

# MID-TERM REVIEW OF THE UNDP-UNEP POVERTY-ENVIRONMENT INITIATIVE (PEI) SCALE UP

## TERMS OF REFERENCE

### 1 – Background and Introduction

#### **PEI – FROM THE PILOT TO THE SCALE-UP**

The UNDP-UNEP Poverty-Environment Initiative (PEI) has its roots in the growing appreciation of how environmental sustainability can contribute to pro-poor growth and poverty reduction that emerged in the late 1990s and was endorsed at the World Summit on Sustainable Development in 2002 in Johannesburg.

UNDP launched the first PEI activities during the late 1990s. This was a policy initiative focused on desk studies and policy recommendations. Meanwhile, UNEP launched its own poverty-environment project which concentrated on the significance of ecosystem services for poor people.

Increasingly substantive collaboration between UNDP and UNEP commenced in early 2005 and the initial joint UNDP-UNEP PEI was formally launched at a side event – Environment for the MDGs – at the 2005 World Summit, with strong donor support. The two institutions effectively combined their efforts and their funds in support of a set of 7 country programmes in Africa. This is referred to as the PEI Pilot Phase. (The one PEI country programme in Asia remained a UNDP supported programme)

In late 2006, UNDP and UNEP undertook a vigorous effort to learn from the experience gained in this Pilot Phase. With the backing of key donors, UNDP and UNEP jointly prepared a formal proposal to seek financial support for a UNDP-UNEP PEI Scale-up.

The favourable reaction by donors to this proposal led to UNDP and UNEP launching the joint UNDP-UNEP PEI Scale-up in February 2007. The joint programme document for “Scaling-up the UNDP-UNEP Poverty-Environment Initiative” (commonly referred to as the **PEI Scale-up joint PRODOC** - see Annex I) set an initial target of expanding the programme to work in about 25-30 countries (from 8 in the pilot phase) with a budget of \$33 million over five years. Its implementation effectively started in 2008.

#### **THE POVERTY-ENVIRONMENT INITIATIVE IN BRIEF<sup>1</sup>**

The PEI is a global UN programme that supports country-led efforts to mainstream poverty-environment linkages into national development planning, from policymaking to budgeting, implementation and monitoring. We provide financial and technical assistance to governments to set up analytical, institutional and capacity strengthening programmes with the aim of influencing policy and budgets and bringing about enduring institutional change by increasing the understanding of country poverty-environment linkages. In order to achieve that, PEI works increasingly in collaboration with other relevant actors at the country level such as leading practitioner and knowledge organizations, civil society organizations, and the private sector. It is a significant example of commitment to UN Reform, including One UN.

The UNDP-UNEP PEI:

- Was formally launched in 2005 and significantly scaled-up in 2007;
- Currently works in Africa, Asia-Pacific (PEI A-P), Europe and the CIS (PEI ECIS) and Latin America and the Caribbean (PEI LAC). There are currently 16 PEI country programmes under implementation, 5 under preparation and 5 where PEI provides targeted technical support<sup>2</sup>; (Note: this number is under review consistent with resource realities).
- Operates through a joint UNDP-UNEP Board, a global Poverty-Environment Facility (PEF), four regional teams (RTs) and the UN country teams (UNDP COs);
- Funding has been provided by the Governments of Belgium, Denmark, Ireland, Norway, Spain, Sweden, the United Kingdom, the European Commission and core funding from UNDP and UNEP;
- Contributes to the UN ‘Delivering as One’ process and strengthening the capacity of its host agencies to mainstream environment in their country operations.

<sup>1</sup> A memory stick will be prepared with all the key PEI documents for the reviewers.

<sup>2</sup> For more information see the Overview of country programme status per region – Annex I of the PEI Annual Progress Report for 2009. The PEI Annual Progress Reports for 2008 and 2009 are available under major publications on [www.unpei.org](http://www.unpei.org)

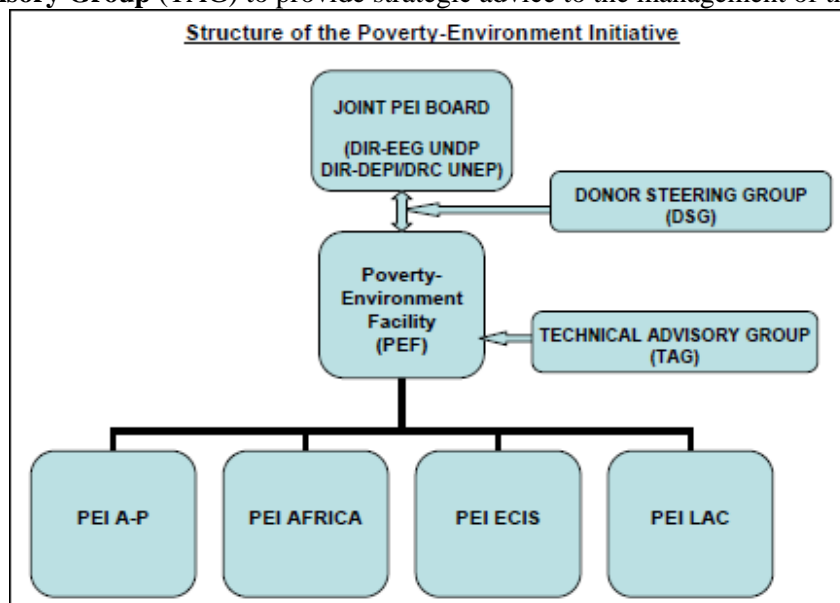
The value added of the PEI is that there is a demonstrable need to improve the incorporation of environmental sustainability in country development processes and that the PEI is the one major international programme that attempts to operationalise the integration of pro-poor environmental sustainability into national development processes and budgets – using a country-led approach based upon experience and lessons learned. Furthermore, the UNDP-UNEP PEI is a leading example of UN interagency co-operation and UN reform in action. Our team has achieved a significant expansion of the existing PEI programme through a formal UNDP-UNEP joint programme which will now undergo a mid-term review.

## PEI IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

PEI is a pioneering example of a joint UNDP-UNEP programme – with a Joint Management Board, the Poverty-Environment Facility (PEF) and four PEI regional teams (RTs). Both host institutions contribute core staff – some full-time, some part-time - at the global, regional and country levels. Since PEI is a jointly managed initiative with pooled funds, contributions from PEI Scale-up donors are pooled and jointly managed by the PEF under the UNDP Atlas system<sup>3</sup>.

The **PEI Joint Management Board** consists of the Director of UNDP's Environment and Energy Group, UNEP's Director of the Division of Environmental Policy Implementation (Note: originally and until August 2010, the UNEP representative was the Director of the Division of Regional Cooperation). The **PEF** based in Nairobi is jointly managed by a Director and a Manager, appointed by UNDP and UNEP, who report to the Board. It is charged with global coordination and management of the programme – including budget management and reporting to donors on expenditure and results. It also offers knowledge management and technical advisory services to the regional and country programmes. Each **country programme** is developed jointly with the Government and formalized in a joint Programme Document (PRODOC) approved by the main Government partners, the UNDP-UNEP Poverty-Environment Facility, and the UNDP Country Office (UNDP CO). The **four regional teams** support the design and delivery of country programmes, in cooperation with the UNDP COs and the Government, and are responsible for responding to demand in their respective region. Under the guidance of the PEF, the regional teams use the results framework in the PEI Scale-up joint PRODOC and report with our country partners against this results framework and associated indicators.

A **Donor Steering Group** (DSG) formed by donor contributing to the PEI Scale-up meets annually and provides guidance and feedback to management. Reporting to donors is done through a consolidated annual progress report<sup>4</sup> - rather than individual donor reports - as agreed with the Donor Steering Group. In addition to reporting on progress and results, the annual report is used for disseminating information on lessons learned in programme countries and other outreach purposes. During the last DSG meeting it was agreed to reconvene the **PEI Technical Advisory Group** (TAG) to provide strategic advice to the management of the PEF.



<sup>3</sup> Atlas is a name for PeopleSoft ERP system used in UNDP and other partner UN agencies to manage finances, human resources, inventory and procurement.

<sup>4</sup> The PEI Annual Progress Reports for 2008 and 2009 are available under major publications on [www.unpei.org](http://www.unpei.org)

## MANAGEMENT ARRANGEMENTS - PEI COUNTRY PROGRAMMES

PEI's strength is in the proven approach it employs at the country level. PEI works with the government to establish institutional and management arrangements that create a well-functioning team that works to deliver sustainable results for poverty reduction and improved environmental management. PEI country programmes operate through the UNDP CO, with joint support from PEI regional teams and the broader UN country team. In general, the ministry of planning and finance is the most suitable entity to lead the effort, in close collaboration with environmental institutions. In most cases PEI is integrated in an existing government-led:

- **Steering Committee-** including high level environment institutions, planning and finance ministries, sector ministries, subnational actors, and non-governmental actors, which provides strategic and political guidance to the poverty-environment mainstreaming process.
- **Technical committee or task team-** Provides technical inputs and guidance throughout the poverty-environment mainstreaming process. This team can be composed of external experts, government officials, UN staff, and local officials.

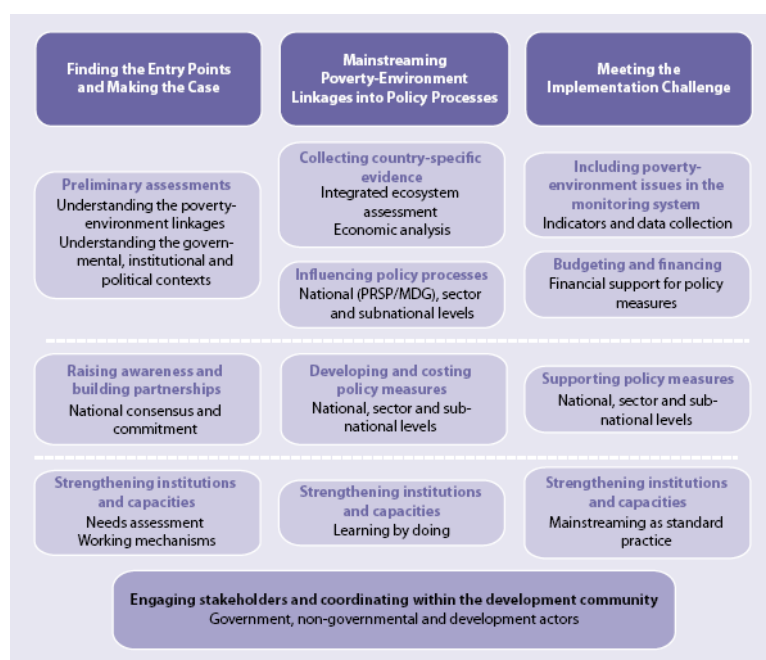
The PEI country teams vary in composition. Drawing on support from the PEI RT and the PEF they focus on a specific entry point, such as a development policy process, budgeting process, sector or local planning process, or similar process to integrate environment into development and poverty-reduction policies.

## THE PEI PROGRAMMATIC APPROACH

The PEI has developed a programmatic approach for mainstreaming poverty-environment linkages into national development planning. This programmatic approach consists of three components or phases:

1. Finding the entry points and making the case, which sets the stage for mainstreaming
2. Mainstreaming poverty-environment linkages into policy processes, which is focused on integrating poverty-environment linkages into an ongoing policy process, such as a PRSP or sector strategy, based on country-specific evidence
3. Meeting the implementation challenge, which is aimed at ensuring integration of poverty- environment linkages into budgeting, implementation and monitoring processes

The diagram below explains the activities of the three phases in more detail. This approach is flexible and can be tailored to each country context<sup>5</sup>.



<sup>5</sup> A Handbook, entitled [Mainstreaming Poverty-Environment Linkages into Development Planning: A Handbook for Practitioners](http://unpei.org/Knowledge-Management/pei-handbook.asp) was developed through consultative processes over the course of 2008 that further elaborates the programmatic approach. Available at <http://unpei.org/Knowledge-Management/pei-handbook.asp>

## **2 – Objectives of the external PEI mid-term review**

Section 3.5 of the Joint Programme Document “Scaling-up the UNDP-UNEP Poverty-Environment Initiative” (PEI Scale-up PRODOC), states that “an external mid-term review (MTR) will be carried out in Year 3”. This PEI MTR will be conducted according to these TOR.

The PEI Scale-up proposal also indicates that the objective of the external mid-term review of the PEI Scale-up is “to assess overall programme progress. An external evaluation will be conducted in Year 5 to assess programme results and to make recommendations for a second –year phase”.

This review follows a mid-term evaluation and final evaluation of the pilot African PEI programme. These evaluations were prepared for Belgium and Norway, respectively (copies of the reports are contained in the memory stick). Hence this MTR will not cover pilot African PEI country programmes.

According to the above, and as suggested by donors, the purpose of this MTR is to serve as a monitoring tool focusing on how the programme is operating<sup>6</sup> and if any major changes are required, while the final evaluation would look at the overall programme objectives; what impact has been achieved and lessons learned to be applied to a new programme and/or alternatively to develop indicative recommendations for PEI post 2012.

The specific objectives of this external MTR are:

1. Assess the current value added of the PEI and whether changes in the wider policy environment, i.e. opportunities and challenges in view of the climate change agenda, green economy, and consideration of other-related initiatives or actors that have emerged since 2002 have implications for how PEI operates to 2012 (relevance).
2. Assess the progress to date of the Initiative and its implementation against the results and resources framework of the Scale-up joint programme and identify its strengths and weaknesses. In this sense, emphasis should be put on the analysis of results obtained compared to the “targeted results” that were expected taking into account the actual inputs, outputs and outcomes (effectiveness and efficiency).
3. Provide findings, conclusions and recommendations to improve implementation and delivery. These should focus on:
  - a. the global joint PEI design and arrangements (including the PEF, PEI governance and operational and technical support from UNDP and UNEP)
  - b. PEI regional teams
  - c. PEI country programme design and implementation.

The key documents that will guide the review are (A memory stick will be prepared with all the key PEI documents for the reviewers):

- Annex I: the PEI Scale-up proposal
- Annex II: the PEI Scale-up joint PRODOC,
- Annex III: the PEI pilot phase Norwegian evaluation,
- Annex IV: the PEI pilot phase Belgium evaluation,
- The PEI Scale-up Annual Progress Reports for 2008 and 2009,
- The PEI proposed M&E framework for the PEI Scale-up,
- Relevant PEI Scale-up country PRODOCs (to be provided to the MTR team).

The target groups for the results of this review are the main PEI stakeholders: i) the PEI teams (includes beneficiary countries), ii) PEI donors (including both the Technical Advisory Group and the Donor Steering Group and iii) UNDP and UNEP Senior Management (includes the PEI Joint Management Board).

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<sup>6</sup> The Norwegian evaluation of the PEI pilot phase recommended “that donors assess PEI in relation to outcomes at the level of “enabling environment” rather than “improved environment and poverty impacts”.

### **3. Scope of the MTR**

The review will cover PEI Scale-up work carried out over the first three years of the PEI Scale-up at global, regional and country level (up until December 2010) in PEI Scale-up countries in Africa, Asia-Pacific, Europe and the CIS and Latin America and the Caribbean.

Reporting requirements: The MTR will provide the main PEI stakeholders indicated in general and the PEI management in particular (including the PEI Joint Management Board and the Donor Steering Group) with a review of the implementation and performance of the PEI and it will make recommendations to improve those for the remaining period. The review will include a detailed management response with action plans to implement recommendations.

Limits of the MTR: Due to the early stages of implementation of many PEI Scale-up country programmes, it is too soon to provide substantive evidence on PEI's possible impact on poverty reduction and sustainable growth. Furthermore, the joint PEI Scale-up PRODOC (see page 16) already points out at the fact that: "An assessment of PEI, therefore, must focus on the *processes* generated or facilitated by the programme [...]". The impact assessment is, by definition, relatively less applicable in a mid-term review exercise, since impact assessment examines the achievements made by the results in the longer term. This MTR should instead provide recommendations on the likelihood that PEI outputs will deliver the expected outcomes and impact in beneficiary countries as indicated in their respective country PRODOCs. In this sense, the MTR will address important aspects impacting on present and future performance, such as country ownership or UNDP and UNEP joint programming related issues. It will also review design and implementation – including organizational and institutional arrangements or project design - to identify process issues that may impact on overall PEI delivery.

As such, and in line with the PEI Scale-up joint PRODOC, the review team will focus on understanding and commenting on the extent to which the PEI is assisting in creating the enabling conditions needed to effectively mainstream poverty-environment in national development plans and policy processes and the likelihood that those PEI-driven changes have an impact on the ground. For example, that additional investment will be made in sustainable agricultural practices.

### **CRITERIA AND SPECIFIC TASKS**

The five OEDC/DAC traditional evaluation criteria will be the substantive focus of this review - relevance, efficiency, effectiveness, impact and sustainability. Standard evaluation criteria of relevance, efficiency and effectiveness will be used to assess the core of the MTR, i.e. the performance of the PEI, as follows: (Some suggested modifications may be discussed in the MTR review inception report, but any substantive changes would require the agreement of donors).

**Relevance** - the MTR will comment on whether the portfolio of different outputs undertaken by PEI country programmes are the right ones to deliver the enabling conditions for poverty-environment mainstreaming in the light of the context post-2002 as indicated for the specific objective 1). In particular, the MTR will address the following key review questions:

1. Assess PEI's value added, including areas of strength and competitive advantage and areas for improvement;
2. Assess whether the three project outputs, as formulated in the Scale-up joint PRODOC, still represent the best project strategy for achieving PEI objectives;
3. Assess the consistency of the PEI Scale-up country programmes to be reviewed (e.g. two from the Africa and Asia-Pacific regions and one from ECIS and LAC, respectively) with the PEI Scale-up joint PRODOC and where there are significant differences, assess the rationale for such differences and their broader implications for the PEI. This includes in terms of both process and content;
4. Considering the time left until the end of the PEI, assess whether the timeframe is still realistic to deliver on the expected outputs in the PEI Scale-up joint PRODOC. If applicable, outline recommendations for a process that would lead to revised timings for the remaining implementation time;
5. Assess the PEI phased and adaptive mainstreaming model, with a view to clarify: a) the 'exit' criteria, i.e. conditions, pre-requisites and steps including making a transition to other stakeholders at the country level, b) the post 2012 scenario for PEI, i.e. integration in the structure/work of the two host organisations (related to bullet point 5 under effectiveness).

**Effectiveness** - the extent to which the programme is contributing to its objectives or its desired potential outcomes through delivery of outputs and through its implementation at national, regional and global levels, including the degree to which the programme responds to national priorities:

1. Review progress and achievement of the PEI Scale-up poverty-environment mainstreaming outputs at global, regional and country levels (in the selected countries) in the PEI Scale-up joint PRODOC;
2. Review the adequacy of advice and inputs by PEF, RTs and selected PEI Scale-up country teams on poverty-environment mainstreaming, including internal and external communication management;
3. Assess the main underlying factors beyond the programme's immediate control that influence outcomes and results. Consider the appropriateness and effectiveness of the project's management strategies for these factors: e.g. review the proposed PEI Theory of change;
4. Review the appropriateness and effectiveness of the partnership between UNDP and UNEP with respect to the PEI Scale-up at the global, regional and country level, including UNDP and UNEP support for the PEI Scale-up in programmatic, operational and governance terms. This should include of both poverty and environment elements of UNDP, i.e. the role of UNDP and UNEP against the requirements set out in the PRODOC;
5. Review the degree to which PEI is integrated in UNEP and UNDP and delivers experiences, approaches, network and partners etc. to other UNEP and UNDP activities.

**Efficiency** - the cost-effectiveness of the transformation of inputs into outputs. This MTR should provide an analysis and recommendations on the use of available resources in terms of timeliness and quality delivery of services.

1. Assess the evolution, effectiveness and efficiency of the current M&E design for PEI, and identify any changes needed to ensure that the M&E system provides adequate measure of results, including performance and impact indicators.
2. Review the PEI country programmes' execution modalities, i.e. assess the management and institutional set-up (membership and profiles, cost-effectiveness, lead agency, national ownership including the role of the national management;
3. Identify the major factors that have facilitated or impeded the progress of the country PEI programme in achieving its desired results/objectives. This should also take into account the political and institutional country situation during programme implementation and related impacts;
4. UNDP and UNEP resource mobilization efforts to the PEI pooled fund, plus PEI country programme resource mobilisation efforts;

### **Preparing for impact and sustainability**

**Impact** - for the purpose of this review, impact represents changes in the degree to which pro-poor environmental sustainability is included and operationalised in national, sector and sub-national development plans and budgets, whether planned or unplanned, positive or negative, that the programme brings about. This MTR should provide recommendations on the likelihood that PEI outputs deliver the expected outcomes and impact in beneficiary countries as indicated in their respective country PRODOCs. Note: as the PEI is a partnership programme, with country programmes strongly embedded in existing government processes and agencies, impact should be assessed in such a partnership context, the policy and budgeting processes where all parties play key roles, rather than impact on enhanced environment and poverty conditions.

**Sustainability** – the MTR will comment on the likelihood that the outputs and outcomes that the PEI is producing and contributing to will bring about significant and durable change and will ensure that environment is embedded in institutional development planning processes used by different sectors of the government.

## **5 - Methodology or review approach**

The MTR will be a progress review, focusing on whether the UNDP-UNEP PEI outcomes are likely to be achieved. The independent review will take into account the changing global environmental and poverty debate as well as evolving international concerns and priorities. It must provide evidence-based information that is independent, credible, reliable and useful. It must be easily understood by the main stakeholders and applicable to the remaining period of PEI Scale-up joint PRODOC duration.

The evaluation will consist of three main phases in the course of which five methodological stages will be developed.

Three Main Phases of Development:	Five Methodological Stages:
Inception/ design	Structuring of the evaluation
Implementation	Data collection
Synthesis/reporting/dissemination phase	Analysis
	Judgements on findings
	Recommendations

The MTR should provide as much gender disaggregated data as possible. It will be carried out by the MTR team through the following elements:

- **Documentation review** (desk study): the list of relevant documents includes those listed under section 2, related reports and internal guidance documents. These and other relevant documents will be made available as indicated in section 7. The desk study should be complemented by a participatory approach including the full range of PEI Scale-up stakeholders and the following elements:
  - **Global and regional consultations:** headquarters and regional centres will be contacted by the evaluation team to interview UNDP and UNEP staff and to consult with selected staff of partner organizations and stakeholders operating at global and regional levels. These will include bilateral donors, plus international NGOs and institutions with overlapping interests, priorities and concerns such as the International Institute for Environment and Development (IIED) or the World Resources Institute (WRI).
  - **Country Field visits:** should be made to at least one country PEI programme per region (two in Africa and two in Asia-Pacific), i.e. a total of six countries. For this purpose the team will carry out substantive analyses of background documentation, plus interviews with key stakeholders focusing on country teams (key Government officials, UNDP CO, national project managers and coordinators, technical advisors) and relevant non-governmental actors and bilateral and multilateral donors. The team will also direct observations on a small sample of programme and project sites, in order to gather evidence to respond to the key evaluation questions.
  - **The main criteria for country selection** are to attain a regional balance and include a mix of country typologies -not only least-developed, but also middle income countries. Other important criteria include: i) country programme developed as part of the Scale-up, ii) enough progress made to provide valid data to the MTR, iii) cost-effectiveness of travel by the MTR team.
  - **Desk reviews**, including phone calls with Management and Senior Management from additional country offices and regional centres will be used in a number of the other PEI countries.
  - **Use of questionnaires or mini-surveys** as needed to complete and validate the information obtained through other sources to respond to the review questions.
- Indicators** for measuring achievement of the objectives are validated according to generally accepted criteria, such as SMART. Disaggregated data should be presented to clarify any differences between sexes and between different groups of poor people, included excluded groups.

Taking into account that the conceptual nature of the subject does not lend itself easily to quantitative analysis, the approach to the review will be further discussed, refined and finalised with the review team.

## **6 - Expected outputs and timeframe**

**The main output will be a final MTR report**, not exceeding 30 pages, excluding annexes. The final report will synthesize the evidence from all the components of this evaluation. The findings, conclusions and recommendations will be summarized in an Executive Summary.

Preparation: the review team will submit a technical and a financial proposal for the review, including in-country visits and interviews during the implementation of the MTR. This proposal should follow the methodology indicated above and include draft travel agendas and persons to be interviewed in each country. The proposal should detail costs and be presented to the PEF for review and approval.

There will also be reports from the 6 country studies that will not exceed 10 pages each, excluding annexes. The country reports will be summarized in an annex to the main report. The draft report will highlight recommendations to address issues identified. It will be presented to the PEF for comments by the end of March 2011.

Final report: based on feedback from the PEF and lead donors, the external review team will present a final report consistent with the objectives, scope and methodology of the review as set out above by the date agreed to with the PEF. The final report will be approved by the PEF and the findings will be presented to the main PEI stakeholders. The report will also be circulated to the participating UNDP and UNEP units and country offices, partner organizations and other key stakeholders.

The final report (maximum of 30 pages without annexes) should include:

- Executive summary (no longer than five pages summarizing findings, conclusions and recommendations)
- Introduction (including description of the review methodology)
- Findings and review outcomes following an analysis consistent with the above taking into account best practices and lessons learned, focusing on internal factors (strengths, weaknesses) affecting implementation and management arrangements of the programme, areas for corrective action, areas for potential success and external factors (opportunities, threats) affecting the implementation (i.e. such as Government commitment or political will)
- Conclusions
- Recommendations\*
- Annexes: TOR, field visits, people interviewed, documents reviewed, samples of questionnaires and tools used for the review, etc.

### **\*Recommendations:**

The report should provide detailed and operational recommendations, relevant within the UNDP and UNEP contexts, organised by target groups. These recommendations should be ranked and prioritised according to their relevance and importance to the purpose of the evaluation. Options to implement the recommendations with the indication of the respective limits and possible risks should be presented. Recommendations will in all cases need to be cross-referenced to the corresponding conclusions. Furthermore the evaluation team may select (and justify) the 3 most important recommendations that should be highlighted to PEF, RTs, country teams (including recipient governments), UNDP and UNEP management. Appropriate feedback mechanisms shall be provided so that all types of evaluation results are transmitted effectively to all persons responsible for decision-making.

**The other output will be a stakeholder validation/a review workshop** at which all team members and the full range of stakeholders discuss and agree on findings, conclusions and recommendations, including follow-up activities at the country level.

### **Timeframe:**

The proposed timeframe of the MTR will be 60 person days plus travel time over a maximum period of three months from mid February 2011, with the draft report being available for comments by the mid of April 2011. A schedule of activities which comprises a maximum of 35 effective working days for the Team Leader and, for the rest of the Team, 25 effective working days. A team comprised of one Team Leader plus 2 senior consultants undertaking 2 country field visits each would use 39 person days for the 6 countries: e.g. 3 working days preparation before field work, 3 days field visits per country plus 4 days after the mission to prepare the first draft. (Note: as indicated above the travel time to and from countries is not included and these calculations serve only as a base of example for the team to decide how to best allocate the total 60 person days).

## **7 - Profile of the MTR team and qualifications of the external consultants**

The MTR will be managed by the PEF in collaboration with lead donors, including the choice of evaluators. The PEF will have final responsibility for the selection of the external consulting firm. All external consultants will be hired in accordance with the UNDP rules and regulations. Its composition will be announced by the PEF to donors as soon as it is confirmed. The external review team will be responsible for the development, research, drafting and finalization of the MTR, in close consultation with the PEF.

Areas of expertise required for the external consultants include the following:

- Advanced technical knowledge and experience in development cooperation policy, and poverty-environment mainstreaming and linkages.
- Knowledge of the UN system and the 'Delivering as One'.
- Recent demonstrable knowledge of current evaluation theory and practice in field situations (results-based management evaluation methodologies) and several years of experience in evaluating poverty-environment-related development programmes and projects.
- Recent demonstrated experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Recent demonstrated experience applying UNDP's results-based evaluation policies and procedures and recent knowledge of UNDP and UNEP Monitoring and Evaluation Policy is an advantage.
- Demonstrable analytical skills.
- The team should demonstrate consideration for gender balance and include familiarity with the different regions.
- The team leader must have demonstrable strong management, negotiation and communication skills and expertise in the subject matter.
- Competence in Adaptive Management, as applied to natural resource management projects is an advantage.
- Excellent English communication skills. Knowledge of French, Spanish and Russian an advantage.

It is also worth taking the following into consideration:

- Reviewers are independent from the development intervention, including its policy, operations and management functions, as well as intended beneficiaries.
- Possible conflicts of interest are addressed openly and honestly.
- The MTR team is able to work freely and without interference, i.e. it is assured of co-operation and access to all relevant information.

### **Management Arrangements**

The MTR team will be responsible for the development, research, drafting and finalization of the MTR, in close consultation with the PEF. All team members will be responsible for drafting components of the report while the team leader will be responsible for drafting the integrated final report and executive summary, with the support of the PEF.

The PEF will be responsible for the overall direction of the MTR process. It will provide backstopping support and ensure coordination and liaison with all concerned UNDP and UNEP units and other key agencies; it will provide overall guidance, focused on ensuring delivery consistent with the MTR TORs.

In the case study countries and regions, the country teams and regional teams will support the MTR team in liaising with key partners and in discussions with the team, and make available to the team all relevant review material. They will also provide support on logistical issues and planning for the country visits by the evaluation team. In addition, each country team and regional team will appoint a focal point for the MTR that will assist in preparing relevant documents and setting up meetings with all relevant stakeholders in connection with the respective country missions.

The UNDP-UNEP PEI will meet all costs related to conducting this review and will manage its process, providing support and ensuring coordination and liaison with key development partners. The PEF, in collaboration with the MTR team leader, will be responsible for the presenting the MTR report to the PEI Joint Management Board and the Donor Steering Group during its Annual Meeting in 2011.