



TERMS OF REFERENCE	
Position title:	Consultant for the Project Final Evaluation
Position type:	Local Consultant, IC/National
Office/Project:	UNDP project “Assisting the Government of the Republic of Belarus in Accession to the World Trade Organization through Strengthening National Institutional Capacity and Expertise (Phase 5)”
Conditions of work:	Home-based, Republic of Belarus
Duration of contract:	April 8, 2022 – June 15, 2022 (approximately 40 working days)
Requirement for travel:	No travel will be required for this assignment.
Conditions of payment:	The candidate should not have restrictions on part-time work. Fixed remuneration, lump sum (100% after completion of Deliverables by the Consultant and approval of work by the direct supervisor). The consultant is responsible for the timely and comprehensive performance.
Qualifications:	<ul style="list-style-type: none"> • University degree in social sciences, economics, public administration or related fields. • Previous experience engaging with government, international organization, NGO within the area of monitoring, evaluation, learning or knowledge management confirmed by CV. • Experience in UNDP mandate or procedures confirmed by CV would be an advantage. • Practical experience (within last five years) in mid-term or final evaluation of at least three international and/or regional projects confirmed by CV.
Competencies:	<ul style="list-style-type: none"> • Working level of English, confirmed by relevant diploma, certificates or other relevant documents. • Solid knowledge about best practices and international policies, project cycle, monitoring and evaluation. • Knowledge of human rights-based approach, gender-responsive methodologies and tools.
Direct supervisor:	<p>Programme Analyst, UNDP Country Office in Minsk.</p> <p>Throughout the assignment the Consultant will work in close collaboration with the UNDP Country Office in Minsk.</p>

1. Background and context.

1.1. Project background information

Accession of the Republic of Belarus to the World Trade Organization is an important priority of the national trade policy. The accession will contribute to Belarus' integration in international trade flows, improve the regulatory environment for the Belarusian export of goods and services to the markets of WTO members, attract FDI to the national economy.

WTO accession requires a candidate country to adjust the national legislation and comply with several systemic rules bidding for all member states. Conformity of the national legislation with WTO systemic rules is reviewed through multilateral meetings of the Working Party on the Accession of Belarus to WTO ("Working Party"). Based on the Working Party's meeting findings, WTO Members may decide to move to the next round of negotiations. It depends on the progress of the acceding country's efforts in aligning the national legislation with WTO systemic rules. The Working Party on the Accession of Belarus to WTO comprises 47 countries.

In partnership with the Ministry of Foreign Affairs of the Republic of Belarus (MFA), UNDP has been implementing the multistage "Assisting the Government of the Republic of Belarus in Accession to the World Trade Organization through Strengthening National Institutional Capacity and Expertise" project since 2008. The project has been dealing with the analysis of the national legislation for compliance with the WTO norms and agreements, raising awareness and capacity building of the government bodies, businesses community, and the general public about WTO accession.

The Republic of Belarus has entered the final stage of the negotiations and formulated commitments requisite for WTO accession. Effective joint work of the MFA and UNDP under Phase 4 of the Project has contributed to considerable intensification of Belarus' accession to WTO. In 2017 – 2020, five Working Party meetings were held. The last took place on July 11, 2019. Currently, bilateral negotiations on market access with 22 WTO Members have been completed. The latest protocols were signed with Switzerland and Australia. Negotiations are ongoing with seven other WTO Members: Brazil, Costa Rica, Canada, New Zealand, Ukraine, EU, USA. At the same time, all official negotiations with Brazil have been completed, and a protocol is expected to be signed soon. The main negotiations with Costa Rica have been completed. Technical details are being finalized in the working order. There are also pending agriculture-related issues with Canada and New Zealand. Negotiations on goods have been completed with Ukraine, negotiations on services are underway. Negotiations on goods with the EU have also been completed, and negotiations on services are in progress. The United States confirmed its readiness to complete negotiations on services; negotiations on goods are in progress.

Phase 5 of the Project has been building on the previous knowledge and results and focused on technical and expert support for Belarus negotiating team under the MFA leadership, awareness-raising and capacity building of local authorities and business communities, launching National WTO Information Center, strengthening national expertise.

1.2. Project overview

Project/outcome information	
Project/outcome	Assisting the Government of the Republic of Belarus in Accession to the World Trade Organization through Strengthening National Institutional Capacity and Expertise
Atlas ID	00093349 (Phase 4) 00109228 (Phase 5)

Corporate outcome and output	UNDAF Outcome: Outcome 2.1: By 2020, the economy's competitiveness will have been improved through structural reforms, accelerated development of the private sector and integration in the world economy. CPD Outputs: Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.	
Country	Republic of Belarus	
Region	RBEC	
Date project document signed	25.12.2014	
Project dates	Start	Planned end
	01.01.2014	30.06.2022
Project budget	589,680 USD (Phase 4) 742,503 USD (Phase 5)	
Funding source	Trust Fund Russia UNDP	
Implementing party	Ministry of Foreign Affairs of the Republic of Belarus	

Phase 4 of the project was aimed at preparing analytical reviews concerning compliance of the Belarusian legislation with the norms of the WTO basic agreements and prospects of its improvement, training of national experts in the area of Belarus' integration into the world trade system, raising public awareness about benefits and impact of WTO accession.

The objective of the Phase 5 of the Project is to assist the Government of the Republic of Belarus in accession to the World Trade Organization through strengthening national (public) institutional capacity and raising public awareness about Belarus' WTO accession process and impacts through the operational support of the negotiation process on Belarus' accession to WTO, finalization of national capacity building for preparation of the country for subsequent membership in WTO, raising awareness of business community about the rules of work in the context of Belarus' membership in WTO.

The main achievements and results:

Over the period of implementation, the project made a contribution to the advancement of Belarus towards membership in the WTO and provided assistance to the Government of the Republic of Belarus in joining the WTO by strengthening the expertise of national (state) institutions, as well as raising public and business community awareness of the process and consequences of accession to the WTO.

The analysis of more than 2,000 national regulatory legal acts, acts of the Customs Union and the Common Economic Space on systemic issues for compliance with the WTO standards was carried out and recommendations were proposed for more than 600 legal acts of the Republic of Belarus to bring them in line with the WTO standards.

More than 300 normative legal acts of the Republic of Belarus and other documents required for the negotiation process were promptly translated into English.

The participation of about 100 representatives of the national negotiating team in 40 rounds of bilateral negotiations with the member states of the Working Group on Belarus' accession to the WTO supported.

More than 300 representatives of the national negotiating team improved their qualifications on a wide range of issues related to the country's accession to the WTO.

More than 3,500 people, members of the Interdepartmental Commission on the Accession of the Republic of Belarus to the WTO and other interested parties, have increased their competence on various aspects of the country's accession to the WTO within the framework of 30 project seminars.

More than 60 teachers who train in the Republic of Belarus on WTO issues improved their qualifications within 7 international specialized programs under the project.

To raise public awareness of the WTO accession process, 10 specialized publications have been prepared.

More than 3,000 representatives of the Belarusian business community took part in 24 regional round tables on Belarus' accession to the WTO within the framework of the information campaign of the project "WTO Weeks in the Republic of Belarus".

So far, thanks to the project's activities, more than 10,000 people have increased their knowledge of Belarus' accession to the WTO.

More detailed project documentation (project documents, concept notes, reports, etc.) will be provided to the successful candidate before the evaluation.

2. Evaluation purpose, scope and objectives

This Final Evaluation is initiated by UNDP Country Office in Belarus in order to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Respective activity is included in the Project Evaluation Plan, Evaluation Title - Final project evaluation, as well as in the office Evaluation Plan 2021-2025.

Target audience: the government bodies and organizations responsible for the WTO accession process including UNDP Belarus, Ministry of Foreign Affairs of the Republic of Belarus, local authorities, universities and research institutions, business associations.

The evaluation shall cover the following project aspects:

Project Concept and Design: The Consultant will review the problem addressed by the project and the project strategy, encompassing an assessment of the appropriateness and relevance of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The executing modality and managerial arrangements should also be assessed.

Project Implementation: The evaluation will assess the implementation of the project in terms of quality and timeliness of inputs and efficiency and effectiveness of activities carried out. In particular, the evaluation is to assess the Project team's use of adaptive management in project implementation.

Project outputs, outcomes and impact: The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation should also assess the extent to which the implementation of the project had been inclusive of relevant stakeholders and to which it had been able to create collaboration between different partners. The evaluation will also examine if the project had significant unexpected effects, either of beneficial or detrimental character. The Consultant will assess the achievement of indicators and review the work plans of the project.

The evaluation should also address whether the project strengthened the application of the rights-based approach and mainstreamed gender in development efforts.

3. Evaluation criteria and key questions

Evaluation criteria and key guiding questions:

- Relevance
- Effectiveness
- Efficiency
- Sustainability
- Human rights
- Gender equality

Specific evaluation questions will be formulated based on the features mentioned below as part of inception report.

Relevance:

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?

- To what extent does the project contribute to the theory of change for the relevant country programme outcome?

- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?

- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

- To what extent were lessons learned from other relevant projects considered in the project's design?

- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Progress towards results should be based on a comparison of indicators before and after (so far) the project intervention to the baseline ones.

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?

- To what extent were the project outputs achieved?

- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?

- To what extent has the UNDP partnership strategy been appropriate and effective?

- What factors contributed to effectiveness or ineffectiveness?

- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?

- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- Are the projects objectives and outputs clear, practical and feasible within its frame?
- To what extent have stakeholders been involved in project implementation?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- How and why outcomes (listed as outputs in the project document) and strategies contribute to the achievement of the expected results?
- Has the project been effectively undertaking adaptive management in order to respond to changing conditions?
- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

Sustainability

The extent to which the net benefits of the intervention continue or are likely to continue. The sustainability assessment will give special attention to analysis of the risks that are likely to affect the persistence of project outcomes. In particular, the evaluation should focus on the sustainability of efforts and whether or not resources will continue to be available for such investments after the end of the project. The sustainability assessment should also explain how other important contextual factors that are not outcomes of the project will affect sustainability.

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

- To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs?

- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?

- To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?

- To what extent do stakeholders support the project's long-term objectives?

- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?

- To what extent do UNDP interventions have well-designed and well-planned exit strategies?

- What could be done to strengthen exit strategies and sustainability?

Human rights

- To what extent has human rights-based approach been addressed in the design, implementation and monitoring of the project?

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project?

- How did the project mainstream the human rights-based approach?

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

- Is the gender marker data assigned to this project representative of reality?

- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

- How gender issues were implemented as a cross-cutting theme and to what extent did the project give sufficient attention to promote gender equality and gender-sensitivity?

The range of aspects described above should be provided with the assessment based on rating of achievements. The applicable rating criteria are as follows:

HS: Highly Satisfactory: no shortcomings

S: Satisfactory: minor shortcomings

MS: Moderately Satisfactory: moderate shortcomings

MU: Moderately Unsatisfactory: significant shortcomings

U: Unsatisfactory: major problems

HU: Highly Unsatisfactory: severe problems

Ratings for sustainability assessment are as follows:

LS: Likely sustainable: negligible risks to sustainability

MLS: Moderately Likely sustainable: moderate risks

MUS: Moderately Unlikely sustainable: significant risks

US: Unlikely sustainable: severe risks.

Additional ratings may be also relevant:




N/A: Not Applicable

U/A: Unable to Assess

All ratings given should be properly substantiated.

4. Methodology

The Consultant should seek guidance for his/her work in the following materials:

- [UNDP Evaluation Policy](#);
-  [UNDP Evaluation Guidelines](#);
-  [UNDP Programme and Project management regulations](#);
-  [Integrating Human Rights and Gender Equality in Evaluations](#)

It is recommended that the evaluation methodology includes the following:

- (DR) Documentation review (desk study), to include Project Document, Theory of change and results framework, programme and project quality assurance reports, annual work plans, financial reports, activity designs, Donor Reports, Minutes of the Steering Committee meetings (for more details see **Annex 1**). The required documents will be provided by the Project Manager;
- Interviews with Project Implementation Unit (PIU) and key project stakeholders, including UNDP Belarus and the Ministry of Foreign Affairs of the Republic of Belarus, other stakeholders, beneficiaries and project partners, such as representatives of the business community and academia, national negotiating team, members of the Interdepartmental Commission on the Accession of the Republic of Belarus to the WTO, etc. Interviews should be taken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

The Consultant may suggest additional methodological approaches. The methodology should explicitly address issues of gender and under-represented groups.

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners. The evaluation must be responsive to gender, vulnerable groups and human rights. The evaluation must be gender and culturally sensitive and respect the confidentiality, protection of source and dignity of those interviewed.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the assigned evaluation manager, implementing partner, key stakeholders and direct beneficiaries.

The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluator.

5. Evaluation products

I. Evaluation Inception Report (10-15 pages): As the first deliverable of the Evaluation, the Consultant submitting an Inception Report with the following tentative structure:

1. Title and opening pages with details of the project and the evaluator.
2. Project and evaluation Information details: project title, Atlas number, budgets and project dates and other key information.
3. Table of contents.
4. List of acronyms and abbreviations.
5. Introduction and overview.
6. Brief description of the intervention being evaluated.
7. Evaluation scope and objectives.
8. Evaluation approach and methods (included: updated scheduler, timeframe, sampling methodology, draft of evaluation instruments, evaluation questions updated, etc.).
9. Annexes (including evaluation matrix, ToR and signed Code of Conduct for Evaluators in the United Nations system)

The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts. Instruments, methodology and schedule, presented as part of Inception report and approved by UNDP will be used for data collection and final report development.

- II. Draft Evaluation Report: The Draft Evaluation Report will contain the same sections as the Final Evaluation Report. The Draft Evaluation Report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidences.
- III. Audit Trail Report: The UNDP Programme Unit and key stakeholders shall review the Draft Evaluation Report and provide an amalgamated set of comments to the evaluator. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- IV. Final Evaluation Report: The core product of the Final Evaluation will be the Final Evaluation Report that will include the following sections:
 1. Title and opening pages with details of the project and the evaluator.
 2. Project and evaluation Information details: project title, Atlas number, budgets and project dates and other key information.
 3. Table of contents.
 4. List of acronyms and abbreviations.
 5. Executive summary.
 6. Introduction and overview.
 7. Brief description of the intervention being evaluated.
 8. Evaluation scope and objectives.
 9. Evaluation approach and methods.
 10. Data analysis.
 11. Findings
 12. Conclusions.
 13. Recommendations.
 14. Lessons learned.
 15. Annexes.

The detailed guidelines on what has to be included in each section of the evaluation report can be found on p. 49-53 of the [UNDP Evaluation Guidelines](#).

The draft and final report will be written in the format aligned with the UNDP Evaluation Guidelines and should include evaluation matrix (Annex 2). The expected length of the report is at least 30 pages, not including annexes. The first draft of the report and a final report are expected to be submitted to the UNDP Belarus within deadlines stipulated in Section 7 below. The first draft shall include the results of the interviews with PIU and key project stakeholders, including UNDP Belarus and Ministry of Foreign Affairs of the Republic of Belarus.

The reports shall be submitted both electronically and in printed version, in English language.

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID- 19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

6. Team Composition, duties and responsibilities

The evaluation will be carried out by a national consultant. A person involved in any way in the design, management, implementation or advising on any aspect of the intervention that is the subject of the evaluation will not be qualified.

The national consultant will be selected by UNDP CO. The minimum requirements for the national consultant are provided in respective sections of this TOR.

The Consultant performs duties and responsibilities according to this TOR.

The Consultant shall work in close coordination with PIU members who are to assist him/her in collecting necessary information requested by the Consultant and in communicating with all stakeholders. The Consultant must not have restrictions for off-hour work and should not have participated in preparation and/or implementation of this very project (Independence from any organizations that have been involved in designing, executing or advising any aspect of the project.) and should not have conflict of interest with project related activities.

7. Timeframe and implementation arrangements

The principal responsibility for managing the evaluation resides with the UNDP CO. The CO will contract the national consultant and ensure quality management response and follow-up actions. The CO will provide operational support in organizing meetings and interviews if necessary.

The Project team will provide all required information and documents for review. The project team will provide assistance for setting up stakeholder interviews and coordinate with the national implementing partner (where necessary).

Reports are to be submitted to UNDP for review before the deadlines specified below. Approval of these reports by the UNDP Country Office will govern payment under the contract for this assignment.

Prior to approval of the final report, a draft version shall be circulated for comments to the PIU, UNDP CO and stakeholders. The PIU, UNDP CO and the stakeholders will submit comments and suggestions within 10 working days after receiving the draft. All comments and suggestions (if any) shall be addressed and the report will be considered as the final deliverable as soon it is accepted by UNDP CO.

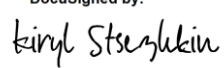
The final version of the evaluation report should be submitted in electronic format (MS Word) to UNDP CO (kiryl.stsezhkin@undp.org), no later than June 6, 2022.

No	Deliverable	Report type and size	Deadline
1	Inception report, proposed evaluation methodology, schedule of the evaluation compiled, and desk review completed	Report, at least 20 pages, not including annexes	April 25, 2022
2	Work conducted, including briefings by PIU and UNDP CO, all necessary interviews, data collection and de-briefings for UNDP CO	Presentation for de-briefing for UNDP CO	May 10, 2022
3	Drafting of the evaluation report completed, and the draft sent for comments to the project manager	Report, at least 30 pages, not including annexes	May 25, 2022
4	Circulation and other types of feedback mechanisms for reviewing and commenting on the draft completed, and comments received	Report review in track-changes/review mode	May 30, 2022

5	Finalization of the evaluation report (incorporating comments received on the draft report from the feedback / audit trail) and provision of the final evaluation report to the project manager	Final Report, at least 30 pages, not including annexes	June 6, 2022, not later than 4 days from the date of UNDP feedback submission to the Consultant
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8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ['Ethical Guidelines for Evaluations'](#). The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

Supervisor	Kirył Stsezhkin	Programme Analyst	DocuSigned by:  27E8C0B3CED541F...	04-Apr-2022
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Supervisee

Maksim Hubski
 Project Manager
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ANNEX 1. LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

General documentation

- UNDP Programme and Operations Policies and Procedures
- UNDP Handbook on Planning, Monitoring and Evaluating for Development Results
- UNDP Evaluation Guidelines
- UNDP Evaluation Policy
- A Practitioner’s Guide to Area-Based Development Programming
- UNDP Strategic Plan
- CPD

Project documentation

- UNDP approved project document
- Annual work plans
- Financial reports
- Donor Reports
- Project Steering Committee minutes
- Risk logs
- Quality assurance reports

ANNEX 2 SAMPLE EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific subquestions	Data sources	Data collection methods/tools	Indicators / success standard	Methods for data analysis