

**Terms of Reference
for a consultant to provide support to UNEP staff in project design**

1.5 months consultancy (carried out between 15 November 2009-15 February 2010)

UNEP is going into an intensive phase of project design over the latter half of 2009 to develop projects, based on an endorsement of concepts outlined in Programme Frameworks approved by UNEP's Programme Approval Group. 1 consultant will be hired to work with, and support staff members in UNEP from Paris, in improving the quality of project proposals. 2 consultants have already been hired to work from Nairobi Headquarters on similar tasks.

The consultant would review draft proposals developed in UNEP and work with the relevant person(s) to refine the proposals for submission to the UNEP Project Review Committee. The consultant would be responsible for working with UNEP staff to improve the technical quality of proposals, including the logical flow of the project, ensure that the project components are adequate in terms of dealing with on-the-ground realities, make the best use of partners in the implementation of the project, are adequately budgeted for, have a realistic workplan and ensure that the project proposals have adequate project management structures to ensure proper oversight of activities.

In addition, the consultant would liaise with relevant staff members writing project proposals to improve the adequacy of the information in the project on both partner and stakeholder involvement. Proposals would need to be clear on the roles and precise responsibilities of each entity involved. The clarity in indicators selected and methods for measuring project implementation progress will need to be reviewed and staff members assisting in improving their proposals in this area. Staff members would also need to be assisted to provide a solid risk assessment and management strategy to be integrated into their proposals. Projects would also need to more clearly explain the various dimensions of sustainability (financial, institutional, social and ecological) and staff members assisted in this regard to improve the sustainability of project outcomes and increase the opportunity for replication within the context of the project proposals.

In sum, proposals will be reviewed by UNEP's Project Review Committee to review the following criteria, which the consultant should keep in mind when assisting staff members in UNEP to improve the quality of UNEP project proposals:

- Technical quality of the project, feasibility and appropriateness of managing any foreseen project risks
- The coherence between the PAG approved programme framework and the content of projects
- Clarity of implementation arrangements in showing the distinct roles and responsibilities of, and budget allocation to, partners as well as to divisions and regional offices
- Internal cooperation agreements that show what each division and regional office is responsible for, including the milestones and progress reporting/monitoring roles¹
- Clarity on the engagement to be undertaken with stakeholders
- Utility of the monitoring plan in tracking progress in implementation against delivery by divisions and regional offices
- Cost effectiveness of proposed budgets, which may be assessed on the basis of comparisons with similar projects
- Utility of the project design in addressing the needs of countries where applicable, i.e. where applicable checking the relevance of projects to country needs with the regional offices
- Potential negative environmental and social impacts of projects

¹ Internal Cooperation Agreements are an instrument to clearly document roles and responsibilities of different divisions working together on a single project

- Gender responsiveness
- Sustainability potential and approach
- Replication potential, and implementation arrangements for promoting replicability
- In addition, in reviewing projects to be submitted for GEF financing, the PRC will pay special attention to ensuring complementarity between the GEF project and the related UNEP projects, taking into account the need for GEF projects to include a mechanism enable feedback between the two.

Duration:

1,5 months work spread over the period of 15 November-15 February 2010. Workload is expected to be significant in the first three weeks of the assignment.

Method of working:

Consultant will be working under the guidance of Quality Assurance Section (QAS) and coordinate with other consultant(s) who have been hired for the same purpose in order to work efficiently and provide consistent advices to UNEP project managers.

He/she would preferably meet Paris-based project managers to assist the project development, hence should be preferably based in Paris. He/she would work remotely through e-mail and telecommunication with UNEP project managers located away from Headquarters. Consultant is to cover communication costs within his/her consultant fee.

Please send your Cvs to Fanny Demassieux (fanny.demassieux@unep.org) by 6th November cob.