

## Evaluation Process Outline for Evaluation Consultants

This briefing note has been prepared to provide a quick overview of the evaluation process, from preparation of the contract to finalization of the evaluation. The purpose of this note is to help evaluation consultants to form a clear picture of the different steps of the evaluation. However, the Evaluation Manager (EM) and the Programme Assistant (PA) will be available throughout the evaluation to provide more guidance and information as needed.

<p><b>Who is who in the Evaluation Office of UN Environment (EOU)?</b></p> <ul style="list-style-type: none"> <li>Evaluation Manager (EM): Your primary contact person; provides support and backstopping throughout the evaluation process.</li> <li>Programme Assistant (PA): In charge of the contracting process, travel claims and other administrative issues.</li> <li>Peer Reviewer (PR): A fellow Evaluation Officer within the EOU, who provides supplementary support on the evaluation process and deliverables, and mostly works directly with the Evaluation Manager.</li> <li>Director, EOU: Approves the deliverables and payments.</li> </ul>
--

	<b>Start-up</b>	<b>Primary contact</b>
<b>Start-up</b>	<ul style="list-style-type: none"> <li>The Evaluation Manager (EM) will introduce you to the Programme Assistant (PA), who will coordinate the contracting process from the Evaluation Office (EOU) side. However, the approval and actual development of the contract will be done by the Human Resources section at the United Nations Offices at Nairobi (UNON HR).</li> <li>All consultants are contracted, and work under, the rules and regulations defined in the UN Secretariat Administrative Instruction for Consultants and Individual Contractors (<a href="#">ST/AI/2013/4</a>)</li> <li>All UN consultants need to register in Inspira (<a href="http://www.inspira.un.org">www.inspira.un.org</a>) and complete a Personal History Profile (PHP). This needs to be up-to-date, if you have any difficulties preparing your PHP online contact the PA. If you have worked with the UN before and have a UN Index number, please inform the PA of this as soon as possible.</li> <li>The following documents are required by the UNON HR for contracting purposes and the PA will provide detailed information:                             <ol style="list-style-type: none"> <li>1. Copy of passport;</li> <li>2. Funds Transfer Request form (PA will send you the form). This document provides information on your banking details to facilitate payment transfers directly to your account of choice;</li> <li>3. Proof of bank account (send a scan of either a voided cheque, bank statement or letter from your bank confirming your account details);</li> <li>4. Tax Identification Number</li> <li>5. Physician’s statement of good health (PA will send you a form);</li> <li>6. Signed statement of ‘Health and Insurance Certification’ (PA will send you the form);</li> <li>7. Medical insurance certificate from you insurance provider;</li> <li>8. Signed beneficiary form (PA will send you the form);</li> <li>9. Copy of highest and relevant degree certificate (e.g. PhD, MSc);</li> <li>10. Professional reference (open) from previous/latest employer.</li> </ol> </li> <li>The contracting process is likely to take approximately 3 weeks. Once the UNON HR has prepared the contract, the HR Office will send you the contract for signature by e-mail, accompanied by further instructions. You will also be required to sign an evaluation code of conduct which will be sent from the EOU.</li> <li>The signed contract should be scanned back to the HR Office as soon as possible, with a copy to the PA, and the original signed contract sent by mail or courier to the HR Office.</li> <li>Please note that signing a UN Contract (also called the “Purchase Order”) will exclude consultants from applying for full time staff positions in the United Nations for a period of six months after the completion of the contract.</li> <li>The EOU avoids potential conflict of interest situations by excluding evaluation consultants who have been involved in the process of development, implementation or supervision of the programmes, projects or policies being evaluated, particularly six months prior to the evaluation contract and extending to six months after the completion of the contract. The EM should be advised by consultants of any potential conflicts of interest or other ongoing work with another UN agency.</li> </ul>	<b>Programme Assistant</b>

	<ul style="list-style-type: none"> <li>• Please note that the UN sets limits to the total duration of contracts a consultant can be given with all UN agencies. According to these rules, no consultant can provide services to the UN for more than 24 months in a 36 month period, where the 36 months begins with the start date of the first UN contract. The 24 months are added cumulatively whether or not they are worked continuously and irrespective of the total days of actual work.</li> <li>• In some cases the opening needs to be advertised and the process of selecting a Consultant or Individual Contractor is done by using a competitive selection process.</li> <li>• Please also note that specific rules apply for former UN staff and/or UN retired staff and the process will involve contacting UN Headquarters, which should be done as early as possible in the contracting process. Please alert the EM and PA immediately if you are a former/retired UN staff member. Note that different remuneration rates apply to retired UN staff receiving a UN pension.</li> </ul>	
	<p><b>Evaluation Briefing</b></p> <ul style="list-style-type: none"> <li>• The EM will provide an Evaluation Briefing to describe the evaluation process in more detail and to clarify any questions regarding the Terms of Reference (ToR). Whilst the EOU contracts external experts to provide the required thematic expertise, the EM remains closely involved in the evaluation process, providing guidance on methodological questions and commenting on all stages of the evaluation report.</li> <li>• The EM will also introduce you to key project staff. Project staff, in turn, should introduce you to other relevant project stakeholders. After the introductions, it is your responsibility to maintain effective communication with the project staff and other stakeholders to gain information for the evaluation.</li> <li>• As standard practice, a staff member of the EOU will be assigned as the Peer Reviewer of the evaluation. The PR will work closely with the EM, providing backstopping to the evaluation and reviewing evaluation deliverables.</li> <li>• At this point, it is good to review a few finalized evaluation reports to get a better overview of the requirements (ask the EM to send you good examples). All UN Environment evaluations are also published online at (<a href="https://www.unenvironment.org/about-un-environment/evaluation">https://www.unenvironment.org/about-un-environment/evaluation</a>).</li> <li>• When reviewing evaluation reports, it's good to pay special attention to:             <ul style="list-style-type: none"> <li>○ Overall structure of the report and sections that need to be completed</li> <li>○ Content and structure of the Executive Summary</li> <li>○ General use of evidence-based assessments to substantiate and support findings</li> <li>○ Theory of Change (ToC)</li> <li>○ Formulation of lessons and recommendations based on actual results</li> </ul> </li> <li>• You can also ask the EM to share evaluation reports that were particularly well prepared in terms of ToC and lessons and recommendations, or any other aspect of the evaluation for which you feel examples would be helpful.</li> <li>• The quality of evaluation reports is assessed by the EOU using a Quality Assessment Matrix both at draft stage and when the report is final (<i>EM will provide a copy of the assessment template</i>). It can be useful to have a look at the Quality Assessment Matrix of the sample reports you review, to get an idea of strengths and weaknesses of the reports, but also to see which elements are considered the most important by us when we review the quality of draft and final evaluation reports.</li> </ul>	<p><b>Evaluation Manager</b></p>
<p><b>Inception phase</b></p>	<p><b>Inception phase</b></p> <ul style="list-style-type: none"> <li>• As per the ToR, the EOU will require you to prepare an Inception Report. The inception phase is largely desk-based with initial discussions with the project team and helps you form a good understanding of the project to be evaluated, identify the project's stakeholders (including their roles and responsibilities) and reach a common understanding of the project's ToC with the EM and the project team. At this stage a clear plan of how the evaluation will be carried out should be developed, including possible travel as well as how the evaluation findings will be communicated.</li> <li>• Review example Inception Reports (ask the EM for good examples).</li> <li>• Review the organization- level background reading listed by the EM (Request for a reading list / access to documents if needed). These documents include, for example, the UN Environment Medium Term Strategy (MTS), Programme of Work (PoW) and Programme Framework documents of the relevant Sub-programme (SP). This reading is essential to help you place the project in a broader UN Environment context.</li> </ul>	<p><b>Evaluation Manager</b></p>

	<ul style="list-style-type: none"> <li>• Hold initial meetings with the Task Manager (TM) / Project Manager (PM), if possible together with the EM. This is a good opportunity to ask for an overview of the project as well as to ask the TM/PM to point out issues that may need specific attention. It is also the time to agree the tentative evaluation schedule with the TM and PM, taking into account any events that might affect the evaluation, or that can be taken advantage off by the evaluation.</li> <li>• The TM/PM should provide you with all relevant project – related documentation for the Inception Report, including project document and revisions, progress reports, mid-term review/evaluation if conducted, Progress Implementation Reports (PIR) for GEF supported projects, final report if it is available already, and minutes of Steering Committee meetings (let the EM know if you have problems receiving documentation).</li> <li>• Although travel cannot be undertaken until after the Inception Report has been accepted, it is important that travel plans are developed as early as possible during the inception phase (along with visa and immunization needs, which are the responsibility of the consultant). The selection of field visit sites and possible dates for travel should be discussed with the EM as a priority. Such discussions will include the method used to select sites, proposed travel dates and estimated travel costs and will also require liaison with the project team (see section on Missions below).</li> </ul>	<p><b>Project Manager/ Task Manager</b></p>
	<ul style="list-style-type: none"> <li>• Draft the Inception Report following the Inception Report Template provided by the EM and guidelines presented in the ToR. Note that the report needs to be reviewed and accepted by the EM and the Peer Reviewer (PR) prior to travel.</li> <li>• The Inception Report, as well as the main report and all other deliverables need to be written in your own words. Copying text from the ToRs, project document or any other report or publication is not acceptable, unless the source is explicitly mentioned. Direct quotations are accepted only if they are kept short, are well justified and appropriately referenced.</li> <li>• It is your responsibility to check your work for spelling and grammatical errors, and to ensure that the document submitted follows formatting that is in line with the template provided.</li> <li>• Once the draft Inception Report is in line with the ToR, submit the report to the EM for review. <ul style="list-style-type: none"> <li>○ The EM may ask for a revision, or if the report meets the minimum requirements, the EM may share the Inception Report with the PR already at this point.</li> <li>○ The EM will send combined comments for any report revisions.</li> <li>○ Once you have addressed the comments adequately, the EM will share key parts of the Inception Report with the project TM/PM.</li> <li>○ The EM will organize a meeting (e.g. Skype if face-to-face is not possible) to discuss the comments / feedback from the TM/PM when necessary.</li> </ul> </li> <li>• Payment for the Inception Report will be released upon acceptance of the report.</li> <li>• The EM will make a formal request to the PA to initiate the process of making the first payment instalment to you. The PA will coordinate the release of the payment with UNON. You do not need to issue an invoice to initiate the payment. Note that UNON does not provide a break-down of the issued payments, therefore please ask the PA if you require more details on the received amounts.</li> </ul>	<p><b>Evaluation Manager</b></p> <p><b>Evaluation Manager + Peer Reviewer</b></p>
<p><b>Data collection &amp; Analysis Phase</b></p>		
<p><b>Missions</b></p>		
<p><b>Data collection &amp; analysis phase</b></p>	<ul style="list-style-type: none"> <li>• Plan missions with the EM and the Project Team well in advance. Even though the Inception Report needs to be accepted prior to travel and should include a clear plan for the missions, arrangements for travel (including visas and immunization which are both the responsibility of the consultant) should start early in the inception stage, including logistic arrangements for missions, visits to pilot/demonstration sites and scheduling people to be interviewed.</li> <li>• The PA will advise on which travel expenses can be reimbursed, how to complete the travel claim after your mission, and what documentation you will be required to submit. Please see <a href="https://iseek-nairobi.un.org/webpgdept593_21">https://iseek-nairobi.un.org/webpgdept593_21</a> for information on travel claims. If you have questions, ask the PA to clarify the UN Secretariat rules and regulations on travel.</li> <li>• Note that organizing travel is processed through UNON and takes several weeks. All evaluation missions need to be agreed with the EM in order to work within the available budget.</li> </ul>	<p><b>Evaluation Manager</b></p> <p><b>Programme Assistant</b></p>
	<ul style="list-style-type: none"> <li>• UN Environment operates within the rules and regulations set by UN Secretariat for official travel. Whilst the EOU manages the evaluation budget provided by the project, all travel and travel claims are approved and processed by UNON, including approval and booking of flight tickets, approval and</li> </ul>	<p><b>Programme Assistant /</b></p>

<p>disbursement of DSAs, and approval of expenses that can be reimbursed through a travel claim. The PA maintains close communication with UNON throughout the evaluation e.g. to request for approval of travel, flight tickets and travel claims, as well as disbursement of DSAs. All international flight tickets must be processed and booked through UN Environment and UNON, thus consultants are not able to book their own flight tickets.</p> <ul style="list-style-type: none"> <li>• It is important that you do not organize travel (including trains, buses, vehicle hire etc. ) or other mission related arrangements such as translation services, without authorisation from the EM or the PA as this will compromise the EOU’s ability to reimburse the costs.</li> <li>• According to UN Secretariat Administrative Instructions for Consultants and Individual Contractors, travel shall be in economy class using the least costly routing irrespective of the duration of the journey.</li> <li>• ‘Terminal expenses’ will be calculated according to the official UN rate and cover typical transportation costs to and from airports. Any exceptions for travel to and from airports must be authorised by the EOU prior to costs being incurred.</li> <li>• The Daily Subsistence Allowance (DSA) is calculated based on the current UN rate for each location and covers the consultants’ accommodation, meals and transport within cities. DSA is paid for the day of arrival in country but will not be paid for the last day of the mission even when the departure time is at night. DSA includes accommodation, meals and travel from hotels to meeting places. If the meeting place is far from the hotel, the consultant is expected to use public transport such as train, bus etc. and obtain receipts for reimbursement.</li> <li>• Please note that according to UN travel rules, consultants will receive 75% of DSAs prior to the travel, and the remaining 25% upon completion of the travel once boarding passes have been provided to the PA together with the travel claim (e.g. as scanned copies in an email to the PA).</li> <li>• Finding out about visa requirements, and obtaining visas is the responsibility of the consultant. The project team will assist with an official invitation letter for countries where this is required. The EOU will also provide an official letter requesting for general assistance, if needed.</li> <li>• Country visits require good preparation. It is very important to agree in a clear manner, well in advance, on the roles and responsibilities of the project team, any other in-country partners and yourself in organising the visits.</li> <li>• If the project team is still operational, it is expected to provide full support in terms of mission logistics. This would include providing contact details in the country and introducing you to all relevant stakeholders, setting up meetings and organising field trips as requested by you, identifying an interpreter etc. Please try to do what you can do yourself, not to unnecessarily burden the project team. Clear agreement on who will take care of what is very important. Good communication between you and the project team is critical to the success of your country visit.</li> <li>• In case the project is closed and the project team has been disbanded, the EOU can request assistance from Government partners or a sister UN agency present in-country to support your mission. However, this takes time and it is imperative therefore that you alert your EM well in advance if such assistance will be needed. Post-project missions always require more preparation and will require more effort on your part to sort out the logistics. The EOU will not approve your travel if there is a serious doubt about how well the country visit has been prepared.</li> <li>• It is important to discuss the reconstructed Theory of Change of the project with project stakeholders early on in the evaluation process, also with country-level stakeholders. It is an excellent opportunity to obtain the views of stakeholders on the project’s intervention logic, drivers and assumptions, and the role played by stakeholders in bringing about (or not) desired changes.</li> <li>• At the end of each country visit, it is also good practice to discuss findings emerging from the country visit with key project stakeholders.</li> <li>• When allowed, please take photographs or other media evidence during the mission. These can then be used to help communicate the evaluation findings, e.g. pictures in the report, a slideshow on the EOU website etc. Please remember to always seek permission before taking photographs, particularly when people are involved (see the ToR and discuss the different options with the EM).</li> </ul>	<p><b>Evaluation Manager</b></p>
---	----------------------------------

	<ul style="list-style-type: none"> <li>• Keep the EM up-to-date of the progress of the mission. Consult the EM prior to agreeing on any changes to the mission plan, especially if this includes changes to the travel schedule. All changes involving travel budget need to be approved by the EM and the PA.</li> <li>• After / at the end of the mission, organize a briefing with the TM/PM and the EM to discuss findings from the mission, including preliminary findings/recommendations. This briefing should be supported with notes on preliminary findings or a PowerPoint. There is no set format for this briefing but it allows you to highlight emerging issues which may benefit from further discussion or may be supported with more documented information.</li> <li>• Submit your travel claim as soon as possible to the PA, by emailing scanned copies of your boarding passes and any other valid receipts for travel costs that were previously authorised.</li> <li>• Record contact details (names, titles, organisation, e-mail address) of all stakeholders met during the country visits. Individuals interviewed for the evaluation should be listed in an annex of the evaluation report (no contact details should be included in the annexed list, but should be provided to the EM separately to facilitate circulation of the final report).</li> </ul>	<p><b>Evaluation Manager PM/TM</b></p>
<p><b>Additional desk review, interviews and surveys</b></p>		
	<ul style="list-style-type: none"> <li>• You should make every effort to collect sufficient information to ensure that the evaluation is based on sound evidence (<i>If there are problems in gaining information, inform the EM</i>).</li> <li>• Keep email questionnaires and online surveys short and to the point. Avoid lengthy questionnaires requiring long replies in writing. Sometimes it is useful to follow-up an email request for information with a phone call.</li> <li>• Telephone or Skype interviews need to be arranged in advance. It is often helpful to send the evaluation ToRs and a brief questionnaire to the interviewee in advance of the interview.</li> </ul>	<p><b>Evaluation Manager</b></p>
<p><b>Preparing the Evaluation Report</b></p>		
<p><b>Preparing the evaluation report</b></p>	<ul style="list-style-type: none"> <li>• Usually a draft report is expected to be delivered within two weeks after completion of data collection, but a realistic timeframe should have been discussed and agreed with the EM during the inception phase and indicated in the inception report.</li> <li>• Use the evaluation report template provided by the EM.</li> <li>• Consultants are expected to check that: the draft is in line with the ToR; all required sections are included; the report is consistent and informative, balanced and based on triangulated evidence; statements are not attributed to specific individuals but respect confidentiality of evaluation interviews; the draft follows the EOU report template and language has been checked and corrected. You should then check the Quality Assessment Matrix to ensure that the report scores “satisfactory” on all report quality criteria. When this is the case, submit the draft to the EM for review.</li> <li>• If language and formatting have been neglected, the EM will send the draft report back without any other comments.</li> <li>• In normal circumstances, drafts need to be complete. They <u>must</u> include the evaluation ratings, the conclusions section, lessons learned and recommendations. Under exceptional circumstances, the EM might accept a draft report with an incomplete Executive Summary or without this section, but this needs to be discussed and agreed in advance.</li> <li>• Please do not share the draft report with evaluation stakeholders yourself. This is done by the EM, after the draft report has been cleared.</li> </ul>	<p><b>Evaluation Manager</b></p>
	<ul style="list-style-type: none"> <li>• The EM reviews the zero draft and requests changes if the report does not meet minimum requirements. The EM will use the evaluation Quality Assessment Matrix (see in annex of the ToRs) to assess the quality of the draft report (<i>please note that this quality assessment will be presented in the final evaluation report, together with the quality assessment of the final report</i>).</li> <li>• If the report meets minimum requirements, the EM will share the report with the PR. The EM will then send combined EOU comments to you.</li> <li>• Once you have adequately addressed the EOU comments and the EM judges that the report meets the minimum quality standards, s/he will release the payment for what will be referred to as the draft evaluation report.</li> <li>• In the first instance the EM will share the draft evaluation report with the UN Environment TM/PM and FMO, particularly requesting comments on any factual errors. The draft will then be shared with other UN Environment staff, such as the Sub-programme Coordinator and Branch/Unit Heads for</li> </ul>	<p><b>Evaluation Manager + Peer Reviewer + Programme Assistant</b></p>

	<p>comments. UN Environment comments will be collected by the EM, consolidated and forwarded to you, if needed with comments on how they could be addressed.</p> <ul style="list-style-type: none"> <li>• After you have adequately addressed the UN Environment internal comments, the EM may circulate the report to key external project stakeholders for their comments.</li> <li>• All stakeholder comments on the draft evaluation report will also be collected by the EOU. The EM will forward them to you, if needed with comments on how they could be addressed.</li> <li>• Once you have adequately addressed the external comments, the report is in line with the ToR and meets EOU quality standards, the EM will share the report with the Director of the EOU for final approval together with the completed Quality Assessment Matrix for the final report (<i>this will be annexed to the main report</i>).</li> <li>• The EM also rates the project against the standard evaluation criteria. The ratings given to the project by the EM are the final evaluation ratings. If there is any difference between the ratings provided by the consultant(s) and the EM ratings, then this will be mentioned in the final evaluation report.</li> <li>• With the assistance of the EM, a debriefing such as a webinar or a presentation to the main stakeholders may be organised as appropriate.</li> <li>• The EM will send you a template for a 2-page evaluation brief/ bulletin and ask you to provide the requested information. The EOU will then prepare the bulletin based on the information you've provided and this bulletin will be sent out to all stakeholders and UN Environment staff working on similar thematic areas and the bulletin will also be published on the EOU website (<a href="https://www.unenvironment.org/about-un-environment/evaluation">https://www.unenvironment.org/about-un-environment/evaluation</a>).</li> </ul>	
	<ul style="list-style-type: none"> <li>• When the report has been approved by the Director of the Evaluation Office, the EOU will release the final payment.</li> <li>• The EOU will append the Quality Assessment Matrix to the final report and a Management Response will be added to the Executive Summary. The final evaluation report will be made public on the EOU website (<a href="https://www.unenvironment.org/about-un-environment/evaluation">https://www.unenvironment.org/about-un-environment/evaluation</a>).</li> </ul>	<p><b>Evaluation Manager + Program Assistant</b></p>

**Some common UN Environment terms that might be helpful**

EA	Expected Accomplishment: outcome- level result to be achieved within the 2 year Programme of Work period. There are 3 to 5 EAs under each Sub-programme (SP).
FMO	Fund Management Officer: UN Environment staff member who is in charge for the financial management of a project
MTS	Medium-Term Strategy: A 4-year strategy that defines UN Environment's vision, priorities and Expected Accomplishments for each of the Sub-programmes. The MTS is approved by the UN Environment Assembly of UN Environment (UNEA - UN Environment's main governing body).
PIMS	Programme Information and Management System: UN Environment reporting tool that is used to track project and SP progress
PIR	Project Implementation Review is an annual mandatory progress report to be delivered to the GEF Secretariat (1 July – 30 June).
PoW	Biennial Programme of Work and Budget: A 2-year programming document that defines indicators baselines and targets for EAs, Programme of Work Outputs and programmed budgets for all Sub-programmes. The PoW is approved by the UN General Assembly and the UNEA.
PM	Project/Programme Manager: For non-GEF funded UN Environment projects PM refers to the UN Environment staff member managing the project. For GEF funded UN Environment projects, PM refers to the project manager at the Executing Agency (can sometimes be UN Environment but often a Government department or and NGO, sometimes another UN agency)
PPR	Programme Performance Report: A UN Environment corporate-level performance report. It was delivered on a six monthly basis for the biennium 2010-2011 and on a yearly basis from the biennium 2012-2013 onwards.
Programme Framework	A 2- year programmatic document developed under a UN Environment Sub-Programme that includes project concepts and sets out the causal logic between the projects, PoW Outputs, the EAs and SP objectives. For the MTS 2010-2013 period some PFs were prepared at EA level, and others at SP level. From the MTS 2014-2017 onwards, each SP has a single PF.
SP	Sub-programme: UN Environment's thematic priorities defined in the MTS. During the 2010-2013 MTS, UN Environment had 6 SPs: (i) Climate Change; (ii) Disasters and Conflicts; (iii) Ecosystem Management; (iv) Environmental Governance; (v) Chemicals and Waste; (vi) Resource Efficiency. For the MTS 2014-2017 a seventh SP was added: (vii) Environment under Review.
Strategic Frameworks	A 2-year programming document that further defines MTS priorities and EAs with indicators. The UN Environment Strategic Framework is approved by the UN Committee for Programme and Coordination (a subsidiary organ of the UN Economic and Social Council and the General Assembly).
TM	Task Manager: The UN Environment staff member in charge of a GEF funded UN Environment project

**Table 1: Average timeline for project evaluations**

<b>AVERAGE TIMELINE FOR PROJECTS/PORTFOLIO EVALUATIONS</b>				
	<i>PM = Project Manager; TM = Task Manager; FMO = Fund Management Officer; SPC = Sub-Programme Coordinator; PR = Peer Reviewer; EC = Evaluation Consultant; EM=Evaluation Manager</i>	<b>WEEKS</b>	<b>AVERAGE (min)</b>	<b>AVERAGE (max)</b>
1	<b>ToR Preparation</b> <i>(draft written; input from PR, PM, SPC, FMO)</i>	2-4	2	4
2	<b>Identifying an Evaluation Consultant</b> <i>(finding possible EC; interviews)</i>	4-6	4	6
3	<b>Contracting process (recruitment): consultant registering on Inspira</b> <i>(EC getting their documents together)</i>	2	2	2
4	<b>Contracting process: contract being issued</b> <i>(HR process to generate contract)</i>	4	4	4
5	<b>Inception report</b> <i>(draft written; input from PR and TM/PM; revisions)</i>	4-6	4	6
6	<b>Travel arrangements</b> <i>(to be done concurrently with inception; travel office 21 days)</i>	3-4	3	4
7	<b>Travel</b> <i>(varies with each project)</i>	1-3	1	3
8	<b>Preliminary findings</b> <i>(may be done in country; 2 weeks if need to schedule a skype/powerpoint presentation to broader team)</i>	0-2	0	2
9	<b>Draft report</b> <i>(EC's writing time)</i>	4-12	4	12
10	<b>Evaluation Manager review and revision</b> <i>(EM review and possible consequent revision to acceptable standard of completeness and structure i.e. 'cleared' draft; quality assess draft)</i>	2-4	2	4
11	<b>Peer review and any revisions</b> <i>(substantive comments from PR via EM)</i>	1-2	1	2
12	<b>2nd Draft – UN Environment internal review</b> <i>(PM; project team; SPC etc - EM consolidates for EC)</i>	2-3	2	3
13	<b>3rd Draft - External review</b> <i>(Project Steering Committee; implementing partners; donor etc)</i>	2	2	2
14	<b>Final draft</b> <i>(EM checks completeness; consult with PR; payment; quality assess final draft; prepare Recommendation Implementation Plan etc)</i>	1-2	1	2
15	<b>Management response</b> <i>(To be managed through PIMS; add to Exec Summary)</i>	3-4	3	4
16	<b>Final report</b> <i>(project team completes Recommendation Implementation Plan; final edit/formatting; put on repository and circulate to all respondents etc)</i>	1	1	1
			<b>36</b>	<b>61</b>