

## Guidance on Evaluation Consultants' Team Roles

### Team Leader

The Team Leader will be responsible for overall management of the evaluation, in close consultation with the UN Environment Evaluation Office, and timely delivery of its outputs as described in the evaluation terms of reference. (S)He will lead the evaluation design, data collection and analysis, and report-writing with full support and substantive inputs from the Supporting Consultant(s). More specifically the Team Leader will:

#### **Manage the inception phase of the evaluation, including:**

- conduct a preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (partner survey and user survey);
- plan the evaluation schedule;
- distribute tasks and responsibilities among the evaluation team members; and
- prepare, together with the Supporting Consultant(s), the inception report, including comments received from the Evaluation Office, project team, key partners, donors and Evaluation Reference Group, where appropriate. The Inception Report should be complete and coherent and follow the Evaluation Office guidelines on Content and Structure of the Inception Report (see Evaluation Office of UN Environment website (<https://www.unenvironment.org/about-un-environment/evaluation>)).

#### **Coordination of the data collection and analysis phase of the evaluation, including:**

- carry out, in conjunction with the Supporting Consultant(s) and as agreed with the Evaluation Office, field missions for primary data collection;
- conduct further document reviews and in-depth interviews with key stakeholders of the project;
- provide methodological support to the Supporting Consultant(s) regarding information collection, data analysis, surveys etc.;
- regularly monitor progress of the Supporting Consultant(s) in information gathering and analysis; and
- prepare, together with the Supporting Consultant, preliminary findings to support discussion with in-country respondents or the project team and, where appropriate, the Evaluation Reference Group<sup>1</sup>.

#### **Coordination of the reporting phase, including:**

- assign writing responsibilities to the Supporting Consultant(s) for the main report;
- receive and review/edit the first draft of sections written by the Supporting Consultant(s);
- write key sections of the main report, ensuring a complete and coherent report both in substance and style. The main report should follow the Evaluation Office guidelines on Content and Structure of the Main Evaluation Report (see Evaluation Office of UN Environment website (<https://www.unenvironment.org/about-un-environment/evaluation>));
- submit all elements of the main report (i.e. including case studies) to the Evaluation Office for them to circulate for factual feedback and comments;
- respond to consolidated comments received from the Evaluation Office and ensure that comments are taken into account during finalization of the main report; and

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<sup>1</sup> Typically, preliminary findings are expected to be in the form of a PowerPoint which may be presented in country at the end of a field mission or presented to the project team by the evaluation team via Skype. Its purpose is to promote participation by sharing top level findings very shortly after the field mission and to provide a framework for early discussions. Preliminary findings are not intended to become word documents that go through a review loop, unless there is an Evaluation Reference Group or the evaluation is highly strategic/sensitive.

- prepare a Response to Comments annex for the main report, listing those comments not accepted by the evaluation team and indicating the reason for their rejection.

**Managing internal and external relations of the evaluation team**, including:

- maintain a positive relationship with all evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- avoid and resolve any misunderstandings, tensions and performance issues within the team; and
- communicate in a timely manner with the Evaluation Office on any issues requiring its attention and intervention.

The Team Leader shall have had no prior involvement in the formulation or implementation of the Project and will be independent from the participating institutions.

### Supporting Consultant(s)

The Supporting Consultant(s) will be responsible for delivering timely and high-quality contributions to the evaluation process and outputs as described in the evaluation terms of reference under the leadership and supervision of the Team Leader. (S)He will participate actively in evaluation design, document analysis, fieldwork and report-writing. The Supporting Consultant(s) will specifically provide:

**Substantive contributions to the inception phase of the evaluation**, including:

- conduct a preliminary desk review and introductory interviews with Project staff;
- support the Team Leader in drafting the reconstructed Theory of Change of the programme;
- assist in the preparation of the evaluation framework;
- contribute to the desk review and interview protocols;
- contribute to drafting the survey protocols (partner survey and user survey);
- contribute to sections of the inception report as agreed with the Team Leader; and
- any other tasks during the inception phase as requested by the Team Leader.

**Substantive contributions to data collection and analysis**, including:

- carry out, under the guidance of the Team Leader, field missions for primary data collection;
- conduct further document reviews and in-depth interviews with key stakeholders of the project as assigned by the Team Leader;
- support the Team Leader with the presentation of preliminary findings; and
- any other tasks related to data collection and analysis as requested by the Team Leader.

**Substantive contributions to the main report**, including:

- write key sections of the main report, as assigned by the Team Leader, including case studies;
- review/edit sections written by the Team Leader;
- review comments received from the UN Environment Evaluation Office, project team, key partners, donors and Evaluation Reference Group, where appropriate;
- assist the Team Leader with finalizing the main report; and
- any other tasks related to reporting as requested by the Team Leader.

**Ensure good team work and external relations**, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- be a team player, avoid and help resolve any misunderstandings, tensions and performance issues within the team; and
- communicate in a timely manner with the Team Leader and/or the Evaluation Office on any issues requiring their attention and/or intervention.

The Supporting Consultant(s) shall have had no prior involvement in the formulation or implementation of the Project and will be independent from the collaborating institutions and other partners of the project.