logical Framework

a) SMART Assessment Matrix of Indicators and Targets against Component

Objective – Indicators –PPP Goals				SMART Evaluation: Relationship of Indicators and Targets with respect to the Component					
Component	**PRODOC Indicator**	**PRODOC Goal**	**PIR revised Goal**	**Specific**	**Measurable**	**Achievable**	**Realistic**	**Timebound**	**Technical Result**
Component 1: Strengthening the market foundation and enforcement of regulations for the sustainable disposal of PCB.	Number of proposals for the elimination of PCB through the SISG.	800 in the middle of the project and 2,000 at the end of the project.		1	1	0.5	0.5	0.5	3.5
	Number of responses from PCBs holders to the campaign for the application of NOM-133-SEMARNAT-2015, for the proper management of PCB.	100 in the middle of the project and 250 at the end of the project.		1	1	0.5	0.5	0.5	3.5
	Funding mechanism for the PCBs elimination concept developed.	0 in the middle of the project and 1 at the end of the project.		1	0.5	1	1	1	4.5
Component 1 Total Rating				**3 100%**	**2.5 83%**	**2 67%**	**2 67%**	**2 67%**	**11.5 76%**

Objective – Indicators –PPP Goals				SMART Evaluation: Relationship of Indicators and Targets with respect to the Component					
Component	**PRODOC Indicator**	**PRODOC Goal**	**PIR revised Goal**	**Specific**	**Measurable**	**Achievable**	**Realistic**	**Timebound**	**Technical Result**
Component 2: Improvement of PCBs Management Services and Certification of Destruction Facilities.	Number of existing PCBs disposal facilities upgraded and certified.	One in the middle of the project and two at the end of the project.		1	1	0.5	0.5	0.5	3.5
	Number of new authorized and certified PCBs disposal facilities.	One in the middle of the project and two at the end of the project.		1	1	0.5	0.5	0.5	3.5
	Number of certified transformer maintenance facilities.	53 in the middle of the project and 113 at the end of the project		1	1	0.5	0.5	0.5	3.5
Component 2 Total Rating				**3 100%**	**3 100%**	**1.5 50%**	**1.5 50%**	**1.5 50%**	**10.5 70%**
Component 3: Destruction of identified PCBs banks.	Metric tons of contaminated PCBs eliminated	2,000 in the middle of the project and 5,000 at the end of the project.		1	1	0.5	0.5	0.5	3.5
Component 3 Total Rating				**1 100%**	**1 100%**	**0.5 50%**	**0.5 50%**	**0.5 50%**	**3.5 61%**
Component 4: Identification of lessons learned, monitoring and evaluation.	Number of GEF UNDP M&E requirements met and adaptive management applied.	13 at middle of the project and 29 at end of project		1	1	**0.5**	**0.5**	**0.5**	**3.5**
	Number of documents/reports published on best practices and experiences.	1 in the middle of the project and 5 at the end of the project		1	1	**0.5**	**0.5**	**0.5**	**3.5**
Component 4 Total Rating				**2 100%**	**2 100%**	**1 50%**	**1 50%**	**1 50%**	**7 70%**
Total Rating of all 4 Components				**100%**	**96%**	**54%**	**54%**	**54%**	**69%**

SMART Assessment Matrix of Indicators and Targets against Component, Summary (Annex 5, Matrix b)

Component	Specific	Measurable	Achievable	Realistic	Timebound	Result
Component 1	100%	83%	67%	67%	67%	76%
Component 2	100%	100%	50%	50%	50%	70%
Component 3	100%	100%	50%	50%	50%	70%
Component 4	100%	100%	50%	50%	50%	70%
Total Value	**100%**	**96%**	**54%**	**54%**	**54%**	**72%**

The SMART Evaluation Matrix of Indicators and Targets with respect to Component, shows the relationship of consistency between component, indicators and targets set out in the project. When analyzing the data, it is observed that, with respect to the project design, the set of components is evaluated with 72% consistency with respect to the indicators and goals developed. In turn, the four components are evaluated as 100% specific and 96% measurable. These results show that there is consistency in the design of the indicators and goals, in affinity with the components.

Regarding the evaluation of the criteria: to what extent are the goals considered achievable, realistic and executable within the timeframe of the project. The estimated success rate is 54%, which is consistent with the overall results obtained in the project's results matrix (See Annex 2).

When disaggregating the consistency relationship matrix between component, indicators and goals by component, it is observed that component 1 presents the highest level of consistency with 76%, and the other components present 70% consistency. These results imply that, from the project design point of view, the achievement of the components had a high probability of success. Given that the project results matrix (Annex 2) indicates a level of achievement with respect to the proposed goals of Unsatisfactory (score 1.5 on a scale of 1 to 6 points), it can be concluded that the low result obtained does not respond to a design problem, but rather to management, political or other issues that prevented the project from being implemented within the planned time and conditions.

b) Consistency Matrix between Component and its Results

Objective or Component	Results	Relevance[46]	Objective Satisfaction[47]	Density[48]	Technical Analysis
Component 1: Strengthening the market foundation and enforcement of regulations for the sustainable disposal of PCB.	• A verified and ratified inventory • A public-private mechanism in place • 1,000 disposal proposals submitted • A financial mechanism developed • 250 responses to the inspection campaign	The 5 results are relevant and indispensable for the achievement of the component. 1 point	The achievement of these results satisfies the fulfillment of the component (despite the fact that the results to date are insufficient). However, in order for this component to materialize, it is necessary to consider management results that ensure the timely implementation of the component in all its stages. 0.5 points	The achievement of these results within the timeframe established in the project would achieve the materialization of the component. However, for this to be possible, management results must be included to ensure their materiality within the estimated timeframe. 0.5 points	The set of results are fully consistent with the component. There is a lack of management results to ensure timely implementation of the component. 2 points
Component 2: Improvement of PCB Management Services and Certification of Destruction Facilities.	• Two existing destruction facilities upgraded and certified • Two new destruction facilities established and certified • One hundred certified electrical maintenance shops	The 3 results are relevant to the achievement of the component. 1 point	The achievement of these results satisfies the fulfillment of the component (despite the fact that the results to date are insufficient). However, in order for this component to materialize, it is necessary to consider management results that ensure the timely implementation of the component in all its stages 0.5 points	The achievement of these results within the deadlines established in the project would allow the materialization of the component. . However, for this to be possible, management results must be included to ensure their materiality within the estimated timeframe. 0.5 points	The set of results are fully consistent with the component. There is a lack of management results to ensure timely implementation of the component. 2 points
Component 3: Destruction of identified PCB banks.	• Five thousand MT of PCB eliminated • 30% reduction in disposal costs	The results are relevant to the achievement of the component.	The achievement of these results satisfies the fulfillment of the component. However, in order for this component to materialize, it is necessary to	The achievement of these results within the timeframe proposed in the project would achieve	The set of results is fully consistent with the component. There is a lack of management results to ensure timely

[46] **Relevance: Refers to the extent to which the achievement of the results is congruent with the objective of the GEF ABS Project.**
[47] **Satisfaction: Refers to the extent to which compliance with the results allows the complete or partial achievement of the objective.**
[48] **Density: Refers to the extent to which the results actually achieve the project's Objective in depth.**

		1 point	consider management results that ensure the timely implementation of the component in all of its phases 0.5 points	the materialization of the component. However, for this to be possible, management results must be included to ensure their materiality within the estimated timeframe. 0.5 points	implementation of the component. 2 points
Component 4: Identification of lessons learned, monitoring and evaluation. It is proposed to: capture lessons learned; follow up on the project; provide feedback; and conduct independent evaluations.	• 29 reports on compliance with UNDP requirements produced • Two evaluations conducted • Five documents published	The results are relevant to the achievement of the component. 1 point	The achievement of these results satisfies the fulfillment of the component. However, for this component to materialize, it is necessary to consider management results that ensure the timely implementation of the component in all its phases. 0.5 points	The achievement of these results within the timeframe established in the project would achieve the materialization of the component. However, for this to be possible, management results must be included to ensure their materiality within the estimated timeframe. 0.5 points	The set of results is fully consistent with the component. There is a lack of management results to ensure timely implementation of the component. 2 points
		3	**2**	**2**	
Objective-Results Consistency	**%**	**%100**	**%50**	**%50**	**Components – Results Consistency 67%**

Summary of the SMART Matrix of Consistency between the Component and its Results (Annex 5, Matrix c)

Component	Relevance	Satisfy Objective	Density	Result
Component1	100%	50%	50%	**67%**
Component 2	100%	50%	50%	**67%**
Component 3	100%	50%	50%	**67%**
Component 4	100%	50%	50%	**67%**

The evaluation of Consistency between component, and its results, allows measuring the degree to which the project's objective can be satisfied, if the Products are achieved. In this case the ratings respond to the criteria Relevance[49], Satisfaction of the Objective[50] and Density[51]. Together, these parameters yield an analysis of the technical consistency of the project. The score is 1 point for each variable measured per product, which implies in this project, a maximum potential of 4 points as there are four components.

The results obtained in this matrix indicate that the level of consistency between project components and results is 67%. Although this is a high degree of consistency, it can be observed that the project design lacked products or results to ensure the materialization of the project. These results refer to aspects of project management that should have been incorporated into the components to ensure timely implementation.

Notwithstanding the above, the matrix shows that in terms of project design, the components as a whole and their results are rated as 100% relevant. This means that the results proposed are indispensable for the outcome of the project, even though other results are missing to ensure the optimal execution of the project.

Regarding the expected satisfaction of the results for the fulfillment of the objectives and the density, a rating of 50% is obtained. The latter is explained by the fact that in the present evaluation it was considered that in all the components there was a lack of management results that would ensure the timely implementation and adequacy of the components. This situation can be corroborated with the results matrix of the project (Annex 2), where it is evident that the design did not consider (or did not have the mechanisms) that would provide early warnings to ensure the materialization of the components in the planned times and conditions.

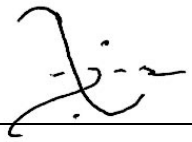
[49] **Relevance: Refers to the extent to which the achievement of the products is congruent with the Project's objective.**
[50] **Satisfaction: Refers to the extent to which compliance with the results allows the complete or partial achievement of the objective.**
[51] **Density: Refers to the extent to which the results actually achieve the project's Objective in depth.**

Annex 8. Signed UNEG Code of Conduct Form

Evaluators:

1. Should present complete and fair information in their assessment of strengths and weaknesses, so that decisions or actions taken are well founded.
2. Should disclose all assessment results along with information about their limitations, and allow access to this information to all those affected by the assessment who have express legal rights to receive the results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize time demands, and respect the right of individuals to opt out. Evaluators should respect the right of individuals to provide information confidentially and should ensure that confidential information cannot be traced back to its source. They are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. On occasion, they must disclose evidence of transgressions when conducting evaluations. Such instances should be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight bodies when there is doubt about whether and how certain issues should be reported.
5. Should be sensitive to beliefs, manners and customs, and act with integrity and honesty in dealings with all stakeholders. In accordance with the UN Universal Declaration of Human Rights, evaluators should be sensitive to issues of discrimination and gender equality, and address such issues. They should avoid offending the dignity and self-esteem of those with whom they come into contact during the course of the evaluation. Because they know that the evaluation may adversely affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate the purpose and results in a manner that clearly respects the dignity and self-worth of the stakeholders.
6. Are accountable for their performance and products. They are responsible for the clear, accurate, and fair presentation, orally or in writing, of limitations, results, and recommendations of the study.
7. Should reflect sound descriptive procedures and be prudent in the use of evaluation resources.
8. Must ensure that independence of judgment is maintained and that evaluation findings and recommendations are presented independently.
9. Should confirm that they have not been involved in the design, execution or consultancy of the project being evaluated and that they did not conduct the Mid-Term Review of the project.

Form of agreement of the international evaluation consultant:
Agreement to abide by the Code of Conduct for evaluation in the United Nations System
Name of Consultant: Hernan Arturo Reyes Gonzalez
I confirm that I have received, understand and will abide by the Code of Conduct for Evaluation in the United Nations System.
Signed in Mexico City, Mexico on February 14, 2022.
Signature:

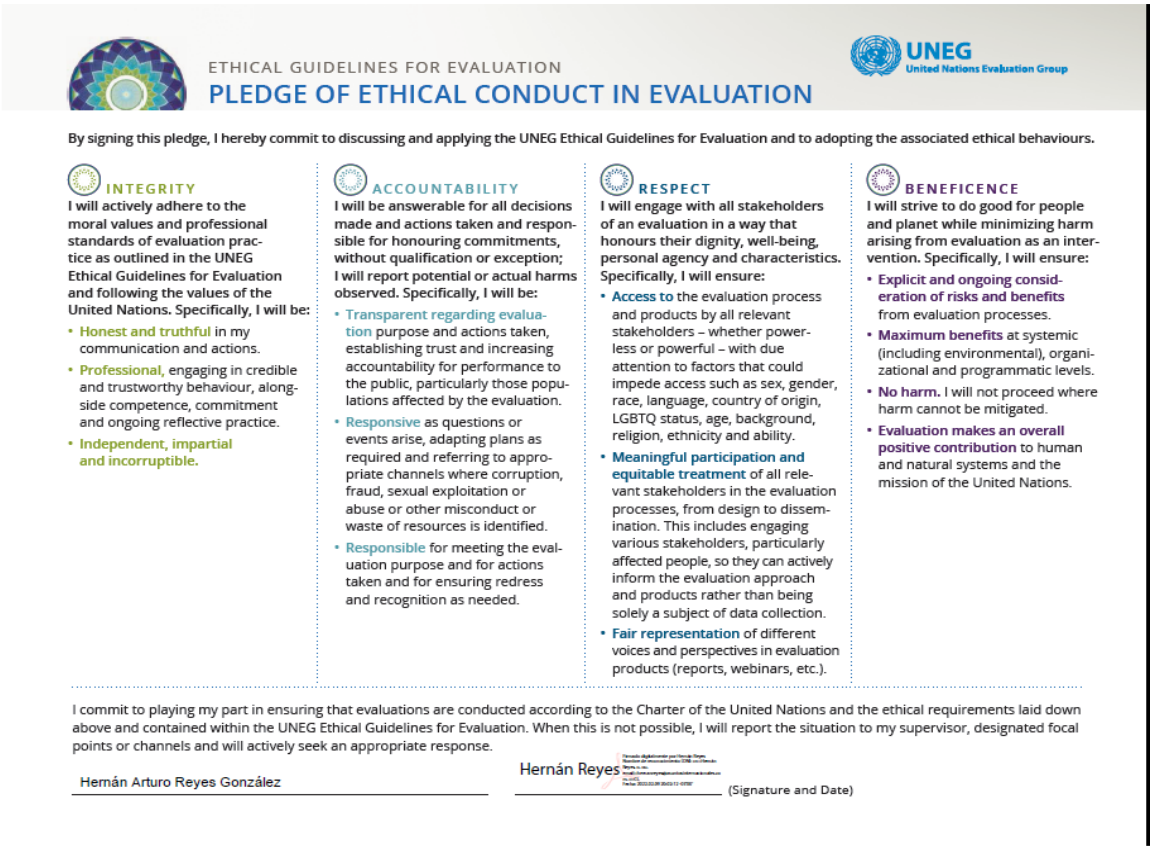


Form of agreement of the international evaluation consultant:
Agreement to abide by the Code of Conduct for evaluation in the United Nations System
Name of Consultant:: Marisol Violeta Sánchez Avendaño
I confirm that I have received, understand and will abide by the Code of Conduct for Evaluation in the United Nations System.
Signed in Mexico City, Mexico on February 14, 2022.
Signature:

Annex 9: Terminal Evaluation Ratings Scale

Ratings Scale		
Results ratings: relevance, effectiveness, efficiency, M&E and A&E implementation	**Sustainability Ratings:**	**Impact Ratings:**
6: Highly satisfactory (HS): the project did not present deficiencies in the achievement of its objectives in terms of relevance, effectiveness or efficiency. 5: Satisfactory (S): there were only minor deficiencies. 4: Moderately satisfactory (MS): there were moderate deficiencies. 3: Moderately unsatisfactory (MU): the project had significant deficiencies. 2. Unsatisfactory (I): there were significant deficiencies in the achievement of the project objectives in terms of relevance, effectiveness or efficiency. 1. Highly unsatisfactory (HU): the project had serious deficiencies.	4. Likely (L): Negligible risk to sustainability. 3. Moderately likely (ML): Moderate risks. 1. Moderately Unlikely (MU): Significant risks. 1. Unlikely (U): Serious risks.	3. Significant (S) 2. Minimal (M) 1. Negligible (I)
Additional ratings where applicable:	Not applicable (N/A) Cannot be valued (N/V)	

Anexo 10: Formulario de Código de Conducta UNEG



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

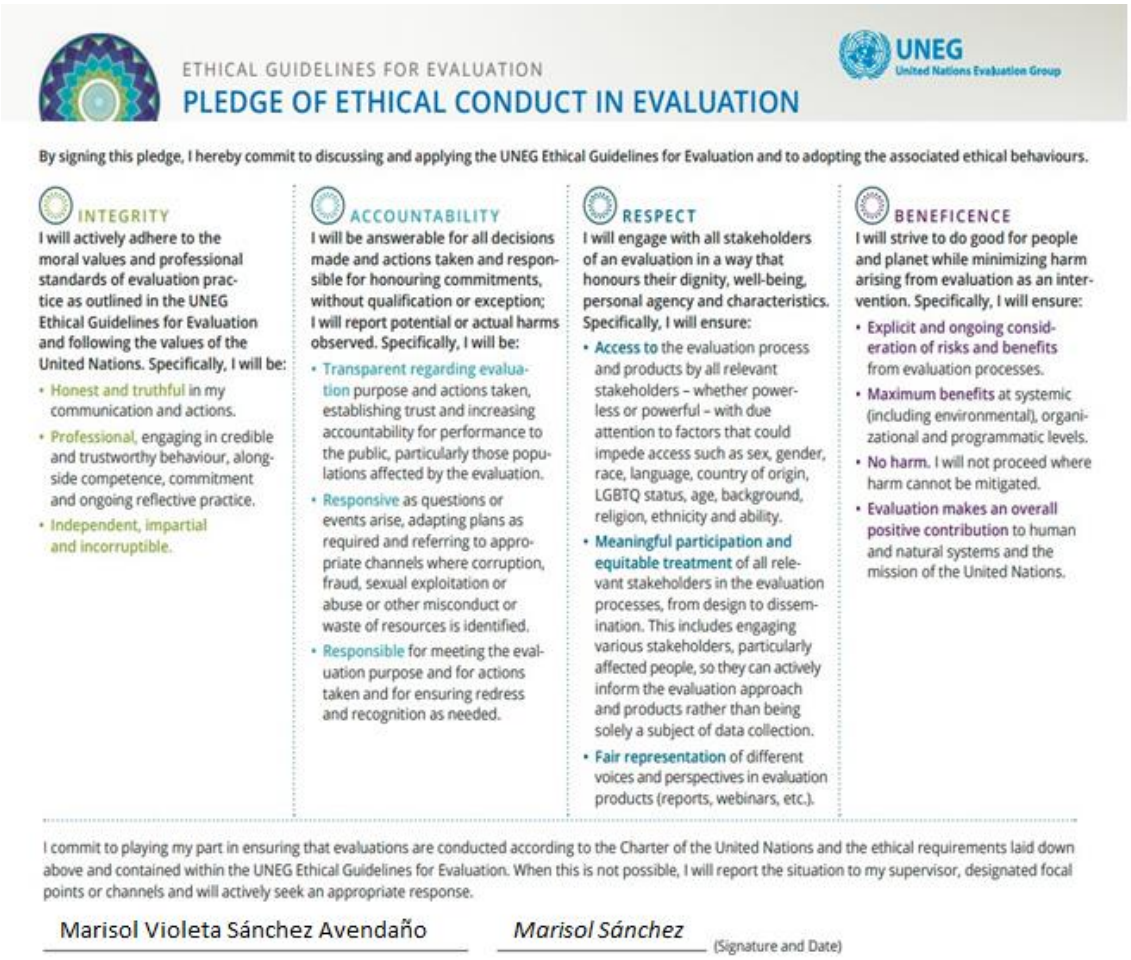
I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Hernán Arturo Reyes González

Hernán Reyes (Signature and Date)



ETHICAL GUIDELINES FOR EVALUATION

UNEG
United Nations Evaluation Group

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- Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
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- Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

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- Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
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I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Marisol Violeta Sánchez Avendaño _____ *Marisol Sánchez* _____ (Signature and Date)

Annex 11: MTE Report Clearance Form

MTE Report for FSP Environmentally Sound Management and Destruction of PCBs in Mexico: Second Stage -Mid Term Evaluation **Reviewed and Cleared By:**

PNUD Country Office

Name: Edgar R. González

Signature: DocuSigned by: Edgar R. González 8288197E4906420... Date: 09-jun.-2022

Name: Alicia Lopez

Signature: DocuSigned by: 9705FA6347B0495... Date: 09-Jun-2022

Regional Technical Advisor

Name: Kasper KOEFOED

Signature: DocuSigned by: A1892A852773480... Date: 05-Jun-2022