



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

Sustainable-city development in Malaysia

UNIDO ID: 150046

GEF Project ID: 9147

July 2024

Contents

I.	PROJECT BACKGROUND AND CONTEXT	3
1.	Project factsheet	3
2.	Project context	3
3.	Project objective and expected outcomes	4
4.	Project implementation arrangements	5
5.	Main findings of the Mid-term review (MTR).....	6
6.	Budget information	8
II.	SCOPE AND PURPOSE OF THE EVALUATION	9
III.	EVALUATION APPROACH AND METHODOLOGY.....	10
1.	Data collection methods	10
2.	Key evaluation questions and criteria	11
3.	Rating system	13
IV.	EVALUATION PROCESS	13
V.	TIME SCHEDULE AND DELIVERABLES	14
VI.	EVALUATION TEAM COMPOSITION.....	14
VII.	REPORTING.....	15
VIII.	QUALITY ASSURANCE	16
	Annex 1: Project Logical Framework.....	17
	Annex 2: Job descriptions.....	24
	Annex 3: Outline of an in-depth project evaluation report	32
	Annex 4: Quality checklist	33

1. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

Project title	Sustainable-city development in Malaysia
UNIDO ID	150046
GEF Project ID	9147
Country(ies)	Malaysia
Project donor(s)	GEF
Project approval date/GEF CEO endorsement date	14 December 2016
Planned project start date (as indicated in project document/or GEF CEO endorsement document)	02/03/2017
Actual project start date (First PAD issuance date)	August 2015
Planned project completion date (as indicated in project document/or GEF CEO endorsement document)	06/03/2022
Actual project completion date (as indicated in UNIDO ERP system)	30 June 2024
Project duration (year): Planned: Actual:	5 years 7 years
Implementing agency(ies)	UNIDO
Government coordinating agency	
Executing Partners	Malaysian Industry Government Group for High Technology (MIGHT)
Donor funding	Global Environment Facility (GEF) USD 3,000,000
UNIDO input (in kind, USD)	USD 146,000
Co-financing at CEO Endorsement, as applicable	USD 20,230,000
Mid-term review date	25 January 2021
Planned terminal evaluation date	01/10/2024

(Source: Project document, UNIDO ERP system)

2. Project context

The GEF-funded project *Sustainable-city development in Malaysia* focuses on sustainable urban development in Malaysia, responding to significant climate change risks concentrated in cities.

In Malaysia, urbanization is steadily accelerating, with over 74% of the population living in cities. Economic growth has transformed the country from an agriculture-based economy to a high middle-income status, but this growth has also led to a tripling of energy demand, resulting in increased GHG emissions. The transport sector, particularly road transportation, is a major contributor to emissions.

¹ Data to be validated by the Consultant

The project aims to integrate climate risks into urban planning and management, enhance institutional capacity, and promote investment in climate mitigation technologies. It will leverage Malaysia's unique challenges and opportunities to foster sustainable urban practices, particularly through policies that promote renewable energy and energy efficiency. The initiative aligns with global efforts to reduce urban emissions and demonstrates the potential of cities to lead in climate action.

The project promotes several specific climate mitigation technologies, including:

- Renewable Energy Systems: Adoption of distributed renewable energy systems, such as solar power, to reduce reliance on fossil fuels.
- Smart Grid Technology: Implementation of smart grids to enhance energy efficiency and facilitate the integration of renewable energy sources.
- Electric Vehicle (EV) Charging Infrastructure: Development of solar-powered EV charging facilities to promote the use of electric vehicles.
- Energy Efficiency (EE) Applications: Improvements in energy efficiency in buildings through advanced technologies and retrofitting.
- Battery Energy Storage Systems: Utilization of battery storage to manage energy supply and demand, supporting renewable energy integration.
- Information and Communications Technology (ICT) Applications: Use of ICT to optimize urban energy management and enhance the functionality of smart grids and renewable energy systems.

3. Project objective and expected outcomes

The main objective of the proposed project is to promote an integrated approach to urban planning and management that is guided by evidence-based, multi-dimensional, and broadly inclusive planning process that balance economic, social and environmental resource consideration; and to build awareness and institutional capacity, and promote investment in climate risks mitigation technologies through demonstration projects.

The following **project components** have been developed, in addition to project management, to achieve the project objectives:

Component 1: Integration of Climate Risks in Urban Planning and Management

This component will address the barriers to sustainable city development mainly through mainstreaming climate risk mitigation policies in urban planning and management through a holistic and coordinated approach. This is carried out through improving/developing national and state policies and strategic direction for development of sustainable and resilient cities development including building institutional capacity of policy makers. It will also demonstrate an integrated smart grid technology that will kick-start its uptake with an end result of promoting renewable energy deployment, improving energy efficiency in buildings and reducing air pollutions and GHG emissions, thus building resilience in cities.

Component 2: Monitoring and Evaluation

The monitoring and evaluation component will ensure that adequate monitoring and evaluation mechanisms are in place, facilitating smooth and successful project implementation and sound impact. Specifically, this component's outputs include; (i) Regular monitoring exercises conducted: tracking tools prepared according to GEF requirements; and (ii) Mid-term and final project evaluation conducted.

The project will result in new National & state policies, and an improved strategic direction for development of sustainable and resilient cities; supported by enabling programs (funding models, green procurement, PPPs, etc.) & projects. The Institutional capacity of policymakers at the national, state and local levels will be built and Awareness raising events for policy-makers, industry and end-users will be organized at all levels for dissemination of tangible benefits/results of project.

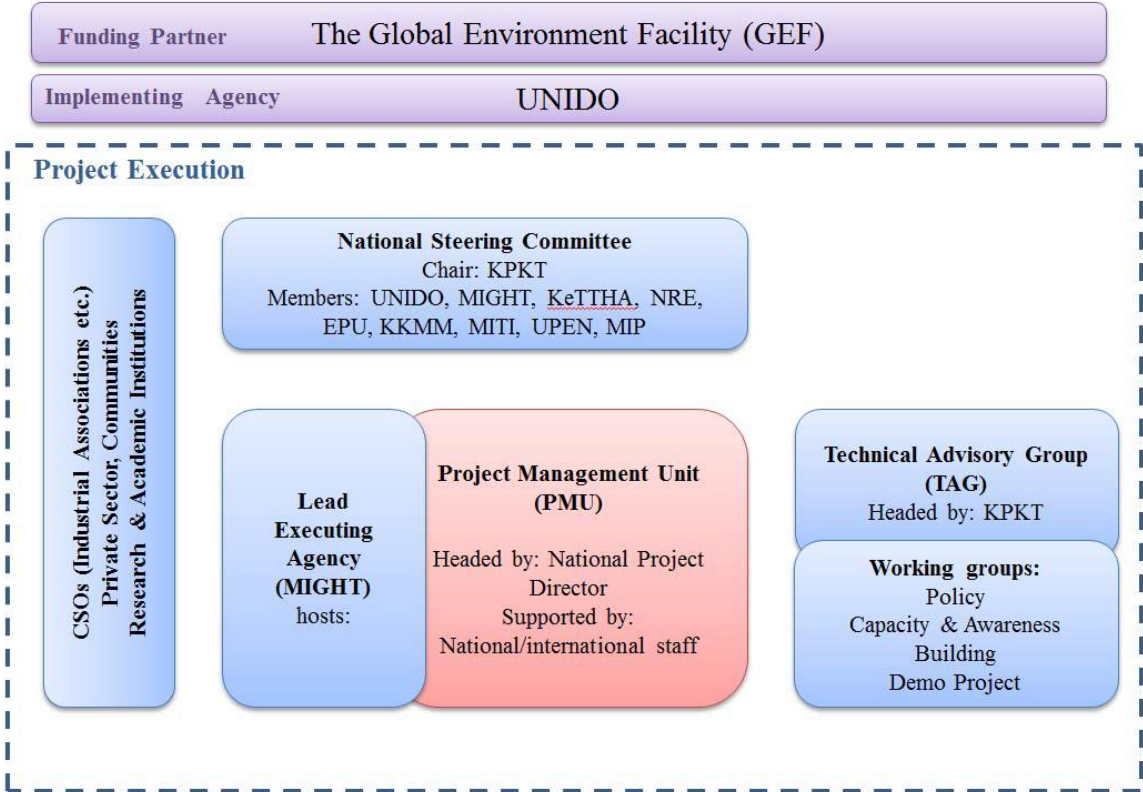
4. Project implementation arrangements

A National Steering Committee (NSC) has been established for the project during the PPG phase to provide strategic guidance, and coordination between various ministries, state and local authorities, and other stakeholders.

The local project executing agency will be the Malaysian Industry-Government Group for High-Technology (MiGHT) that will host the PMU. MiGHT will appoint one of its senior managers to be the National Project Director (NPD) who will act as the Government representative to work closely with the PMU to ensure that the daily management of project execution is fully in line with Government priorities, rules and regulations, and that all local inputs and participation in the project implementation are on time and adequate.

The Project Management Unit (PMU) is responsible for the daily management of project activities/execution, and will also act as the Project Steering Committee Secretariat. It will provide guidance/advice in the execution of each project component, in accordance with the project document.

The National Project Manager (NPM) will be responsible for the day-to-day delivery of the project activities in accordance with the agreed Project document.



5. Main findings of the Mid-term review (MTR)

The MTR exercise was undertaken to assess the project's performance, through consultation with involved stakeholders and a review of key project documentation to give an external view of the prospects for achieving outcomes foreseen in the Project Document. In this light, the project's design and performance were assessed in terms of relevance, effectiveness, efficiency, and sustainability to enhance performance and draw lessons of wider applicability for ongoing and future projects.

The project is deemed to be highly pertinent for addressing urban growth challenges at global, regional, national, state, and local levels, with a design that is judged to be sound, appropriate, and technically feasible, well-aligned with the needs and priorities of Malaysian stakeholders and the GEF-funded parent programme from which this 'child project' draws inspiration and supports (through knowledge generation and sharing). Also aligned with the donor's priorities and UNIDO's mandate, the project tangibly contributes to global environmental benefits (GEBs); incorporates economic, environmental, and social safeguards; and shows promise of impact. Through the engagement of MiGHT as national executing partner (whose competence and approach is well-regarded), together with the support of well-functioning M&E, knowledge management, governance, and supervisory systems, this pilot project is excelling as a platform for coordinating and harmonizing the country's agenda for integrated sustainable urban development across national, state, and local levels. Its architecture assembles key institutional elements, which has good prospects for anchoring results and benefits. The project's stakeholders are keen on ensuring that results are replicated and scaled-up in Malaysia (and potentially, beyond).

While ~80% of planned outputs have been delivered, COVID-19 related restrictions since March 2020 (extended to 31 De 2020) have impacted the timeline for deliverables related to the smart grid implementation. At this stage, the project is assessed as performing in a satisfactory manner, building pertinent capacities, and generating valuable experience and knowledge that is being actively shared.

In developing the project's exit strategy and replication/upscaling plans, attention to consumer reaction to smart meters may need to be addressed to promote adoption, ensuring realisation of demonstration effects from the investment in municipal finance, engaging in even more transparent discussion regarding partner constraints and contingencies as part of reshaping deliverables to overcome administrative challenges emerging from adaptive management, and elaborating an exit strategy with post-project roles and responsibilities (including asset handover). This orientation would serve to maximize outcomes.

Main Evaluation Findings

Project Design

The project's design is deemed to be sound, appropriate, and technically feasible. Its intervention logic and the selection of levers to bring about transformative change (i.e. capacity building, awareness-raising, investment in demonstration activity) are perceived as proactive, accelerative, and catalytic in the Malaysian setting. Natural disaster risk (which includes infectious disease) was not especially highlighted in the conceptualisation. The results framework, which operationalises the project's Theory of Change and is well-aligned with the parent programme, has been appropriately used for the development of work plans, contracting, M&E, and regular reporting. The expected result-chain is clear, logical, realistic, measurable, and focussed on changes in attitude, behaviour, and performance, mentioning assumptions, risks, and sources of verification – which all function to enhance utility.

Project Performance and Progress Towards Results

Relevance

The project is highly relevant for urban growth challenges at global/regional/national/state/local levels. It is well-aligned with Malaysia's development priorities, the needs and interests of national partners (also seen as highly appropriate) and intended beneficiaries. It appropriately leverages UNIDO's mandate, competences, and convening power in strengthening urban-industry linkages towards realising climate ambitions. The project is fully aligned with the donor's focal area priorities for climate change mitigation and reflects the GEF's interest in supporting innovation, technology transfer, and an integrated approach to planning and investment in the pursuit of low carbon industrialization in urban settings.

Effectiveness and Progress Towards Expected Results

With about 80% of planned outputs already delivered, the project's performance is deemed satisfactory at this stage in its trajectory. It is suitably strengthening institutional competences, building awareness, engaging in knowledge ideation and sharing, and contributes to facilitating conditions for sustainable urban development. MiGHT's leadership and management are widely appreciated. The project's architecture and culture encourage work across silos, is actively aligning initiatives, and enables integrated decisions on solutions, terminology, indicators, responsibilities. This set-up is seen to be delivering value in the eyes of the project's stakeholders.

Despite earlier optimism of being able to absorb the brunt of COVID-19 related restrictions imposed since March 2020, the continued curtailment of site activities has compromised the project's ability to deliver the smart grid component on the originally planned timeline. Effects from challenges faced during implementation, thus far, can be mitigated through corrective action at this mid-term point, together with benefitting from renewed reflection about how this unprecedented situation could be more optimally tapped as an enabler for sustainable city development.

Efficiency

The synergistic and catalytic effects reflected in the project's process (MiGHT's coordinating role), substance (promotion of EE/RE/EVs, and synergistic architecture of smart grid), and co-financing have enlarged the pool of available support, while also building national ownership). These have boosted the project's efficiency.

Gender Mainstreaming

The project reflects gender mainstreaming policies of the funder, implementing agency, and national government through inclusion of both women and men in the project's steering and execution, setting targets for women's participation in training, and collecting sex-aggregated data. In the context of being a pro-gender equality society, Malaysian stakeholders embed gender mainstreaming within the broader topic of inclusiveness towards a more equitable society and have put attention on the need to better understand and protect consumers as recipients of the smart technology being piloted under this project.

Sustainability

Through its focus on the energy side of the equation of integrated sustainable urban development, the project is on track to achieving its targeted contributions to global environmental benefits. Robust anchoring in the national landscape [through the roles effectively played by MiGHT and the National Steering Committee (NSC)] fosters country ownership. Key stakeholders see that it is in their institutions' interest that project benefits continue to flow in future. Project outcomes are expected to be buoyed by the degree of business and investor confidence in the country's socio-political

stability, together with the level of public concern about and government policy aimed at assuring the nation's energy security and improving liveability in urban settings.

Results and benefits of the intervention are seen to have a good chance of being sustained following the project's closure, provided that: i) outstanding outputs [currently stalled due to COVID-19 imposed restrictions on mobility and meetings] can be delivered; ii) demonstration effects from the investment in municipal finance can be fully realised; iii) an exit strategy with plans for replication/upscaling is consolidated and prepared during the project's remaining period.

Rating Summary

Overall, the project is rated as "satisfactory".

Key Recommendations:

1. For MIGHT, UNIDO and GEF - Ensure that the project has a sufficient timeline for implementation to allow for the delivery of all planned outputs and construction of an exit strategy to facilitate a seamless transition to full national ownership and scaling up of results and benefits.
Action Taken – To ensure that planned outputs are fully delivered, the project has been extended until 30 June 2024 based on the recommendation from the PSC and provided the necessary justification to the GEF Secretariat and sought the approval for extension.
2. For MIGHT and UNIDO - Resolve the contractual/administrative challenges that have emerged from adaptive management, and misalignment in understanding regarding attribution of national co-financing, in the context of a guiding framework (which needs to be developed) that provides coherence and ideally encompasses the notion of "build back better".
Action Taken – This recommendation has been discussed with MIGHT and necessary actions are still being taken.
3. For MIGHT and UNIDO- Maximize Malaysia's contribution to and benefit from the Global Sustainable Cities Platform, thereby leveraging and catalysing impacts of this knowledge platform and building valuable knowledge management orientation and capacities domestically.
Actions Taken – Efforts are being taken for wider dissemination of the knowledge products developed under this project. Before the closure, the project will also organize workshops to share and disseminate the lessons learnt to wider stakeholders.
4. For MIGHT, Energy Commission, Melaka Utility, and other relevant actors - In upscaling smart grid/smart metre activities, in case of consumer resistance to smart meters, develop and implement appropriate strategies (and incentives) to foster adoption of smart meters in order to maximize realization of GEBs and impact of smart grid installation.
Actions Taken – MIGHT is closely working with project delivery partners to obtain the user sign off from the citizen and ensure there is clear buy in from end users and ensure long term sustainability of delivered outputs.
5. For MIGHT, and relevant national, regional, local governments and partners - Enhance demonstration effects from the project's investment in municipal finance. It is recommended to seize the opportunity to pursue public disclosure in conjunction with the availability of the 2nd set of ratings (1 year after the 1st set), expected to be available for Melaka State (January 2021) and Melaka City (March-April 2021).
Actions Taken – Recommendation has been considered and efforts have been to include this aspect under GEF-8 Sustainable city proposal for Malaysia taking into account the required technical and financial assistance and duration that might be required for scaling up this initiative.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
Outcome 1.1 National urban policy framework strengthened	937,293	8,784,141	9,721,434
Outcome 1.2 Investments in pilot cities	1,605,000	10,290,329	11,895,329
Outcome 2 M&E	80,000	200,000	280,000
Total (\$)	2,622,293	19,274,470	21,896,763

Source: Project document

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Malaysian Industry-Government Group for High Technology (MiGHT) <i>National Government</i>	3,000,000		3,000,000
Ministry of Energy, Green Technology and Water (KeTTHA) <i>National Government</i>	1,000,000		1,000,000
Ministry of Urban Wellbeing, Housing and Local Government <i>National Government</i>	1,000,000		1,000,000
Melaka State Government <i>National Government</i>	10,000,000	5,000,000	15,000,000
UNIDO <i>GEF Agency</i>	146,000	84,000	230,000
Total Co-financing (\$)	15,146,000	5,084,000	20,230,000

Source : Project document

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	2017	2018	2019	2020	2021	2022	2023	2024	Total expenditure (at completion)	
										(USD/EUR)	%
2100	Contractual Services	1,017,293		258,431	23,696	-310	57	316	-15,974	1,283,509	47.1
4500	Equipment		1,587	1,232,442	37	29	16	7		1,234,118	45.2
1500	Local travel	4,770	10,278	11,523	1,083			6,205		33,859	1.2
1700	Nat. Consult./Staff				19					19	0.1
5100	Other Direct Costs	349	424	574	2,771	767		572		5,457	0.1
1100	Staff & Intern Consultants	8,013	25,947	37,281	66,348	20,963			14,199	172,751	6.3
Total		1,032,442	40,254	1,542,270	95,974	21,449	73	7,100	-1,775	2,729,713	100%

Source: Project document and UNIDO Project Management ERP database as of 14 June 2024

2. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 2017 to the estimated completion date in June 2024. The TE will also serve as comparison basis for another evaluation on the project *Sustainable cities, integrated approach pilot in India*, to be conducted at the beginning of next year.

Given the commonalities within the two projects, synergies and common features will be highlighted by the evaluation team to provide feedback on the overall approach toward Sustainable Cities projects.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

3. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy², the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle³, and UNIDO [Evaluation Manual](#). In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁴ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.

² UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

³ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

⁴ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#).

- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts, and other stakeholders.
- (c) **Field visit** to project sites in Malaysia
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance**: Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence**: How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness**: Is the project/programme achieving its objectives?
- 4) **Efficiency**: How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact**: What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?
- 6) **Sustainability**: Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	<u>Evaluation criteria</u>	<u>Mandatory rating</u>
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes

D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

Performance of partners

The assessment of performance of partners will **include** the quality of implementation and execution of the GEF Agencies and project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

Other assessments required by the GEF for GEF-funded projects, for non GEF projects these topics should be covered as applicable:

The terminal evaluation will assess the following topics, for which **ratings are not required:**

- Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results. At the terminal evaluation point, the Project Manager will update table 3 on co-financing and add two more columns to submit to the evaluation team: 1) Amount of co-financing materialized at mid-term review (MTR); and 2) Amount of co-financing materialized at terminal evaluation (TE). The evaluation team has the responsibility to validate and verify the co-financing amount materialized during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- Environmental and Social Safeguards⁵:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

⁵ Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%202018.pdf

- d. **Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented. The evaluation team has the responsibility to validate and verify updated core-indicators during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- e. **Knowledge Management Approach:** Information on the project’s completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the table below.

Table 6. Project rating criteria

Score		Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

4. EVALUATION PROCESS

The evaluation will be conducted from 1st October 2024 to 31 December 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to

address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.

- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

5. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from [1st October 2024] to 31 December 2024. The evaluation field mission is tentatively planned for November 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
October 2024	Desk review and writing of inception report
End of October 2024	Online briefing with UNIDO project manager and the project team based in Vienna.
November 2024	Field visit to Malaysia
November 2024	Online debriefing to UNIDO HQ Preparation of first draft evaluation report
December 2024	Internal peer review of the report by UNIDO’s Independent Evaluation Unit and other stakeholder comments to draft evaluation report
end of December 2024	Final evaluation report

6. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The evaluation team is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to the GEF partnership up to three years after completion of the terminal evaluation.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in [Malaysia] will support the evaluation team. The UNIDO GEF Coordinator and GEF Operational Focal Point (OFP) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

7. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable⁶.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that

⁶ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

8. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
1. To promote an integrated approach to urban planning and management that is guided by evidence-based, multi-dimensional, and broadly inclusive planning process that balance economic, social and environmental resource consideration;	Direct energy savings and substitution with renewable energy	0 GJ annually	121,617 GJ annually saved 2,286,393 GJ over the lifetime of investments 34,043 MWh RE produced 680,850 MWh RE produced over the lifetime of investments	Project progress report	Assumes scale up of smart meters and electric vehicles within Melaka and elsewhere
2. To build awareness and institutional capacity, and promote investment in climate risks mitigation technologies through demonstration projects	Lifetime GHG emission reductions	0 tonnes CO ₂ reduced	43,736 tonnes CO ₂ reduced annually 849,300 tonnes CO ₂ reduced over the 20-year lifetime of investments	Demonstration projects validation reports	
	Indirect GHG emission reductions	0 tonnes CO ₂ reduced	3.5 million tonnes CO ₂ reduced – bottom up estimate 4.3 million tonnes CO ₂ reduced – top-down estimate	End-of-project impact report	
Component 1: Integration of climate risks in urban planning and management					

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
Outcome 1.1 National urban policy framework strengthened to promote sustainable and resilient cities model/ Improved planning and increased knowledge and partnerships on sustainable cities and climate resilience at multiple levels	<u>SC IAP Indicator 1</u> Number of cities exhibiting projects with integrated, multi-sector sustainability planning	A number of fragmented sector-focused policies on green urban development exist but no specific integrated sustainable city master plans have been developed by city municipalities in Malaysia;	At least 1 sustainable city master plan proposed for endorsement by stakeholders	Official documents	National authorities are willing to adopt specific regulations;
	<u>SC IAP Indicator 2</u> Number of cities have integrated resilience consideration into their planning process	There are no cities with integrated resilience practices within planning process at the moment	At least 1 city integrated resilience practices into their planning process	Technical reports/Project progress reports	Local authorities understand importance and are willing to integrate such practices;
	<u>SC IAP Indicator 3</u> Number of cities with meaningful engagement of multiple stakeholders in planning and implementation of the projects supported by the IAP	Limited scope of Stakeholders involved in planning and implementation of sustainability plans	Multiple groups attend the stakeholder engagement events at the design and/or implementation stages, and the events complement or enhance the local authority's established process for stakeholder engagement	Stakeholder map identifying the relevant stakeholders with corresponding engagement strategies is prepared	Stakeholders agree to the adoption and implementation of sustainable city master plan
	<u>SC IAP Indicator 4</u> Number of cities with improved tracking systems and enhanced capacity for measuring local and global sustainability indicators	The existing practices do not address sustainability indicators.	Developed manual for collecting and analysing sustainability indicators at city level	Manual	Local authorities are willing to apply manual within their work;

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
	<u>SC IAP Indicator 6</u> Number of cities that have learned about best practices for municipal financial management and financing for sustainability	The cities have low understanding of the best practices for municipal financial management and sustainability	At least 3 cities' representatives received knowledge	Evaluation reports, Survey, Event reports	Interest by stakeholders to participate in trainings/workshops
	<u>SC IAP Indicator 9</u> Number of institutions and city-based networks engaged with IAP at the local, regional and global level as partners	No institutions or city-based networks engaged with IAP	At least 3 institutions and city-based networks engaged	Evaluation reports, Survey, Event reports	Interest by stakeholders to participate in trainings/workshops
Outcome 1.2 Investments in pilot cities generate local and global environmental benefits	<u>SC IAP Indicator 7</u> Number of cities where investment projects have incorporated sustainability indicators or factors	No city project on low-emission and environmentally sound technologies implemented under SC-IAP	Two (2) to three (3) city demonstration projects on low-emission and environmentally sound technologies, incorporating sustainability indicators or factors, implemented under SC-IAP	Project reports; Physical verification of installations; Operations records	Techno-economic feasibility of projects established; Appropriate contractors / technology suppliers found; Project execution modality agreed between UNIDO and executing agency
	<u>SC IAP Indicator 8</u> Funds leveraged to support the investment flow to urban sustainability in the IAP projects	No business models / contractual agreements established under SC-IAP	2-3 business models / contractual agreements established in the 2-3 investment projects	Project reports, Contracts	Co-financing for the projects can be sourced from government, banks and private investors
Output 1.1.1.: National & state policies and strategic direction for development of sustainable and resilient cities improved/developed; supported by enabling programs (funding models, green procurement, PPPs, etc.) & projects					
Local counterparts supported to develop integrated sustainable city master plan	Developed national framework for sustainable city development	A number of fragmented sector-focused policies on green urban development exist but no specific	1 national framework for sustainable city development	Official documents	National

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
		integrated sustainable city master plans have been developed by city municipalities in Malaysia			authorities are willing to adopt specific regulations
National and state counterparts supported to develop policy papers and incentive schemes on RE-integrated smart grid.	Developed enabling policy frameworks	There are smart grid initiatives of TNB and GEF-UNDP GTALCC projects in Melaka. The project will leverage ongoing initiatives and allow for scaling up smart-grid developments through development of enabling policies.	10% increase of expected smart grid applications	Technical reports/ Project progress reports	National authorities are willing to adopt national framework for smart-grid
Output 1.1.2.: Institutional capacity of policy-makers at the national, state and local levels built					
Training programmes for federal level authorities	Number of workshops and seminars organized.	No comprehensive trainings on integrated sustainable urban planning and management.	At least 1 training on integrated, evidence-based and inclusive sustainable city planning and management including formulation of master plans conducted.	Training reports/Project progress reports	Availability and willingness of counterparts to receive training.
	Number of policy makers participated in training courses/ workshops and awareness events on integrated sustainable city development	No national or local policy makers trained	100 policy makers at national state and local levels trained (at least 40 % female participants)	Training and workshop logs	Interest by stakeholders to participate in trainings/workshops
	Number of experts and end-users participated in training courses/ workshops and awareness events on integrated sustainable city development and RE-integrated smart grid.	No experts or end users makers trained	At least 50 experts and 50 end users trained (at least 40% female participants)	Training and workshop logs	Interest by stakeholders to participate in trainings/workshops

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
	Increased Awareness of local policy-makers	Low awareness on RE-integrated smart grid system among equipment vendors, service providers, industry management, and financial institutions	At least 60% of the participating end-users and utilities companies are convinced on the benefits of smart grid	Training and workshop logs	Interest by stakeholders to participate in trainings/workshops
	Increased Awareness of concerned national policy makers at various levels and targeted stakeholders created on integrated, evidence-based and inclusive approach to sustainable city planning and management.	Low awareness on integrated, evidence-based and inclusive approach to sustainable city planning and management.	At least 60% of participants feel capable of successfully applying the knowledge/skills	Training and workshop logs	Interest by stakeholders to participate in trainings/workshops
Capacity building events at federal, state & local levels	Number of events	Capacity building activities on sustainable city development are limited and fragmented. For instance, GEF-UNIDO IEEMMS project implements capacity building activities in the field of Energy Management Systems and energy system optimization.	1 Targeted training courses for end-users, private sector, academia and civil society to promote integrated approach to sustainable city development; 1 Training course on costs and benefits analysis on smart grid-related investment; RE-integrated smart grid, solar powered EV charging stations, energy efficiency and RE applications in buildings	Event reports/ Project progress reports	Availability and willingness of counterparts to participate.
Training courses for local authorities	Number of workshops and seminars organized.	There are only a few demonstration projects on smart-grid in few locations in Malaysia, e.g. Melaka, Johor, Putrajaya. The institutional capacity of local authorities remains limited and not sufficiently	At least 1 RE-integrated smart grid training conducted; on data analysis and management on sustainable city development and on data collected from	Training reports/ Project progress reports	Availability and willingness of counterparts to receive training.

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Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
		addressed within the other demonstration projects.	smart grid.		
Output 1.1.3.: Awareness raising events for policy-makers, industry and end-users organized at all levels for dissemination of tangible benefits/results of project					
Increased Awareness of smart-grid stakeholders and consumers	Developed and implemented education and outreach programme	The state government has a programme to promote electric cars and scooter, but generally there is Low awareness on benefits of smart-grid among consumers and stakeholders.	At least 5 awareness raising events on RE-integrated smart grid organized (at least 40% female participants)	Evaluation reports, Survey, Event reports/	Availability and willingness of stakeholders to attend awareness events;
Increased Awareness of local policy-makers	% of participants reporting that they feel capable of successfully applying the knowledge/skills acquired in their workplace;	Low awareness on RE-integrated smart grid system among equipment vendors, service providers, industry management, and financial institutions	At least 60% of the participating end-users and utilities companies are convinced on the benefits of smart grid	Evaluation reports, Survey, Event reports/	
Facilitated knowledge exchange on sustainable city development	Number of institutions and city-based networks engaged with IAP at the local, regional and global level as partners (IAP Indicator 8)	Limited number of institutions and networks have been engaged with IAP so far	At least 50 companies engaged	Project progress reports	
	Established web portal	There is no specific web-portal on sustainable city development	Published materials on integrated approach for sustainable city development; and RE-integrated smart grid (materials should be gender aware)	Web-portal	

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
	Number of national and regional awareness raising seminars/conferences organized on integrated approach on integrated smart grid organized	Low knowledge on sustainable city practices, lack of information sources and poor information exchange	At least 5 awareness raising events on integrated smart grid organized (at least 40% female participants)	Evaluation reports, Survey, Event reports/	
Output 1.2.1.: The adoption of renewable energy (RE) integrated smart grid facilitated through demonstration activities of distributed RE systems, solar-powered EV charging facilities, battery energy storage, EE and RE applications in buildings and ICT systems					
Integrated smart grid system installed at 3 locations	Location choice and demonstration project design are justified through Review local policies, urban planning and permitting procedures; scope and design project details, assessed social and environmental impact; a detailed cost and benefits analysis, feasible TOU business model etc.	Currently, no due diligence studies conducted for smart grid applications on selected sites in Melaka.	Prepared Due Diligence report	Due Diligence report	Development of smart-grid is supported by local communities and feasible in chosen locations
	Demonstration projects constructed in line with ESMP and technical requirements	The project has not started yet	Successfully performing three installations	Technical reports/ Project progress reports	
Scale up of comprehensive EE/RE measures	Number of consumers (residential and commercial) connected to the smart grid with smart meters	270,000 residential	300,000 residential 110 commercial	Technical reports/ Project progress reports	Development of smart-grid is supported by local communities and electricity company
	Number of commercial buildings implementing BEMS	0 commercial	10 large commercial buildings	Technical reports/ Project progress reports	Continued interest by the public authorities to implement EE in buildings

Project Result	Indicator	Baseline	Targets	Source of verification	Risks and Assumptions
	Capacity of Renewable Energy installed in Melaka	0 MW	30.26 MW of solar PV	Technical reports/ Project progress reports	Commercial interest in investment
	Number of electric vehicles added to the municipal fleet	0	40 buses, 10 cars, and 60 scooters	Technical reports/ Project progress reports	Continued interest by the public authorities to implement EVs
Component 2 Monitoring and Evaluation					
Outcome 2.1 Adequate monitoring and evaluation facilitates smooth and successful project implementation	Project progress reports, mid-term and final evaluation reports submitted on time	The project has not started yet	Implement M&E activities according to standard UNIDO and GEF rules	UNIDO regular project reports Mid-term review Final evaluation	Project monitored and evaluated in line with UNIDO and GEF rules and regulations
Output 2.1.1 - Regular monitoring exercises conducted	GEF PIRs prepared	The project has not started yet	Prepare GEF PIRs on yearly basis	GEF PIRs	Project monitored in line with UNIDO and GEF rules and regulations
Output 2.1.2 - Midterm review and final independent project evaluation conducted	Project mid-term review carried out including submission of GEF Tracking Tools Project final evaluation carried out including submission of GEF Tracking Tools	The project has not started yet	Carry out independent mid-term review in project year 3 Carry out independent final evaluation	Mid-term review report Final evaluation report	Midterm review and final independent evaluation done in line with UNIDO and GEF rules and regulations

Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	[No missions]
Start of Contract (EOD):	[1 October 2024]
End of Contract (COB):	31 December 2024
Number of Working Days:	10 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country specific context; Draft list of stakeholders to interview during the field missions. Identify issues and questions to be addressed by the local technical expert 	2 days	Home-based
<p>2. Prepare an inception report, which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork. Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Guidance to the national evaluator to prepare output analysis and technical reports 	2 days	Home based
<p>3. Backstop the field mission to Malaysia ⁷.</p>	<ul style="list-style-type: none"> Support the national consultant in arranging and conducting online meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications. 	3 days	Home-based
<p>4. Revise the draft project evaluation report based on comments from UNIDO</p>	<ul style="list-style-type: none"> Final evaluation report. 	3 days	Home-based

⁷ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards.			

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in environment, energy, engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 20 years' experience in evaluation of development projects and programmes
- Good working knowledge in Malaysia
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe

it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites [within Malaysia]
Start of Contract:	[1 October 2024]
End of Contract:	31 December 2024
Number of Working Days:	30 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).	<ul style="list-style-type: none">Adjusted table of evaluation questions, depending on country specific context;Draft list of stakeholders to interview during the field missions.	6 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	Identify issues and questions to be addressed by the local technical expert		
<p>2. Prepare an inception report, which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.</p>	<ul style="list-style-type: none"> Drafting theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Prepare output analysis and technical reports 	2 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included in preparation of presentation).</p>	<ul style="list-style-type: none"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; Unit of evaluation tasks 	1 day	Through Teams
<p>4. Conduct the field mission to Malaysia ⁸.</p>	<ul style="list-style-type: none"> Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission. 	7 days	(specific project site to be identified at inception phase)
<p>4. Draft the final evaluation report</p>	<p>Draft evaluation report.</p> <ul style="list-style-type: none"> Share the evaluation report with UNIDO HQ and national 	13 days	Home-based

⁸ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
	stakeholders for feedback and comments.		
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.	1 day	Through Teams
TOTAL		30 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Excellent knowledge and competency in the field of GHG emission reduction and sustainable cities
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in Malay is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

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share our knowledge and skills, and learn from one another.

Annex 3: Outline of an in-depth project evaluation report

Abstract

Contents

Acknowledgements

Abbreviations and acronyms

Executive summary

1. Introduction
 - 1.1 Evaluation Purpose
 - 1.2 Evaluation Objectives and Scope
 - 1.3 Theory of Change
 - 1.4 Methodology
 - 1.5 Limitations
2. Project Background and Context
3. Findings
 - 3.1 Relevance
 - 3.2 Coherence
 - 3.3 Effectiveness
 - 3.4 Efficiency
 - 3.5 Sustainability
 - 3.6 Progress to Impact
 - 3.7 Gender Mainstreaming
 - 3.8 Environmental Impacts
 - 3.9 Social Impact
 - 3.10 Performance of Partners
 - 3.11 Results-based Management
 - 3.12 Monitoring & Reporting
4. Conclusions and Recommendations
 - 4.1 Conclusions
 - 4.2 Recommendations and Management Response
5. Lessons Learned
6. Annexes
 - Annex 1: Evaluation Terms of Reference
 - Annex 2: Evaluation Framework / Matrix
 - Annex 3: List of Documentation Reviewed
 - Annex 4: List of Stakeholders Consulted
 - Annex 5: Project Theory of Change / Logframe
 - Annex 6: Primary Data Collection Instruments
 - Annex 7: Survey / Questionnaire
 - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p>			