

Generic Consultant-specific Terms of Reference

Team Leader

The Team Leader will be hired for **XXX months** spread over the **period [dates]**. (S)He will be responsible for overall management of the evaluation, in close consultation with the UNEP Evaluation Office, and timely delivery of its outputs as described in the overall TORs of the evaluation. (S)He will lead the evaluation design, data collection and analysis, and report-writing with full support and substantive inputs from the Supporting Consultant. More specifically:

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, the inception report, including comments received from the Evaluation Office and Evaluation Advisory Panel.

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

- conduct further desk review and in-depth interviews with key stakeholders of the project;
- provide methodological support to the Supporting Consultant regarding information collection, data analysis, surveys etc.;
- regularly monitor progress of the Supporting Consultant in information gathering and analysis; and
- prepare, together with the Supporting Consultant, a 2-page note with preliminary findings to solicit first comments from the Evaluation Advisory Panel and communication to the UN Environmental Assembly.

Coordination of the reporting phase, including:

- assign writing responsibilities to the Supporting Consultant for the main report;
- write key section of the main report;
- review/edit sections written by the Supporting Consultant, ensuring a complete and coherent report both in substance and style;
- liaise with the Evaluation Office on comments received and ensure that comments are taken into account during finalization of the main report; and
- 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 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. (S)He will sign the Evaluation Consultant Code of Conduct Agreement Form.

The Team Leader will be selected and recruited by the UNEP Evaluation Office through an individual consultancy contract.

Key selection criteria [Adjust descriptors below to match the skills required]

- Advanced university degree in international development, environmental sciences or other relevant political or social science areas.
- Extensive evaluation experience, including of large, regional or global programmes and using a Theory of Change approach;
- Extensive team leadership experience;
- Broad understanding of [add technical experience required];
- Knowledge of the UN system, and specifically of UNEP if possible;
- Excellent writing skills in English;
- Attention to detail and respect for deadlines;
- Minimum 20 years of professional experience.

The fee of the Team Leader will be agreed on a deliverable basis and paid upon acceptance of expected key deliverables by the UNEP Evaluation Office.

Deliverables:

- Inception report
- Note with preliminary findings (2 pages) incorporating Evaluation Office and Evaluation Advisory Panel comments as required
- Draft main report incorporating Evaluation Office and Evaluation Advisory Panel comments as required
- Final main report incorporating comments received from evaluation stakeholders as appropriate, including a “response to comments” annex
- 2 page bulletin summarising project findings (see template in Annex 10.)

Schedule of Payment:

Deliverables	Percentage payment
Inception report	20% of fees
Submission and approval of the preliminary findings note	20% of fees
Submission and approval of the draft evaluation report	30% of fees
Submission and approval of the final evaluation report	30% of fees

Supporting Consultant

The Supporting Consultant will be hired for XXX over the period (Dates). (S)He will be responsible for delivering timely and high quality contributions to the evaluation process and outputs as described in the overall TORs of the evaluation 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 will specifically provide:

Substantive contributions to the inception 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:

- conduct further desk review and in-depth interviews with key stakeholders of the project as assigned by the Team Leader;
- support the Team Leader with the preparation of a 2-page note with 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;
- review/edit sections written by the Team Leader;
- reviewing comments received from the UNEP Evaluation Office, the Evaluation Advisory Panel and other stakeholders;
- 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 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. (S)He will sign the Evaluation Consultant Code of Conduct Agreement Form.

The Supporting Consultant will be selected by the Evaluation Office in consultation with the Team Leader, and hired through an individual consultancy contract.

Key selection criteria

- Advanced university degree in international development, environmental sciences, political or social sciences, or other relevant disciplines;
- Excellent research skills, including desk review and interview skills;
- Adequate monitoring and evaluation experience, with good understanding of the Theory of Change approach;
- Experience in managing partnerships, knowledge management and communication;
- Basic knowledge of the UN system, UNEP in particular;
- **Minimum 5 years of professional experience;**
- Excellent writing skills in English.

The fee of the Supporting Consultants will be agreed on a deliverable basis and paid upon acceptance of key evaluation deliverables by the UNEP Evaluation Office.

The Team Leader will assign data collection, analysis and writing responsibilities within the team. The Team Leader will also advise the Evaluation Office whether the Supporting Consultant has contributed a fair share to the evaluation process and deliverables, and will take part in her/his performance assessment.

Deliverables:

- Inception report (written contributions and review comments)
- Note with preliminary findings (2 pages) incorporating Evaluation Office and Evaluation Advisory Panel comments as required (written contributions and review comments)
- Draft main report incorporating Evaluation Office and Evaluation Advisory Panel comments as required (written contributions and review comments)
- Final main report incorporating comments received from evaluation stakeholders as appropriate, including a “response to comments” annex (written contributions)

Schedule of Payment:

Deliverables	Percentage payment
Inception report	20%
Submission and approval of the draft evaluation report	40%
Submission and approval of the final evaluation report	40%

Contractual Arrangements

1. Both consultants will be hired under an individual Special Service Agreement (SSA). Contracts will be issued based on the **“Fee only” system**: The contract stipulates consultant fees only. Air tickets will be purchased by UNEP and 75% of the DSA for each authorised travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

2. By undersigning the Special Services Agreement with UNEP/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their

independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within the six months following completion of the contract) with the project's executing or implementing units.

3. The consultants may be provided with access to UNEP's Programme Information Management System (PIMS) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

4. In case the consultants are not able to provide the deliverables in accordance with these TORs, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

5. If the consultants fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.