



**LEAD EVALUATOR**  
**ENHANCING EFFECTIVENESS AND FINANCIAL SUSTAINABILITY OF PROTECTED AREAS**  
**IN MALAYSIA**

**TERMS OF REFERENCE**

**BASIC CONTRACT INFORMATION**

**Location:** Home-based with travel to Putrajaya, States of Pahang, Johor and Perak, Malaysia

**Application Deadline:** 13 December 2019

**Additional Category:** Sustainable Development and Poverty Reduction

**Type of Contract:** Individual Contract

**Post Level:** International Consultant

**Languages Required:** English

**Starting Date:** 20 December 2019

**Duration of Initial Contract:** 60 man-days between 20 December 2019 – 30 June 2020

**Expected Duration of Assignment:** 60 man-days between 20 December 2019 – 30 June 2020

**BACKGROUND**

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all full and medium-sized UNDP supported GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference set out the expectations for a Terminal Evaluation (TE) of the *Enhancing Effectiveness and Financial Sustainability of Protected Areas in Malaysia (PAF)* (PIMS# 3967).

**Project Summary**

PIMS: 3967

Project title: Enhancing Effectiveness and Financial Sustainability of Protected Areas in Malaysia (PAF)

GEF financing: USD 5,600,000

Co-financing: USD 19,500,000

Implementing partner: Department of Wildlife and National Parks

Project start date: 5 June 2012

Project closing date: 5 June 2018 (original), 3 June 2020 (approved extension)

**Objective and Scope**

The PAF project was developed to address systemic issues in different protected area (PA) networks in Malaysia, where they are largely characterized as sub-optimally managed and severely under-financed. There are four main reasons: (i) non-existent uniform system of national PAs under a common umbrella for achievement of biodiversity conservation goals; (ii) insufficient understanding of the economic value of the PAs and essential contribution they make to national development; (iii) insufficient incentives on the part of the state government to invest in PA management due to the perception that they are foregoing revenue generation opportunities through other forms of land use; and (iv) sub-optimal capacity at the PA management agencies for site management and PA system management.

The project aims to establish a uniform national wildlife PA system in Peninsular Malaysia and to establish a performance-based financing structure to support effective PA system management through interventions in three project outcomes:

Outcome 1 – Systemic & Institutional Capacities to manage and financially support a national PA System

Outcome 2 – Technical and institutional capacities to manage sub-national PA networks, including capacities for effective financial management

Outcome 3 – Effective site-level PA management

The inception phase was held between June 2012 to October 2013. The midterm review was conducted in March to November 2017. Signed project document can be referred at <https://www.my.undp.org/content/dam/malaysia/docs/Protected%20Areas%20ProDoc.pdf>.

The terminal evaluation (TE) will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are 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.

### **Evaluation Approach and Method**

An overall approach and method<sup>1</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects* at <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>. A set of potential questions covering each of these criteria can be referred to Annex 4 of the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close

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<sup>1</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

engagement with government counterparts, in particular, GEF operational focal point, UNDP Country Office, project team, UNDP-Global Environmental Finance Regional Technical Adviser based in Bangkok and key stakeholders. The evaluator is expected to conduct a field mission to Putrajaya, Taman Negara National Park in the State of Pahang, Royal Belum State Park in the State of Perak and Endau-Rompin National Park in the State of Johor in Malaysia. Interviews will be held with the following organizations and individuals at a minimum: Department of Wildlife and National Parks Peninsular Malaysia, Perak State Park Corporation, Johor National Park Corporation, Ministry of Water, Land and Natural Resources, Ministry of Economic Affairs, UNDP Malaysia Country Office, local communities and NGOs who are active in these protected areas. Detailed list of stakeholders will be given upon confirmation of assignment.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Mid-Year Progress Report, Annual Project Report, Project Implementation Review (PIR), project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide a list of documents to the evaluator for review.

### **Evaluation Criteria & Ratings**

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Project Document), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are in page 34 of the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*.

### **Project Finance/Co-finance**

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data with evidence to complete the GEF co-financing template (Annex 3), which will be included in the terminal evaluation report.

### **Mainstreaming**

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. Country Programme Action Plan between Government of Malaysia and UNDP, and the Independent Country Programme Evaluation 2019 shall be referred.

### **Impact**

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>2</sup>

### **Conclusions, Recommendations and Lessons**

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

### **Implementation Arrangement**

The principal responsibility for managing this evaluation resides with the UNDP CO in Malaysia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## **DUTIES AND RESPONSIBILITIES**

### **Scope of Work**

The Lead Evaluator will perform the key tasks as follows:

- Lead and assign division of work National Experts in Environmental Finance and Social & Gender who will jointly conduct the terminal evaluation. This will be indicated in the detailed work plan.
- Conduct a document review of project documents i.e. Country Programme Action Plan (CPAP) 2016 – 2020 between UNDP and Government of Malaysia, Project Identification Form (PIF), UNDP Initiation Plan, Project Document, Social and Environmental Screening Policy (SESP), Project Inception Report, Project Implementation Reviews (PIR), Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.; provided by UNDP Malaysia Country Office and Project Team.
- Prepare the TE inception report detailing evaluation approach and method, evaluation questions and criteria matrix, list of stakeholders, field mission schedule, overall work plan and TE report outline and content.
- Plan and facilitate in a TE inception workshop during the field mission to clarify their understanding of the objectives and methods of the TE.
- Conduct field mission with TE team that consist of interviews with stakeholders who have project responsibilities and site visit to the project landscape area in Sabah.
- Assess the following four categories of project progress based on the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects* for requirements on ratings. No overall rating is required.
- Produce a draft final TE report with TE team members.

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<sup>2</sup> A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

- Plan and conduct the TE concluding workshop.
- Finalize and submit the final TE report to UNDP.

## **DELIVERABLES**

- TE Inception Report including field mission programme: TE team clarifies objectives and methods of the Terminal Evaluation no later than 4 weeks before the field mission. To be sent to UNDP Malaysia Country Office and project management. Approximate due date: 10 January 2020
- Planning of Field Mission: 10 January – 9 February 2020
- Field mission: 10 – 28 February 2020
- PowerPoint Presentation: Initial Findings presented to project management, stakeholders and UNDP Malaysia at the end of the TE field mission. Approximate due date: 27 February 2020
- Draft Final Report: Full draft report with annexes within 6 weeks of the TE field mission. Approximate due date: 10 April 2020
- TE concluding workshop. Approximate due date: 22 – 23 April 2020
- Final Report\*: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final TE report. To be sent to the UNDP Malaysia within 2 weeks of receiving UNDP and stakeholders' comments and feedback from the TE concluding workshop. Approximate due date: 31 May 2020

\*The final TE report must be in English. If applicable, UNDP Malaysia may choose to arrange for a translation of the report into Malay language – the official language more widely shared by national stakeholders.

## **Timeframe**

The total duration of the assignment will be 60 working days starting 20 December 2019 and shall not exceed 30 June 2020.

- 20 December 2019 – 10 January 2020: Prep the TE Team (handover of project documentation)
- 10 – 24 January 2020: Document review and preparing TE Inception Report
- 25 January – 9 February: Finalization and validation of TE Inception Report, and preparation of field mission
- 10 – 27 February: Field mission: stakeholder meetings, interviews, field visits
- 28 February: Mission wrap-up meeting & presentation of initial findings
- 29 February – 10 April: Preparing draft report
- 11 – 21 April: Preparing for TE concluding workshop
- 22 – 23 April: Conduct TE concluding workshop
- 24 April – 15 May: Incorporating audit trail on draft report/finalization of TE report
- 16 – 31 May: Further feedback and acceptance of TE report by UNDP
- 30 June 2020: Expected date of full TE completion

## **TERMS OF PAYMENT**

The payments will be performance-based and regularly assessed by UNDP Malaysia Country Office. The breakdown of payment is as follow:

1. 10% upon submission and acceptance of detailed work plan and indicative field mission plan
2. 30% upon submission and acceptance of the inception report
3. 40% upon submission and acceptance of the 1<sup>st</sup> draft terminal evaluation report
4. 20% upon submission and acceptance of the final terminal evaluation report by UNDP Country Office and UNDP Regional Technical Adviser

## **DUTY STATION**

All travel within Malaysia will be arranged and provided by UNDP Malaysia and Project Team except international travel from home base to Putrajaya, Malaysia. Accommodation and meals will be provided for in-country travel.

### **Travel:**

- International travel will be required to Kuala Lumpur, Malaysia during the field mission;
- UNDSS BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>.

## **COMPETENCIES**

The Lead Evaluator cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have conflict of interest with project related activities.

Functional competencies:

- Extensive knowledge in biodiversity and ecosystems;
- Familiar with the United Nations Convention on Biological Diversity (CBD) and IUCN's Programme on Protected Areas;
- Sound analytical and organisational skills;
- Excellent communication and writing skills.

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment;
- Demonstrates integrity by modelling the UN's values and ethical standards.

### **Education**

Minimum Master's Degree or equivalent in conservation biology, ecology, environmental studies (science and/or management), natural resources, protected area/park management or related field.

## **Experience**

- Experience with result-based monitoring and evaluation methodologies for at least 15 years;
- Experience working with UNDP or GEF evaluations for at least 10 years;
- Experience working in Malaysia, South-East Asian or Asia-Pacific region for at least 5 years;
- Technical knowledge in conservation and protected area, conservation biology and/or landscape ecology for at least 10 years;
- Demonstrated experience in the application of GIS/remote sensing and image analysis related to biodiversity and ecosystems will be an asset.

## **Language**

Excellent command of English.

## **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual applicants must submit the following documents/information to demonstrate their qualifications:

1. Completed Letter of Confirmation of Interest and Availability (Annex 1) provided by UNDP;
2. Technical Proposal on how your qualifications and experience can lead towards the successful deliverable of this assignment within the required timeframe, and provide a detailed methodology on how you will approach and conduct the assignment;
3. Financial Proposal (Annex 2) should specify a total lump sum amount including a breakdown of working days, travel and relevant costs using the financial proposal template;
4. Personal CV including areas of expertise and experience in similar projects and at least three (3) references in the format of UN Personal History Form (P11 form). The UN Personal History Form (P11) is available at: <http://www.undp.org/my/uploads/p11%20personal%20history%20form.doc>.

## **CRITERIA FOR SELECTION OF THE BEST OFFER**

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

a) Technical proposal including educational background and experience on similar assignments will be weighted a max. of 70%. The evaluation criteria are:

- Experience with result-based monitoring and evaluation methodologies for at least 15 years;
- Experience working with UNDP or GEF evaluations for at least 10 years;
- Experience working in Malaysia, South-East Asian or Asia-Pacific region for at least 5 years;
- Technical knowledge in conservation and protected area, conservation biology and/or landscape ecology for at least 10 years;

- Demonstrated experience in the application of GIS/remote sensing and image analysis related to biodiversity and ecosystems will be an asset.

b) Financial proposal will weigh as 30% of the total scoring.

UNDP applies a fair and transparent selection process that will consider the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.