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| **TERMS OF REFERENCE for**  **International Consultant for Country Analysis and UNDAF Evaluation/CCA** | |
| **Project Name** | UN RCO |
| **Short title of Assignment** | International Consultant for UNDAF Evaluation and Country Analysis |
| **Contract Type** | Individual Contract |
| **Duty station** | Home-based with travel to Minsk, Republic of Belarus |
| **Duration of Contract** | 60 effective person days (May – December 2019) |
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| 1. ***BACKGROUND*** | |
| The Republic of Belarus (Belarus) is located in the Eastern part of Europe. The country is divided into six regions (oblasts): Brest, Homiel, Hrodna, Mahiliou, Minsk and Viciebsk. The capital city of Belarus is Minsk, the biggest political, economic, scientific and cultural centre of the country. The population of Minsk is 1 982 500 (2018) people. The territory of Belarus covers 207,595 square kilometres. The longest distance, 650 km, is from the West to the East, and 560 km from the North to the South. The population of Belarus is 9 478 200 people (July 2018).  Belarus remains an economy in transition, with structural characteristics inherited from the former Soviet bloc. Belarus adheres to the socially-oriented model of the market economy when selective state control over some spheres of economic activity is maintained: over 50% of people are employed by state-owned companies.  Belarus is an upper-middle income country. HDI value for 2017 is 0.808— which put the country in the very high human development category—positioning it at 53 out of 189 countries and territories. Between 1995 and 2017, Belarus’ HDI value increased from 0.657 to 0.808, an increase of 22.9 percent. Between 1990 and 2017, Belarus’ life expectancy at birth increased by 2.5 years, mean years of schooling increased by 3.8 years and expected years of schooling increased by 2.6 years. Belarus’ GNI per capita increased by about 93.7 percent between 1990 and 2017.  For its efforts from 2000 to 2015, Belarus has been acknowledged as a regional leader in the implementation of the Millennium Development Goals (MDGs). Belarus fully implemented the MDG 1 target to reduce, by more than three times, the share of population living below the national poverty line by 2009: in 2000, over 40% of the population were living below the poverty line, while in 2009, the share of individuals dropped to 5.4%. Despite specific challenges, including the substantial impact of the Chernobyl nuclear disaster in 1986 and its aftermath effects, the country has continually invested in a relatively effective and well managed education, health, and other social service infrastructure and enjoyed almost full employment. This has paid off in levels of education, labour market skills and gender equality that compare favourably with many neighbouring countries.  With such successes to build on, Belarus has taken important steps to prepare for the implementation of the Sustainable Development Goals (SDGs). These include: 1) the establishment of a high level, cross-ministerial institutional coordination mechanism led by an SDG Coordinator reporting to the President, and involving consultation with representatives of civil society, parliament and private sector; 2) presentation of the Voluntary National Review report at the High Level Political Forum; 3) organization of a parliamentary hearing on the SDGs which resulted in the issuance of a comprehensive Declaration; and 5) widescale public awareness raising and communication campaigns, conducted with the support of the United Nations, which have ensured a high level of awareness of the SDGs among regional and local government, civil society, private sector and the public.  The Republic of Belarus is also embarking on a review of its Development Strategy 2030 to formulate a new Sustainable Development Strategy 2035. The concept of the abovementioned new Strategy was developed in the end of 2018, the Strategy itself is expected to be drafted by the end of 2019. This process, and the steps taken by the country to date, provide a strong foundation for the Republic of Belarus to move forward with the SDG Roadmap, which was developed based on the findings of a ‘Mainstreaming, Acceleration and Policy Support’ (MAPS) mission which took place on 27 November – 5 December 2017 and was undertaken by the United Nations in cooperation with the Government of Belarus. The Mission members included experts of UNDP, UNICEF, UN Department of Economic and Social Affairs (DESA), UNFPA, ILO, WHO, and World Bank, who met with government officials, national experts, representatives of think tanks and the CSO community as well as international partner institutions present in Belarus to analyze the sustainable development achievements and long-term priorities in the country.  The MAPS mission identified ‘accelerator’ platforms that contain directions which, if implemented, can help drive progress in or remove bottlenecks to development results in order to deliver transformative benefits across multiple SDGs. These platforms are:  1. Green transition for inclusive and sustainable growth;  2. Future generation orientation: adolescence and youth;  3. Digital transformation and social innovation;  4. Gender equitable society.  The concept of “platforms” goes in line with the partnership aspect of Agenda 2030 and Sustainable Development Goal 17 which calls for collaboration, partnerships and commitments by all actors, recognizing the critical role of role of state actors and embracing contributions and participation of business, media, civil society organizations, international partners and the people of Belarus as agents of development and progress. The accelerator platforms are designed to be mutually reinforcing and have points of close intersection.  The United Nations Development Assistance Framework (UNDAF) for the Republic of Belarus for 2016-2020 is the second joint strategy of the UN agencies working in Belarus. The UNDAF has been prepared by the United Nations Country Team in Belarus in consultation with the Government of the Republic of Belarus, civil society, the private sector, vulnerable groups, and national and international partners, with the aim of promoting and protecting human rights and improving the lives of the people of Belarus. The UNDAF focuses on four strategic areas of response, which are in line with the mandate of the UN, its comparative advantages and key national priorities outlined in the National Strategy for Sustainable Socio-Economic Development in the Republic of Belarus until 2030 (NSSSED-2030). The current strategic areas set the main direction and scope of action of the UN’s development assistance to Belarus in cooperation with the Government including:   * Inclusive, Responsive and Accountable Governance; * Sustainable Economic Development; * Environmental Protection and Sustainable Environmental Management Based on the Principles of Green Economy; * Sustainable Development of Human Capital: Health, Education, Social Inclusion and Protection, Comprehensive Post-Chernobyl Development.   The UNDAF 2016-2020 is implemented through joint UNCT work plans, the country cooperation frameworks and country programmes of individual UN agencies, as agreed upon with the Government and within the UNDAF context. Progress in implementing the UNDAF 2016-2020 is assessed using the Monitoring and Evaluation (M&E) Framework, Annual Review Meetings and a final UNDAF evaluation in 2019. Achievements, lessons learned, best practices and encountered constraints will be publicly disseminated to inform the design of further programming documents and activities.  The estimated financial resources required by the United Nations system in Belarus to achieve the UNDAF outcomes were USD 111,328,000 for 2016-2020, of which USD 38,964,992 were available to the agencies and USD 72,363,008 needed to be mobilized during the programming cycle.   1. ***UNDAF COUNTRY ANALYSIS AND EVALUATION CONTEXT***   The current UNDAF is in its penultimate year of implementation. For this reason, the Government and UN system in Belarus are engaging in preparations for the new UNDAF. The current National Sustainable Development Strategy for Belarus covers the period until 2030. The Government is reviewing the current National Sustainable Development Strategy in order to put it in line with the Sustainable Development Goals. Currently the Government is working on the detailed road map to determine the steps of the national SDGs adaptation process. The Government has formally requested UN to provide technical support during SDGs planning, adaptation, implementation and monitoring.  The UNCT seeks the combined consultancy services to undertake Country Analysis (CCA), including a desk review, consultations, meetings with stakeholders, etc., and light UNDAF evaluation, which will use standard OECD/DAC criteria (relevance, effectiveness, efficiency, impact and sustainability of results) as well as the key issues of design, focus and comparative advantage of the UN system, as basis for its objectives and key questions. Its major focus is on policy and strategy coherence, donor co-ordination, development effectiveness and organizational efficiency. In addition, the UNDAF evaluation will address how the intervention sought to mainstream the five UNDAF programming principles: Human Rights Based Approach, Gender Mainstreaming, Environmental Sustainability, Result-Based Management, and Capacity Development. Human rights and gender equality assessments will be mainstreamed throughout all aspects of UNDAF evaluation.   1. ***PURPOSE, OBJECTIVES AND SCOPE***   The process of UNDAF 2021-2025 roll out will entail two key steps:   * The evaluation of the current UNDAF 2016-2020 and a CCA - complementary UN-supported analytical work, with a focus on gaps in the existing analysis. * Formulation of the UNDAF 2021-2025 with a Strategic Prioritization Retreat.   In compliance with the QCPR and UNDAF guideline requirements, the UN Country Team will conduct UNDAF evaluation, which is critical to enhancing the UN’s accountability. The UNDAF evaluation process will be light, to the extent possible, and the lessons learned generated through UNDAF evaluation will inform both the substantive content of the new programming framework, and processes of engagement and consultation with national partners and stakeholders. The evaluation process will follow an inclusive approach, involving a broad range of stakeholders and partners. The process will include stakeholder mapping in order to identify various stakeholders and partners including those who do not work directly with the UNCT yet play a key role in the national context. These stakeholders may include representatives from the Government, civil society organizations, the private sector, other multilateral organizations, bilateral donors, etc. It is essential for evaluation to be credible, independent, impartial, transparent and useful. The evaluation will help assess progress of the current programme and understand how effective UN efforts have been and to inform the design of the next programme of cooperation for the period 2021-2025.  UNDAF evaluation will pursue the following purposes:   * To support greater learning about what works, what doesn’t and why in the context of an UNDAF. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations coordination at the country level. * To support greater accountability of the UNCT to UNDAF stakeholders. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and partners, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.   The objectives of the evaluation are:   * To assess the contribution made by the UNCT in the framework of the UNDAF to national development results through making judgements using evaluation criteria based on evidence (accountability). * To identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning). * To reach conclusions concerning the UN’s contribution across the scope being examined. * To provide actionable recommendations for improving the UNCT's contribution, especially for incorporation into the new UNDAF (2021-2025). These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation.   The UNCT and RC in Belarus will conduct a Common Country Analysis (CCA) in May – August 2019. CCA is the UN system’s independent, impartial and collective flagship product focusing on the opportunities and challenges in achieving the 2030 Agenda and the promise to leave no one behind. It sets a baseline and direction for a strategic, human rights-based and risk-informed UNDAF. The CCA is to be made on the basis of the updated Companion guidance on the CCA, which reflects the new elements for the next generation CCA, providing existing analytical tools and practical tips for UNCTs to operationalize at country level.  The most recent amendments in the CCA process requirements include transformation of the CCA into an ongoing function rather than a one-time exercise initiated at the start of the UNDAF process. CCA should reflect the range of challenges along the humanitarian-development-peace nexus, grounded in human rights and other international norms and standards, that prevent a country from advancing on the SDGs. Besides CCA has to integrate regional and transboundary perspectives, incorporating the UN’s periodic analysis at regional level.  The overall objectives of the Common Country Assessment are (i) to support and strengthen national analytical processes and products, and (ii) to identify the comparative advantages, key priorities, entry points and opportunities for UN system’ normative and programmatic activities. The CCA is guided by the basic elements and principles of the UN (human rights-based approach, gender equality, environmental sustainability, results-based management and capacity development) and it will complement the national development framework by generating consensus about priority and emerging challenges/problems and their causes, and the capacity development needs at all levels to generate action and traction by the UN system in Belarus. The end product is an analytical document that will contribute to Belarus’s general development discourse.  The specific objective of the CCA process is to enable all partners to achieve a deeper knowledge of the key development challenges Belarus is facing, based on a shared in-depth understanding of the country’s development situation, focusing on the commitments, goals and targets to which the country has committed.  The Country Analysis process will result in:   * Strategic analysis which will identify the underlying and root causes of the existing and emerging development challenges and their effects on the population, particularly on children, adolescents and youth, women, persons with disabilities, displaced persons, people living with HIV/AIDS, migrants, etc.; * The identification of capacity gaps of rights holders and duty bearers to make claims and meet obligations; * Assessment of capacity assets and gaps at different levels (enabling environment, organization and individual), including identification of capacity needs of key actors (duty-bearers and rights-holders) throughout 3 (three) pillars of the current UNDAF; * An analysis of opportunities for (and obstacles to) free, active and meaningful participation in national governance and development processes and outcomes; * Brief overview of progress with and lessons learned from the current UNDAF (2021-2025); * A substantive contribution to the next UNDAF and recommendations for strategic priorities for the next UNDAF, including reflection of national priorities, internationally agreed development goals and treaty obligations, taking account the SDG agenda. | |
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| **SCOPE OF WORK**   1. **UNDAF EVALUATION**   **The scope** of the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNDAF itself. The UNDAF will be evaluated against the strategic intent laid out in the UNDAF document and specifically its contribution to the national development results included in the UNDAF results framework. The light UNDAF evaluation process will be based on desk review of the reports, conducted surveys, mid-term progress reviews, and assessment reports relating to UNDAF evaluation.  **Purpose of the evaluation:**   * Assess the role and relevance of the UNDAF in relation to the issues and their underlying causes and challenges identified by the CCA and in the context of national policies and strategies; and as a reflection of the internationally agreed goals and international norms and standards guiding the work of the agencies of the UN system and adopted by the UN member states. * Assess the design and focus of the UNDAF, i.e. the quality of the formulation of results at different levels, the result chain. * Assess the validity of the collective comparative advantages of the UN System. * Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes, including an assessment of the performance of its Joint Programmes.   Analyze to what extent results achieved and strategies used by the UNDAF are sustainable as a contribution to national development and in terms of the added value of UNDAF for cooperation among individual UN agencies.  **Evaluation criteria**: The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria to be used across UNDAF evaluation:   * **Relevance**. The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country’s international and regional commitments, including on human rights (Core human rights treaties, including CEDAW, CPRD, CRC, ICCPR, ICESCR, ICERD, ICRMW etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country. * **Effectiveness**. The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed. * **Efficiency**. The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.). * **Sustainability**. The extent to which the benefits from a development intervention are likely to continue after the current UNDAF will have been completed.   **Evaluation Methodology**. The methodology for the independent evaluation will follow the United Nations Evaluation Group Guidelines and include:   * Desk review of documentation; * Semi-structured interviews with key UN staff and government counterparts, CSOs and beneficiaries; * Drafting of preliminary findings, based on desk review and interviews with UN staff and national partners; * Possible visiting project sites; * Presentation of findings to the national partners; and * Finalization of the draft report based upon feedback received during the debriefing session with UNCT personnel and government/CSO representatives.   **Data collection methods:** The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:   * Collection of reference materials: The Consultant is responsible for reviewing the reference documents, reports and any other data and information provided by the UNCT. * review focusing on UNDAF planning documents, UNDAF mid-term review and mid-term progress reviews undertaken by UN agencies, annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments. * Reviewing the inputs from key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners. * Questionnaires with the UN Theme Groups and UN Task Forces, participants in development programmes, UNCT members, and/or surveys and questionnaires involving other stakeholders.   Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The evaluation process should consider gender sensitivity and data should be disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually-relevant markers of equity.  **Validation**: The UNDAF evaluation will use a variety of validation methods to ensure that the data and information used and conclusions made carry the necessary depth. Triangulation of information sources and findings improved validity, quality and use of evaluation.  The key audiences for the evaluation will include not only the different evaluation stakeholders, but also wider audiences. Once the evaluation report is completed and validated, it will be made publicly available. The UNCT will endorse a management response to the evaluation recommendations. This includes committing follow-up actions to the recommendations as well as establishing responsibilities for the follow-up. The lessons learned from UNDAF evaluation will be extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels; they will be applied in the design of the following UNDAF cycle and will be shared with UN DCO for consideration and further sharing publicly and within the UN system as appropriate.  **Overall structure of the UNDAF Evaluation Report:**  The final UNDAF Evaluation Report will be structured as follows, taking into account the scope and focus of the evaluation process:   * **Executive Summary** * **Chapter 1:** Introduction (objectives, scope and methodology, limitations) * **Chapter 2:** National development context * **Chapter 3:** Evaluation Findings (corresponding to the UNDAF outcomes with each analyzed by evaluation criteria) * **Chapter 4**: Conclusions and Recommendations   The final report will be kept short (max 25-30, excluding annexes). More detailed information on the context, the programme or the comprehensive aspects of the methodology and of the analysis will be placed in the annexes. The report will be prepared in accordance with UNEG guidance.   1. **COMMON COUNTRY ANALYSIS**   The scope of work for Country Analysis will involve an independent review and assessment of the development situation in the country; a comprehensive desk review (synthesis and data analysis) of existing national, UN, WB, EU, and other donors’ and international development partners’ reports, studies, surveys and evaluations; meetings and interviews with selected UNCT members and partners, if needed; and development of a report for UNCT’s review. The consultant shall incorporate UN Peer Support Group comments and suggestions and comments into the final draft CCA.  The consultant will also facilitate a presentation for the UNCT and Government on the main components of the CCA and UNDAF evaluation.  The consultant is expected to be thoroughly familiar with the context of UN Delivering as One (DaO) model of work of the United Nations in the country and Sustainable Development Goals Agenda.  The gaps identified during this process, combined with the lessons learned from the current UNDAF (2016-2020), will inform the UNDAF formulation and will be integrated into the next UNDAF (2021-2025) as areas for analytical work and advocacy with a view to influencing the policy framework. This process will allow the UNCT to form a common assessment of human rights and development challenges, identify a limited number of priority problems/areas where programme cooperation can produce the greatest results, and recommend priority intervention areas for analysis, advocacy and policy dialogue.  The CCA is a joint document which is relevant as the analytical review of key priorities of the country, contributing not only to the UNDAF development but also country programmes of UN agencies including UNICEF. UNICEF is currently designing its plans for the next five-year programme cycle (2021-2025). Under UNICEF provisions, the country office is usually required to conduct a situation analysis within the country programme development. In the interest to create synergy and avoid duplication, UNICEF is actively contributing to the CCA which serves as the analytical document for the new programme planning. To comply with quality assurance of UNICEF’s analytical products including Situation Analysis, UNICEF will support a portion of the consultancy (10 consultancy days) to enable a ‘mini-situation analysis and inception report to be conducted. The results of this ‘mini-situation analysis’ will provide the grounds and inputs on children, adolescents and youth within the components of the CCA.  **Structure and content of the Common Country Analysis (CCA) document:**  The CCA document will present key issues to be addressed in the UNDAF formulation process, and will contain an executive summary with a synthesis of the major findings of the analysis, followed by, at least, three sections (as described below):  **Section 1: Executive Summary:** main development factors and issues identified, and list of major recommendations for UNCT consideration.  **Section 2: Introduction:**  The introduction should be brief, explaining the preparation process and scope of the CA and how the CA will add value to the development framework formulation. Introduction should also include but not limited to an overview of demography, socio-economic and political context, poverty/child poverty, social and cultural norms, legislation/discrimination, fiscal trends and public expenditures.  **Section 3: The Analysis:**    This section contains a focused analysis of the national development situation and priority areas for UN interventions taking into account comparative advantages of the UN system and stakeholders’ analysis. Major problems or challenges are analysed to identify immediate, underlying and structural causes of shortfalls and inequities, trends, disparities and the most affected population groups. It will highlight progress made towards national priorities, with a clear focus on the SDGs and other internationally agreed development goals and treaty obligations. It will use Human Rights Based Approach (HRBA) and mainstream gender equality concerns.  The following questions have to be answered based on a desk review of available evidence:   1. What are the trends and shape of the population living in rural and urban areas, in particular the population of children and young people, and the impacts these may have in the foreseeable future? 2. Who are the groups left behind facing vulnerability, exclusion and marginalization, and what is their situation? Are non-nationals, such as refugees and migrants, included? 3. What is the context in which resources are distributed in the country, including the governance structure and the degree and type of decentralization? How these impact human rights and well-being and how inclusion of vulnerable populations, including vulnerable younger generations, can be taken to scale? 4. What are the patterns of discrimination and inequalities, including horizontal inequalities between ethnic and other groups? 5. What are the key contextual risks and challenges that need to be considered and managed to ensure sustainable development? What are the opportunities to accelerate progress? 6. What is the gender equality situation in the country, and what are its immediate, underlying and structural causes to accelerated progress? Are there gender-related barriers with regard to demand and supply of services, the socio-cultural environment, and prevailing legislative and policy frameworks? 7. Are there early warning signs of potential socio-economic risks and development problems? 8. What are the underlying root causes of multidimensional poverty, inequalities, and discrimination? What are the structural and immediate causes? Which groups suffer disproportionately from poverty and experience deprivations across many dimensions? 9. What are the data gaps at the country level that prevent understanding of the situation of vulnerable groups? 10. How do various stakeholders and vulnerable groups, including children and young people, have a voice in pursuing the objectives of the 2030 Agenda? 11. What are knowledge, attitudes and practices that prevent the progressive realization of child rights? 12. Are there mechanisms and initiatives both at national and regional level to promote accountability that allow partners to know if goals have been achieved and demand action if progress is not being made? 13. What is the commitment of the country towards global, regional and multilateral agreements (including trade) and bilateral arenas (particularly with neighbouring countries)? 14. How is the country performing relative to national obligations under international treaties and agreed international norms and standards, observations and recommendations from UN human rights mechanisms?   **Section 4: Lessons learned from the current UNDAF:** this section should cover succinct analysis of relevance of the current UNDAF towards Government priorities; main achievements, challenges and obstacles of the UNDAF process; effectiveness of the current M&E system; and improvements to be considered for the next UNDAF, taking into consideration the findings of an independent evaluation of the UNDAF 2016-2020.  **Section 5: Recommendations for the new UNDAF 2021-2025. Priority development problems and their common root causes**.    The final section will identify the priority development problems and recommendations for the new UNDAF. Prioritization will guide where the UNCT can bring its comparative advantages to bear to make the biggest difference over the next five years, including: i) The magnitude of the problem and the level of national commitment; ii) Problems with common underlying root causes where programmatic responses may yield multiple impacts; iii) Whether the UNCT has the comparative advantages to help the country address the problem; iv) Sufficient human resources and funds that are available, or might reasonably be mobilized; and v) The potential for alignment with key actors within government and civil society, who have decision-making power or who can influence national priorities and support the UNCT’s concerted action.  **EVALUATION AND ANALYSIS MANAGEMENT STRUCTURE**  The UNDAF evaluation and country analysis consultant will work within the following structure.  The international consultant will lead the team of one national consultant.  Direct supervision to the team of consultants will be provided by the UN Resident Coordinator and UN Coordination Analyst. The close day-to-day work and technical coordination is done through M&E Group, which is composed of the UN agencies representatives. In addition, the consultations on evaluation are made with UNDAF M&E group. The M&E Group will provide quality assurance of country analysis and evaluation and guides UNCT on UNDAF processes.  The UNCT will provide overall guidance to UNDAF processes and will prepare an agreed management response to the evaluation within two months of receiving the final evaluation report (as per UNDAF management response guidance).  **PROCESS AND TENTATIVE TIMEFRAME**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Phase I – Preparation** | **Responsible parties** |  | **Timeframe** |  | |  | Lead | Other | Begin | End | | Identification and contracting the consultants. Once UNCT discusses the options on the best qualified candidates and UNRC approves the recommendation, the RC Office makes arrangements to commission a contract by UNDP Procurement Unit, in compliance with the procedures and requirements. | UNCT/RCO | UNDP Procurement unit | 15-Apr | 15-May | | **Phase II - Conducting Country Analysis (CA)** | **Responsible parties** |  | **Timeframe** |  | |  | **Lead** | **Other** | **Begin** | **End** | | Desk review of the relevant documents to be provided by the M&E Group, UN agencies, both resident and non-resident, and RC Office. | Consultants | UNCT, M&E Group | 1 June | 15 June | | The consultants draft the Inception Report  (including both for UNICEF “mini-situation analysis’ & CCA analysis) | Consultants | RCO, M&E Group | 15 June | 20 June | | The consultants contact national partners, UN agencies, donor organizations to collect additional analytics and information if needed. | Consultants | RCO, M&E Group | 20 June | 1 July | | The consultants draft the UNICEF ‘mini-situation analysis’ | Consultants | UNICEF  M&E Group | 1 July | 10 July | | The consultants draft the Country Analysis. | Consultants | RCO, M&E Group | 10 July | 15 August | | UNCT will provide feedback on the analysis within 5 working days. PSG provides feedback within max. 10 days. | UNCT/PSG | RCO, M&E Group | 15 August | 25 August | | The Consultants incorporate the PSG’s recommendations | Consultants | RCO, M&E Group | 25 August | 31 August | | Final Country Analysis Report: Consultants submit a final report, based on the comments/suggestions to be provided by UNCT and PSG. | Consultants | RCO/ M&E Group | 31 August | 31 August | | **PHASE III - Conducting UNDAF evaluation** | **Responsible parties** |  | **Timeframe** |  | |  | Lead | Other | Begin | End | | Briefing of the UNDAF Evaluation Consultant and development of evaluation work plan: UN agencies provide access to all relevant documentation (including programme documents, reports, reviews, list of key stakeholders, etc.) to the Consultants. In consultation with the M&E Group and RCO, the lead Consultant prepares a detailed work plan. | RCO/ M&E Group | UNCT/ M&E group | 15-July | 20- July | | Desk review and drafting the report: The Consultant will review materials provided by UN agencies, findings of the UNDAF MTR Report, evaluations, progress reviews to be shared by UN agencies, the recommendations from the UPR, CEDAW, CRC and other treaties’, other analytical reports. UNCT, M&E Group and RCO will facilitate access to information and provide all necessary support. | Consultants | M&E Group /RCO | August | September | | Meet with national partners and UN agencies to collect any additional information needed. | RCO, Consultants | M&E Group | September | September | | Provide a draft report with preliminary findings to the UNCT, for the feedback. Brief the UNCT on the findings of the UNDAF evaluation and country analysis reports. | Consultants | M&E Group | 30 September | 4 October | | UNCT will provide feedback within 5 working days | Consultants, M&E Group | UNCT | 7 October | 11 October | | Final UNDAF Evaluation Report: Consultants submit a final report, based on the comments/suggestions to be provided by UNCT. | Consultants | RCO/ M&E Group | 14 October | 30 October | | **Phase IV – Follow-up** | **Responsible** |  | **Timeframe** |  | | Evaluation Report. The report is disseminated broadly to internal and external stakeholders and shared with UN DCO for posting on the UNDG website. | RCO | UNCT/ M&E Group | 1 November | 15 November | | Lessons learned from evaluation are extracted and disseminated in order to contribute to strategic planning, learning, advocacy and decision-making at all levels. | M&E Group | UNCT/ RCO | November | December | | Country Analysis. The results of country analysis are used during the UNDAF formulation process and strategic prioritization retreat. | RCO | UNCT/ M&E Group | September | December | | |
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| **FINAL DELIVERABLES** | |
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| **QUALIFICATION REQUIREMENTS** | |
| * Master’s degree in social/political sciences/ development; * 10 years of experience in evaluating development programmes/projects or conducting country level analysis/ strategic country level reports; * Experience with CCA development and UNDAF evaluations/development/reviews (at least 2 CCAs or evaluations/development/reviews); * Knowledge of UNDAF evaluation and/or CCA development guidelines; * Knowledge of UN Human Rights Based Approach to Programming (HRBAP) and RBM tools (at least 1 tool); * Experience in facilitating multi-stakeholder workshops and meetings (at least 2 workshop/meetings facilitated) * Excellent written and spoken English. Knowledge of Russian is an asset. | |
| **TRAVEL REQUIREMENTS**  Duty Station: Home-based with 1 travel to Minsk, Republic of Belarus, for 7 days.  All envisaged travel costs must be included in the financial proposal. This includes all travel to duty station. UNDP should not accept travel costs exceeding those of an economy class ticket and daily allowance exceeding UNDP rates. Should the IC wish to travel on a higher class he/she should do so using their own resources.  In the case of additional and unforeseeable travel, payments of travel costs including tickets, lodging and terminal expenses should be agreed upon, between respective business unit and the Individual Consultant, prior to travel and will be reimbursed.  **SCOPE OF PRICE PROPOSAL**  **Contracts based on installments**  Preferred Currency of Offer: United States Dollars (US$)  The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days). | |