**Assessment of Development Results (ADR) in Malaysia**

**TERMS OF REFERENCE** (Draft)

**TEAM SPECIALIST: ECONOMIC POLICY AND INCLUSIVE GROWTH**

1. **INTRODUCTION**

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts country evaluations called “Assessments of Development Results (ADRs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results.

The purpose of an ADR is to:

* Provide substantive support to the Administrator’s accountability function in reporting to the Executive Board.
* Support greater UNDP accountability to national stakeholders and partners in the programme country.
* Serve as a means of quality assurance for UNDP interventions at the country level.
* Contribute to learning at corporate, regional and country levels.

ADRs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. [[1]](#footnote-1) The IEO is independent of UNDP management, headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ADRs in collaboration with the national Government.

This is the first ADR conducted in Malaysia and will be carried out in close collaboration with the Government of Malaysia through the Economic Planning Unit (EPU) of the Prime Minister’s Department. It will assess UNDP programme results during the period 2008-2014 with a view to contributing to the preparation of the new UNDP Country Programme Document (CPD) for the programme which is to begin in 2016.

1. **NATIONAL CONTEXT**

Malaysia is an upper middle-income Southeast Asian country with a multi-ethnic, multi-cultural and multi-linguistic population of nearly 30 million people and 330,000 square kilometres of land area. The country comprises two principal areas, Peninsular Malaysia, where 79 per cent of the country’s total population live, and Sabah and Sarawak on the Island of Borneo.

Malaysia was ranked 64th out of 186 countries on the UNDP human development index for 2012, with a score of 0.769 (high human development). This represents an increase of 37 per cent since 1980, or an average annual increase of about 1.0 per cent. Malaysia reported in 2010 that it was on track to achieve most of the Millennium Development Goals in aggregate terms by 2015.

Malaysia had already achieved the aggregate MDG objective of halving poverty – which fell from 17 per cent in 1990 to 8 per cent in 2000, and which was below 4 percent in 2009. In 2012, incidence of poverty had further decreased to 1.7 percent. Malaysia had also achieved gender parity at all levels of education by 2010, surpassing parity at the university level.

Malaysia’s development policy is framed by five-year plans that provide guidance for public investment. Since 1991, these plans have been guided by Vision 2020, according to which Malaysia will be by 2020 “a society that is democratic, liberal and tolerant, caring, economically just and equitable, progressive and prosperous, and in full possession of an economy that is competitive, dynamic, robust and resilient.”[[2]](#footnote-2)

The Tenth Malaysia Plan 2011-2015 observes that Malaysia emerged strongly from the global financial crisis, and that the goal of high-income status by 2020 requires an average GDP growth of 6% per annum during the Tenth Plan period. The Plan acknowledges that the target will not be achieved without a comprehensive economic transformation.

The Tenth Plan also cites the risk of Malaysia getting caught in a middle-income trap. The country’s inadequate financial, technological and market infrastructure and human capital have not allowed it to compete in economically higher-value added products and services. Net private investment has not recovered to the level it had attained before the Asian financial crisis of the 1990s, and Malaysia’s trade dependency makes it particularly vulnerable to the global financial and economic environment. Strong institutional capacities coupled with a broad-based tertiary-educated and skilled human capital base are two necessary prerequisites to overcoming that challenge.

Another challenge is inequality. Despite impressive economic growth and early achievement of the MDG for poverty, pockets of poverty remain in specific geographies and particular communities. For example, although the average household income for Malaysians had increased from RM4,025 in 2009 to RM5,000 in 2012 – reflecting an average annual growth of 7.2%, there are still gaps in income levels between and within ethnic groups, and urban and rural areas. In 2012, the urban-rural income gap widened from 1.8 in 2009 to 1.9 in 2012. The Gini Coefficient Index for the same year stood at 0.431.

The UNDP gender inequality index, 2012, ranked Malaysia 42nd out of 148 countries, with a score of 0.256. The country lags in terms of women’s labour force participation (52.4 per cent in 2013 compared with 80.7 per cent for men), and in addition, women managers and professional comprise only 3.2% and 14.8% respectively in 2013. In terms of political empowerment, women remain under-represented in decision-making bodies; in 2013, the 13th General Elections resulted in only 11% of the members of parliamentary and State legislative seats being made up of women, even though over 52% of Malaysian voters were made up of women. With respect to education, 66 per cent of adult women have reached a secondary or higher level of education compared to 72.8 per cent of men. However, girls’ secondary school enrolment now exceeds that of boys.

In terms of its physical environment, Malaysia boasts a wide array of coastal, marine and terrestrial eco-systems, and is one of 17 mega-diverse countries in the world. Large expanses of tropical rain forest occupy the hills and mountains of Peninsular Malaysia and the island of Borneo, covering approximately 60% of the total land area. Malaysia has the world’s fifth largest mangrove area, which totals over half a million hectares, or approximately two per cent of the total land area.

Malaysia’s rapid development demands proper environmental planning and design. The country recognizes its rich natural heritage and abundant energy resources and their contribution to strong and continued development. There is also increasing awareness about the need to safeguard the environment, to harmonize development and environmental goals and to incorporate the framework of sustainable development into mainstream development planning. As the magnitude and array of environmental problems become more complex and urgent, there is a need to find approaches and methodologies that can deal with these challenges effectively and efficiently.

Malaysia has been an active development partner in the region and beyond. As a strong proponent of South-South cooperation, Malaysia has, through its Technical Cooperation Programme (MTCP), contributed extensively to the capacity development of Southern countries in Africa and Asia since the 1980s in different areas including public administration, finance, development planning and humanitarian disaster response and recovery. Since its launching, more than 25,000 participants from 140 countries have benefited from the various programmes offered under the MTCP.

1. **UNDP IN MALAYSIA**

UNDP’s technical assistance programmes date from the country’s independence in 1957. In the early years, assistance focused largely on capacity building in technical education and training, as well as health and nutrition. Up until 1972, UNDP’s involvement was on a project-to-project basis, responsive to sectors and areas of priority as determined by the Government.

Since then, UNDP’s matching development assistance has been in stride with Malaysia’s own five-year national development plans. Over the next three decades, assistance was aimed at expanding and deepening the industrial base and promoting industrial dispersal to less developed states. As manufacturing activities expanded, UNDP supported programmes to develop new technologies and the commercialisation of Research and Development (R&D). UNDP also supported the improvement of access to clean water supply and health services in rural areas, as well as to the educational system. As the economy developed and pressures on the environment became evident, UNDP cooperated with the public and private sectors to develop a comprehensive and holistic approach to environmental management and the development of environmentally sound technologies to support the economy.

UNDP began using a system of five-year resource allocations with the First Country Programme from 1972-1976. This continued until the Fifth Country Programme (1992-1996). Subsequently, the Country Programme was replaced by a five-year Country Cooperation Framework (CCF). The first CCF 1997-2001 was extended till 2002. The nomenclature was once again changed and a new Country Programme Outline for 2003-2007 was developed. The Country Programme Outline covering 2003-2007 focused on three main areas: energy and environment, human development, and sharing of best practices in these areas through South-South cooperation.

For the next period, 2008-2012, a Country Programme Document (CPD) and then a more detailed Country Programme Action Plan (CPAP) were developed. The 2008-2012 Programme built on the previous programme, articulating three outcomes: i) Malaysia has increased its engagement in the global partnership for development; 2) Effective response to human development challenges and reduction of inequalities; and 3) Improved environmental stewardship through sustainable energy development and environmental management.

In 2009, UNDP undertook a forward looking review of the 2003-2007 Country Programme, as part of a repositioning exercise which led to adjustments in the 2008-2012 Country Programme. A mid-term review of the CPAP was undertaken in 2011.

A new CPD and CPAP were developed for the period 2013-2015, with three outcomes: 1a) a new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies ; 1b) The bottom 40% of households receive better access to education, health and social protection programmes and benefit disproportionately from new inclusive growth policies and strategies; 2) Strengthened institutional capacity in managing climate change, including achieving both the 2015 renewable energy target of 5.5% of total electricity generation mix and an enhanced national framework for biodiversity management of the central forest spine in Peninsular Malaysia and the heart of Borneo; 3) International cooperation efforts to accelerate global MDG achievement by 2015 and strengthen governance through anti-corruption measures in developing countries will have increased and become more effective and strategic.

The short timeframe for the 2013-2015 Country Programme was designed to align with the latter part of the Tenth Malaysia Plan 2011-2015, and to align the next Country Programme with the Eleventh Malaysia Plan 2016-2020.

As Malaysia does not have a United Nations Development Assistance Framework (UNDAF), the 2008-2012 and 2013-2015 country programmes are based on and directly support the achievement of national priorities outlined in the Ninth and Tenth Malaysia Plan and other medium- and long-term development priorities identified jointly with the Economic Planning Unit in the Prime Minister’s Department (EPU). In addition, UNDP, through the Resident Coordinator system, works closely with United Nations partner organisations on the basis of a common analysis of development challenges, and in line with national policies.

1. **SCOPE OF THE EVALUATION**

The standard ADR protocol has been to assess the on-going and the previous country programme cycles. Accordingly, in Malaysia, the ADR will cover the previous country programme 2008-2012, and as much as possible of the on-going country programme 2013-2015. The cut-off date for evaluating results will be 1 September 2014. There is a large degree of coherence in the programme structure over the two programme periods, and therefore the assessment will treat the two frameworks as one continuous programme using the structure of the current country programme for presentation purposes (see Table 1 below).

The evaluation will be both retrospective and prospective. Retrospectively, the ADR will assess UNDP’s contributions to national development results in the three programmatic areas (addressing inclusive growth, strengthening climate resilient development, and promoting global partnership, see Table 1 below) and provide conclusions on UNDP’s overall performance and on each of the country programme outcomes. It will assess key results, anticipated and unanticipated, and will cover UNDP assistance funded from both core and non-core resources. The evaluation will look at both project and non-project activities.

In terms of project activities, there are a total of 61 projects registered in UNDP’s management system, Atlas, with activities (expenditure) during the period 2008-2014.[[3]](#footnote-3) The evaluation will look at a sample of these projects in-depth. The sample will cover all thematic areas, and will include projects initiated during the period under review, or initiated under the prior cycle but with a significant percentage of overall project expenditure during the period under review.

Table 1: UNDP Malaysia Country Programme Outcomes

|  |  |  |
| --- | --- | --- |
| **UNDP Strategic Plan** | **CPAP 2008-2012** | **CPD/CPAP 2013-2015** |
| *Focus Area* | *Outcome* | *Budget[[4]](#footnote-4)* | *Outcome* | *Budget[[5]](#footnote-5)* |
| Democratic governance; Poverty reduction and the achievement of MDGs | Outcome 2: Effectively responded to human development challenges and reduced inequalities (MYS\_OUTCOME15) | $6,733,000 | Outcome 1: (a) A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies; (b) the botton 40% of households receive better access to education, health and social protection programmes and benefit disproportionately from new inclusive growth policies and strategies(MYS\_OUTCOME17 - Addressing Inclusive Growth\_) | $4,740,000 |
| Environment and sustainable development | Outcome 3: Malaysia has improved environmental stewardship through sustainable energy development and environmental management (MYS\_OUTCOME16) | $16,379,000 | Outcome 2: Strengthened insitutional capacity in managing climate change, including achieving both the 2015 renewable energy target of 5.5% of total electricity gneeration mix and an enhanced national framework for biodiversity management of the central forest spine in Peninsular Malaysia and the heart of Borneo(MYS\_OUTCOME18 – Strengthening Climate Resilience)  | $18,050,000 |
| Democratic governance; Poverty reduction and the achievement of MDGs | Outcome 1: Malaysia has increased its engagement in the global partnership for development (MYS\_OUTCOME14) | $1,868,000 | Outcome 3: International cooperation efforts to accelerate global MDG achievement by 2015 and strengthen governance through anti-corruption measures in developing countries will have increased and become more effective and strategic. (MYS\_OUTCOME19 - Promoting Global Partnership)  |  $1,936,000 |

The evaluation will also be forward looking, in that, drawing on lessons from the past programmes cycles it will look ahead to examine how UNDP can support Malaysia in the next cycle. The timing of ADRs is designed to feed into the next Country Programme formulation process (2016-2020) which for the first time, will be aligned directly to the timelines of the 11th Malaysia Plan (2016-2020). As the 11th Malaysia Plan 2016-2020 will guide the country on its ‘last lap’ as it seeks to reach ‘developed country status’ by the end of the period, and as the country transitions to ‘Net Contributor Country’ (NCC) status, the ADR evaluation will provide input into discussions on the most appropriate role for UNDP in the final years of the decade.

1. **METHODOLOGY**

The evaluation has two main **components**: (a) the analysis of the UNDP’s contribution to development results through its programme outcomes, and (b) the strategy it has taken. For each component, the ADR will present its findings and assessment according to the set criteria provided below.[[6]](#footnote-6)

1. **UNDP’s contribution by thematic/programmatic areas.** Analysis will be made on the contribution of UNDP to development results of Malaysia through its programme activities. The analysis will be presented by thematic/programme outcome areas and according to the following evaluation criteria:
2. Relevance of UNDP's projects, outputs and outcomes;
3. Effectiveness of UNDP interventions in terms of achieving stated goals;
4. Efficiency of UNDP's interventions in terms of use of human and financial resources;
5. Sustainability of the results to which UNDP contributes.
6. **UNDP’s contribution through its positioning and strategies.** The positioning and strategies of UNDP are analysed both from the perspective of the organisation’s mandate[[7]](#footnote-7) and the development needs and priorities in the country as agreed in the programme documents and as they emerged during the period 2008-2014. This will involve systematic analysis of UNDP’s place and niche within the development and policy space in the country, as well as the relevance of strategies and approaches used by UNDP to maximize its contribution. The following criteria will be applied:
7. Relevance and responsiveness of the county programme as a whole;
8. Exploiting comparative strengths;
9. Promoting UN values from a Human Development perspective.

Specific attention will be paid to UNDP’s support to furthering gender equality in Malaysia. In addition to assessing intended and actual results of gender-specific projects as contributions to intended outcomes, the evaluation will assess the extent to which gender is mainstreamed in UNDP’s programme support and assess UNDP’s advocacy efforts to further gender equality. UNDP’s contributions through the UN Gender Theme Group will also be considered.

The Malaysia Country Programme includes an outcome related to the ‘global partnership for development’, or South-South cooperation. In addition to assessing results under this outcome area, the evaluation will also examine the promotion of South-South cooperation as a cross-cutting principle and factor influencing results in the other thematic areas. The ADR will also assess performance in relation to other UNDP approaches including the integration of human rights, capacity development, promotion of national ownership, and partnerships including with the wider UN. The ADR will also examine UNDP’s contributions through non-project support.

In addition to judgements made using the evaluation criteria above, the ADR process will also identify how various other factors have influenced UNDP’s performance and positioning. This will include:

* Malaysia’s status as an upper middle income country and UNDP’s role in middle-to-high income countries;
* Malaysia’s position within the region (ASEAN) and beyond (e.g., Organisation of Islamic Cooperation (OIC));
* Malaysia’s complex federal-state relations;
* UNDP’s engagement with civil society.

The evaluation criteria form the basis of the ADR methodological process. Evaluators generate findings within the scope of the evaluation and use the criteria to make assessments. In turn the factual findings and assessments are interpreted to identify the broad conclusions from the evaluation and to draw recommendations for future action.

An outcome paper will be developed for each of the three outcome areas noted in Table 1 and will examine progress towards the outcome and UNDP’s contribution to that change. A Theory of Change (ToC)[[8]](#footnote-8) approach will be used and developed by the evaluation team in consultation with UNDP and national stakeholders. Preparation of the ToC will focus on the assumptions made about a programme’s desired change and causal linkages expected and these will form a basis for the data collection approach.

The outcome papers will use the ToC approach to assess UNDP’s contribution to the outcome using the evaluation criteria and identify the factors that have affected this contribution. Each outcome paper will be prepared according to a standard template which will facilitate synthesis and the identification of conclusions.

An additional paper on gender will be prepared, which will look at this cross-cutting issue across all outcomes. The findings and conclusions from each outcome paper will then be synthesized into the overall ADR report.

1. **DATA COLLECTION**

**Assessment of existing data, data collection constraints and opportunities.** An assessmentwas carried out for each outcome to ascertain the available information, identify data constraints, and to determine the data collection needs and methods. The assessment showed:

* The CPD and CPAP 2008-2012 do not include indicators at the outcome level, although outcome indicators have been used in annual reports (ROARs). The CPD and CPAP 2013-2015 include outcome indicators.
* The UNDP CO has produced a complete project list, which lists key partners, indicative project outputs, and other resources, providing the ADR team with a good starting point for stakeholder mapping and identification of data sources. Key national CO staff have been with the office since at least the beginning of the period under review; institutional memory is good.
* The Malaysia Country Office completed a Mid-Term Review of the CPAP 2008-2012 in 2011, covering all outcomes. In addition, project evaluations have been completed for seven projects in the environment portfolio during the period 2008-2013. One additional project evaluation, in the global partnership for development portfolio, is also available.
* There are no significant security threats that would limit the ADR’s access to key stakeholders or field sites.

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants. Specific evaluation questions for each of the evaluation criteria – building on standard questions in the UNDP *ADR Method Manual*, and adapted to the specific contextual factors mentioned above, as well as elements specific to the programme and its theory of change - will be further detailed in an Evaluation Matrix, which will also list the relevant data sources and data collection methods for each question.

A multi-stakeholder approach will be followed and interviewees will include government representatives, civil-society organizations, UN agencies, other development partners and beneficiaries of the programme. Other key informants, particularly with respect to the specific development context of Malaysia, may include people from academic institutions and think tanks. Criteria for selecting specific sites for visits outside of Kuala Lumpur and Putrajaya will include coverage of all programme and outcome areas, potential for significant learning, and accessibility. Given the UNDP programme’s emphasis on addressing socio-economic imbalances, with specific reference to Sabah and Sarawak, field visits to these two States will be prioritized.

The IEO and the country office have identified an initial list of background and programme-related documents which are posted on an ADR SharePoint. The following secondary data will be reviewed: background documents on the national context (including the 10th Malaysia Plan, and cross-cutting and sectoral plans and policies prepared by the government), documents prepared by UN system agencies; UNDP programme documents and results frameworks; progress reports; monitoring self-assessments such as UNDP’s Results Oriented Annual Report (ROAR), and evaluations conducted by the country office and partners.

**Validation.** The evaluation will use triangulation of information from different sources, collected by different methods to ensure that the data is valid. All the findings must be supported by evidence and validated by consulting multiple sources of information and/or using multiple data collection and analysis methods. The evaluation matrix will be used to validate each finding.

**Stakeholder involvement.** An in-depth stakeholder analysis (initiated during the preparatory mission) will be conducted to identify all relevant UNDP partners, including institutions which may not work directly with UNDP but play a key role in the outcomes to which UNDP contributes. The evaluation will use a participatory approach to the design, implementation and reporting of the ADR.

1. **IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS**

The evaluation process includes a wide range of stakeholders in the management.

**UNDP Independent Evaluation Office (IEO).** UNDP IEO will conduct the ADR in collaboration with the Country Office and the Government of Malaysia. IEO will set the Terms of Reference (TOR) for the evaluation, prepare a TOR for each of the Outcome Papers and other background papers that will be integrated into the final report, select the consultancy team, lead the data collection team, provide guidance, organize feedback sessions, prepare the first draft of the report, with the support of the EPU and the CO organize a Stakeholder Workshop, finalise the report and manage the review and follow-up processes. The IEO will meet all costs directly related to the conduct of the ADR.

**The Economic Planning Unit (EPU), Prime Minister’s Department.** As the main counterpart of UNDP in Malaysia, the EPU has agreed to collaborate with UNDP IEO in conducting the ADR. The EPU will facilitate the conduct of the ADR by facilitating meetings with and providing necessary access to information sources within the Government of Malaysia, safeguarding the independence of the evaluation, sharing the draft report with key partners within the Government, gathering and providing comments on the preliminary findings, conclusions and recommendations to be made by the team, and jointly organizing the Stakeholder Workshop with the IEO and the CO. The EPU will facilitate sharing of and gathering of comments on the draft report with key Ministries and departments. It will be responsible within the Government of Malaysia for the use and dissemination of the final outcomes of the ADR.

**UNDP Regional Bureau for Asia Pacific (RBAP).** RBAP will support the evaluation through information sharing and RBAP will also participate in discussions on emerging conclusions and recommendations as well as in the in the Stakeholder Workshop. RBAP will also be invited to provide comments to the draft ADR report.

**UNDP Country Office (CO) in Malaysia.** The CO will support the evaluation team in liaising with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, and provide factual verifications of the draft report. The CO will provide the evaluation team support in kind (e.g. arranging meetings with project staff and beneficiaries; or assistance for the project site visits). CO staff will be also be interviewed by members of the evaluation team. However, to ensure the independence of the views expressed in interviews and meetings with other stakeholders held for data collection purposes, the CO will not participate in such interviews. The CO will assist in organizing the Stakeholder Workshop.

**The Evaluation Team.** The IEO will establish a gender-balanced evaluation team to undertake the ADR. The team will constitute the following members:

* Evaluation Manager (EM): IEO staff member with overall responsibility for conducting the ADR, for managing the ADR consultants and for preparing and revising draft and final report, for facilitating the stakeholder workshop and providing any clarifications required by the country office as it prepares its Management Response which will be uploaded in the Evaluation Resource Centre (ERC) along with the final ADR report
* Associate Evaluation Manager (AEM): IEO staff member with responsibility for providing in-depth substantive support, participating in country in the data collection phase as well as providing quality assurance of the draft reports.
* Research Assistant (RA): will be involved in the desk review and report writing phases of the evaluation.
* Economic Policy-Inclusive Growth Specialist: will be recruited as an independent consultant managed by the EM. The expert selected will require in-depth understanding of inclusive growth and human development, particularly in a middle income country context, as well as familiarity with UNDP. S/he will be responsible for drafting an Outcome Paper for the inclusive growth and sustainable development outcome, which will be incorporated into the final report by the EM.
* Environment-Climate Change Specialist: will be recruited as an independent consultant managed by the EM. The expert selected will require in-depth understanding of environment and development issues, including biodiversity, natural resources management, and climate change mitigation, and will be responsible for drafting an Outcome Paper that will be incorporated into the final report by the EM.
* Gender Specialist: will be recruited as an independent consultant managed by the EM. The expert selected will require in-depth understanding of gender issues in Malaysia, and will be responsible for drafting a background paper on the context of gender in Malaysia, the results of the selected projects within the inclusive growth portfolio, on gender mainstreaming across the portfolio, and results achieved by the UN gender theme group with UNDP support, which will be incorporated into the final report by the EM.

**Table 2: Evaluation team responsibilities for outcome reports/background papers**

|  |  |
| --- | --- |
| **Outcome/Topic**  | **Team member** |
| 1. **Addressing Inclusive Growth**
 | Economic Policy-Inclusive Growth Specialist  |
| 1. **Strengthening Climate Resilient Development**
 | Environment-Climate Change Specialist  |
| 1. **Promoting the Global Partnership for Development**
 | EM  |
| 1. **Gender**
 | Gender Specialist  |
| 1. **Strategic Positioning**
 | EM, AEM, with inputs from all team members  |

1. **EVALUATION PROCESS**

The evaluation will be conducted according to the approved IEO process guidance. The following represents a summary of key elements of the process. Four major phases provide a framework conducting the evaluation.

**Phase 1: Preparation.** The IEO will prepare background documentation with the support of the CO and get briefed by the regional and other HQ bureaus. The EM undertook a week-long preparatory mission in March 2014 to the country and met with CO, Government and key national stakeholders. The objectives of the mission were to: i) ensure that key stakeholders understand the evaluation purpose, process and methodology; ii) obtain key stakeholder perspectives of any prominent issues to be covered in the evaluation; and iii) determine the scope of the evaluation, approaches, timeframe, and the parameters for the selection of the ADR evaluation team.

The mission led to the preparation of a draft TOR which was shared with key stakeholders for comment. Based on the finalized TOR, and in accordance with internal recruitment guidelines, the IEO will recruit consultants who are experts in evaluation and thematic areas as required in the evaluation.

**Phase 2: Data Collection and analysis.** The objective is to undertake data collection activities in accordance with the TOR and to analyse data collected from various sources against evaluation criteria set out in section 6.

* Pre-mission activities: Evaluation team members conduct desk reviews of reference material, and prepare a draft outcome paper or background paper prior to the data collection mission. This paper will help identify the outcome-specific evaluation questions, identify gaps and issues that will require validation during the field-based phase of data collection
* Data collection/validation/preliminary analysis mission: The evaluation team, including EM and AEM, undertake a mission to the country to engage in field-based data collection activities. The estimated duration of the mission is **3 weeks from 8 through 26 September 2014.** The first two weeks will be used for data collection.
* Analysis: once data collection is complete, or near complete, the team will meet to reflect on the main findings, and identify the main themes around which conclusions and recommendations may be drawn, in view of a preliminary debriefing for the CO in the final days of the mission.
* Completion of the Outcome/background papers: the consultants will complete and submit their papers to the EM by 10 October 2014.

**Phase 3: Synthesis, Report Writing and Review.** Based on the outcome papers, the first draft of the ADR will be prepared in accordance with the TOR and the *ADR Method Manual*, as well as quality standards set forth by the United Nations Evaluation Group. The draft will be reviewed (quality assured) internally by the IEO. Once cleared by the IEO, the first draft will be circulated to the CO and the RBAP for factual verification and the identification of any errors or omissions. Following the revision of the draft report, the report will shared, through the CO, with national stakeholders for their comment on any factual inaccuracies or misinterpretations of data. An “audit trail” of comments and responses will be prepared for all reviews.

The second draft, which takes into account the results of the stakeholder reviews, will be prepared for a Stakeholders’ Workshop to be organized in Malaysia in collaboration with the CO and the EPU. The Stakeholders’ Workshop is designed to present the results of the evaluation and examine ways forward in the country*.* The workshop participants will include IEO senior management and the EM, representatives of the RBAP, CO staff, as well as a wide range of national stakeholders including the EPU. The main purpose of the meeting is to facilitate greater national ownership of the lessons and recommendations from the report and their utilization for future programming, and to strengthen the necessary accountability for UNDP interventions at country level. Taking into account the discussions at the stakeholders’ workshop, the report will be finalized.

**Phase 4: Production, dissemination and follow-up.** The aim is to produce a user-friendly report that reaches a wide range of audiences. Following the production process of editing, translation, and design, the final report is then uploaded to the IEO website. To ensure that results and lessons from the ADR Report are fully considered for future operational improvement, the report is submitted to the UNDP Administrator, who requests formal responses to the evaluation from the CO/RB (a ‘**management response**’). The RB is responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.[[9]](#footnote-9) The ADR report is widely disseminated/ shared with internal and external audiences both in hard copy and electronic versions. Results of the evaluation are presented to RB senior management through a formal presentation. Discussions may be also held with other offices (e.g. other RBx, BDP, OPG) to facilitate organizational learning.

1. **TIMEFRAME FOR MALAYSIA ADR PROCESS**

The timeframe and responsibilities for the evaluation process are tentatively as follows:

**Table 3: Tentative timeframe**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Responsible Party** | **Proposed Timeframe**  |
| **Phase 1: Preparation** |
| ADR initiation and preparatory work | EM/RA  | February/March 2014 |
| Preparatory mission | EM | March 2014 |
| Draft TOR to RBAP, CO, and Government for comments | EM | May 2014 |
| ToR completed and approved by IEO Director | EM | May 2014 |
| Selection of other evaluation team members | EM/AEM | June 2014 |
| **Phase 2: Data collection and analysis** |
| Development of evaluation tools, protocols, evaluation matrix  | EM  | June-July 2014 |
| Preliminary drafts of outcome papers | Consultants | August 2014 |
| Data collection mission to Malaysia and preliminary data analysis; preliminary debriefing to CO  | EM/AEM/Consultants | 8 – 26 September 2014  |
| Data analysis and submission of outcome/background papers to EM  | Consultants | 10 October 2014 |
| **Phase 3: Synthesis and report writing** |
| First draft for internal IEO clearance | EM/AEM  | 15 November 2014 |
| First draft to CO/RBAP + Government (through CO) for comments  | CO/RBAP  | 25 November 2014 |
| Submission of the second draft | EM | 10 January 2015 |
| Stakeholder Workshop in Malaysia  | IEO Director/EM | February 2015 |
| Submission of the final report | EM | March 2015 |
| **Phase 4: Production and Follow-up** |
| Editing and formatting | IEO | March 2015 |
| Issuance of the final report  | IEO | April 2015 |
| Dissemination of the final report and uploading on ERC  | IEO & CO | May 2015 |
| Management Response | CO | May 2015 |
| ADR report made available to the Executive Board Session considering the CPD | IEO  | September 2015 |

1. **RESPONSIBILITIES AND EXPECTED OUTPUTS: ECONOMIC POLICY AND INCLUSIVE GROWTH SPECIALIST**

The Economic Policy-Inclusive Growth Specialist works closely with the IEO staff (EM and AEM) during the evaluation, particularly during data collection and analysis and the preparation of written analyses on outcomes. His/her key tasks include:

* Review reference material provided by IEO (e.g. country programme related documents, past evaluation reports, project documents, and ROARs) and assess the designated outcome area by preparing a draft outcome analysis paper for the assigned outcome based on the template to be provided (prior to field work).
* Conduct field-based data collection activities (e.g. interviews and site visits) in accordance with the evaluation design and methodology as guided by EM/AEM. Prepare interview notes to be shared with the evaluation team.
* Thoroughly assess all items and questions covered in the outcome analysis paper by filling in the ‘gaps’ during the field work. Prepare an outcome paper, based on the assessment of the assigned outcome, including in annexes a detailed list of references and persons consulted
* Work closely with the Gender Specialist to assess contributions of the projects focusing specifically on gender issues to the overall outcome
* As a member of the evaluation team, actively participate in the team’s discussions and joint analysis sessions and in particular assist in the analysis of the strategic positioning of the UNDP programme. Participate in the debriefing session at CO.
* Provide any additional data, information, clarification to the analyses, as requested by EM/AEM.

All reports and documents will be produced in English.

**11. DURATION OF ASSIGNMENT, TRAVEL AND PAYMENT**

The Economic Policy-Inclusive Growth Specialist will be recruited for a total of 37 working days spread between July 2014 and January 2015, with the main data collection/analysis mission to be conducted between 8 and 26 September. A team meeting will be organized just prior to the start of data collection. Field visits outside of the Kuala Lumpur/Putrajaya area will be organized within the period of the main data collection mission. The exact locations of site visits will be decided upon consultation with CO. The estimated duration of activities is shown below:

|  |  |  |
| --- | --- | --- |
| Tasks of Team Specialist | Calendar | Working Days (Estimated) |
| Desk reviews of reference material, preliminary analysis of outcomes and projects, and preparation of draft outcome analysis paper prior to field work  | July/August | 10 |
| Data collection (team meetings, interviews, field visits) and preparation of interview notes) | September | 15 |
| Team’s joint data analysis and debriefing to CO | September | 4 |
| Drafting and finalization the outcome paper; submission of all interview notes  | October 10 | 5 |
| Revisions, clarification and discussions with EM  | October-December | 3 |
| Total  |  | 37 |

All travel and other related expenses incurred during the evaluation will be covered by the IEO. The IEO will issue a lump sum contract based on the agreed fee, to be paid upon certification by the EM that expected services have been satisfactorily performed. The consultant payment should be made as shown in the table below.

|  |  |
| --- | --- |
| Deliverables | Payment |
| 1. Upon satisfactory submission of data collection plan and draft outcome analysis (before the data collection mission) | 15% |
| 2. Upon satisfactory participation in the team’s initial data analysis and debriefing to the CO (end of the data collection mission)  | 15% |
| 3. Upon satisfactory submission of the final outcome paper and interview notes  | 50% |
| 4. Upon satisfactory submission of additional analyses for clarification during revision  | 20% |

1. **QUALIFICATIONS OF ECONOMIC POLICY AND INCLUSIVE GROWTH SPECIALIST**

**Education**

* Master’s degree or higher in Economics, Public Administration, Social Science, International Relations or any other areas relevant to UNDP work.

|  |
| --- |
| **Competencies/experience** |
| * A minimum of 10 years of work experience on, and demonstrated in-depth understanding of, economic policy, inclusive growth and human development issues, particularly in middle and high income country contexts;
* Familiarity with UNDP programming; familiarity with the Global Environment Facility (GEF) an asset
* Demonstrated capacity for strategic thinking and ability to provide policy advice;
* Experience in program evaluation and mastery of techniques and methods of data collection, interviews and quantitative and qualitative analysis;
* Knowledge of the country context, development issues and challenges in the country
* Work experience in gender an asset
* Strong report writing and communication skills; and
* Ability to work in a multicultural and multidisciplinary team environment.
 |

**Language**

* Excellent written and spoken English. Bahasa Malaysia an asset.

**\*\*\***

**Annex 1: List of Projects (2008-2014)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Award** | **Project**  | **Start Date** | **Actual End Date** | **Approved Budget**  | **Key partner(s)**  | **Location** | **Remarks (including reference to evaluations)** |
| **Addressing Inclusive Growth (encompassing MYS outcomes 15 and 17)** |
| 1 | 00013474  | 00013474 - Development Support Programme | Jan-00 | Dec-11 |  $1,890,995  | Economic Planning Unit | Putrajaya | An umbrella project. Sub-projects implemented from 2008 (listed below) will be considered within the scope of the ADRTheme[[10]](#footnote-10): All 3 Outcomes as noted below |
| 1.1: Assessment of Malaysia's New Approach to Inclusive Growth and Development Towards Achieving Advanced Economy Status |   |   |   | Economic Planning Unit | Putrajaya | Theme: Sustainable Development |
| 1.2: Millennium Development Goals Report 2010 |   |   |   | Economic Planning Unit | Putrajaya | Theme: Sustainable Development |
| 1.3: Study to Analyze the Potential Impact on the Malaysian Economy from Malaysia's Participation in the Trans-Pacific Strategic Economic Partnership Agreement and to Develop a Strategic Plan of Action |   |   |   | Ministry of International Trade and Industry | Kuala Lumpur | Theme: Economic Development |
| 1.4: High Level Brainstorming on Developing and Liberalization of the Services Sector |   |   |   | Economic Planning Unit | Putrajaya | Theme: Economic Development |
| 1.5: Input to the work of the NEAC's Strategic Reform Initiatives Working Group |   |   |   | National Economic Action Council | Putrajaya | Theme: Economic Development |
| 1.6: Review of Health-related Laws and their Implications on the Health Restructuring  |   |   |   | Ministry of Health | Putrajaya | Theme: Health and Development |
| 1.7: Reviewing and Strengthening Malaysia's Contribution to South-South Cooperation |   |   |   | Economic Planning Unit | Putrajaya | Theme: South-South Cooperation |
| 2 | 00061517  | 00077949 - Institutional Strengthening and Capacity Development of the Malaysian Public Sector | Feb-11 | Dec-12 |  $870,230  | Economic Planning Unit | Putrajaya | An umbrella project which replaced the DSP. |
| 2.1: Review of Progress since Rio Earth Summit 1992 and Preparations for UN Conference on Sustainable Development  |   |   |   | Economic Planning Unit | Putrajaya | Theme: Sustainable Development |
| 2.2: Feasibility Study for Payment of Eco-Systems |   |   |   | Economic Planning Unit | Putrajaya | Theme: Sustainable Development |
| 2.3: Review and Revision of the Poverty Line Index |   |   |   | Economic Planning Unit | Putrajaya | Theme: Poverty Eradication |
| 2.4: Development of the Multidimensional Poverty Index  |   |   |   | Economic Planning Unit | Putrajaya | Theme: Poverty Eradication |
| 2.5: The Core Importance of Manufacturing for Middle-Income Malaysia |   |   |   | Economic Planning Unit | Putrajaya | Theme: Economic Development |
| 2.6: Contributory Retirement Benefit Package  |   |   |   | Public Service Department | Putrajaya | Theme: Public Sector Reform |
| 2.7: Evaluation Mechanism for In-Service Training  |   |   |   | Public Service Department | Putrajaya | Theme: Public Sector Reform |
| 3 | 00079926  | 00089793 - Institutional Support For The Development Of The 11th Malaysia Plan: 2016-2020 | Mar-14 | Dec-14 | $424,000 | Economic Planning Unit | Putrajaya | Theme: Sustainable Development Note: New CPAP 2013-2015 project  |
| 4 | 00079375  | 00089369 - Policy Reforms and Institutional Framework in Support of Sustainable Development Goals and Post-2015 Development Agenda | Mar-14 | Dec-15 | $399,800 | Economic Planning Unit | Putrajaya | Theme: Sustainable DevelopmentNote: New CPAP 2013-2015 project  |
| 5 | 00078545  | 00088739 - Study on Housing for the B50% Income Group and the Challenges of Urbanization In Malaysia | Jan-14 | Dec-15 | $518,000 | Economic Planning Unit  | KL, Johor, Penang, Sabah & Sarawak | Theme: Sustainable DevelopmentNote: New CPAP 2013-2015 project  |
| 6 | 00067583  | 00083278 - National Human Development Report | Apr-12 | Dec-14 |  $349,988  | Economic Planning Unit  | Putrajaya  | Theme: Sustainable Development |
| 7 | 00036043  | 00038978 - Strengthening Capacity in Policy Formulation, Monitoring and Evaluation for Poverty Eradication | Sep-04 | Dec-10 |  $1,505,329  | Economic Planning Unit  | Putrajaya | Theme: Poverty Eradication |
| 8 | 00041733  | 00047703 - Study to Identify Strategies and Programmes to Eradicate Poverty and Improve Employment and Equity Restructuring in Sabah and Sarawak | Oct-05 | Dec-11 |  $912,731  | Economic Planning Unit  | Putrajaya | Theme: Poverty Eradication |
| 9 | 00044421  | 00052225 - Towards Achieving At Least 30 Per Cent Participation of Women at Decision Making Levels in Malaysia | Mar-07 | Dec-10 |  $434,951  | Ministry of Women, Family & Community Development  | Putrajaya | Theme: Gender Empowerment |
| 10 | 00048866  | 00059212 - Towards a National Action Plan to Empower Single Mothers | Jan-08 | Dec-10 |  $780,734  | Ministry of Women, Family & Community Development  |  Putrajaya | Theme: Gender Empowerment |
| 11 | 00062382  | 00079858 -Study to Support the Development of National Policies and Programmes to Increase and Retain the Participation of Women in the Malaysian Labour Force | Sep-11 | Mar-13 |  $262,019  | Ministry of Women, Family & Community Development  | Putrajaya | Theme: Gender Empowerment |
| 12 | 00048034  | 00058013 - Encouraging increased participation by Persons with Disabilities in the workforce in the State of Johor | May-08 | Dec-10 |  $394,313  | Ministry of Women, Family & Community Development & Johore State Economic Planning Unit | Johor | Theme: Marginalized Communities |
| 13 | 00048035  | 00058014 - Transport for the Disabled Support of the Development of Accessible Transport in Penang | Feb-08 | Dec-11 |  $629,190  | Ministry of Women, Family & Community Development & Penang State Economic Planning Unit | Penang | Theme: Marginalized Communities |
| 14 | 00060160  | 00075636 - Study and Review of the Socio-Economic Status of Aboriginal Peoples (Orang Asli) in Peninsular Malaysia for the Formulation of a National Development Plan for the Orang Asli | Jun-10 | Apr-14 |  $579,212  | Economic Planning Unit  | Putrajaya | Theme: Marginalized Communities |
| 15 | 00062375  | 00079842 - Support for Blueprint Development Of The Health Sector Reform And Transformation | Aug-11 | Dec-13 |  $749,142  | Ministry of Health | Putrajaya | Theme: Health and Development |
| 16 | 00060558  | 00076302 - Development of the overall National Strategy on HIV and AIDS 2011-2015 | Oct-10 | Dec-11 |  $82,100  | Ministry of Health  |  Putrajaya | Theme: Health and DevelopmentNote: Work done with the UN HIV/AIDS theme group  |
| 17 | 00077597  | 00088281 - Support to the Public Service Transformation Programme | Nov-13 | Dec-15  |  $311,321  | Public Service Department | Putrajaya | Theme: Public Sector ReformNote: New CPAP 2013-2015 project  |
| 18 | 00039443  | 00044217 - Entrepreneurial Skills - Empowering Women | May-06 | Dec-09 |  $743,061  | Ministry of Women, Family and Community Development | Putrajaya | Theme: Gender EmpowermentNote: Project developed prior to the period under review and most of the implementation was prior to the period covered by the ADR. Will not be reviewed by the ADR.  |
| 19 | 00045630  | 00053935 - Knowledge Content in Key Economic Sectors in Malaysia Phase 2  | Nov-06 | Dec-09 |  $716,424  |  Economic Planning Unit  | Putrajaya | Theme: Economic DevelopmentNote: Project developed prior to the period under review and most of the implementation was prior to the period covered by the ADR. Will not be reviewed by the ADR.  |
| 20 | 00061520  | 00077953 - Support to the Policy Dialogue on Inequality and the Obstacles to Human Development in the Southeast Asia Region | Mar-11 | Sep-11 |  $38,511  | UNDP | Regional Workshop  | Theme: Poverty EradicationNote: Organized one workshop. Will not be reviewed by the ADR.  |
| **Strengthening Climate Resilient Development (encompassing MYS outcomes 16 and 18)** |
| 1 | 00013487  | 00013487 - Biomass Power Generation and Co-generation in the Palm Oil Mills Phase 1 | Jun-02 | Dec-10 |  $9,720,151  | Ministry of Energy, Green Technology and Water / Malaysia Energy Centre  | Putrajaya and 2 pilot sites in Negeri Sembilan - Bahau (biomass plant) and Serting (biogas plant)  | Theme: EnergyNote: Terminal evaluation available |
| 2 | 00038180  | 00042090 - Malaysia- Building Integrated Photovoltaic (BIPV) Technology Application Project | May-05 | Dec-10 |  $5,961,279  | Ministry of Energy, Green Technology and Water / Malaysia Energy Centre  | Putrajaya and 55 pilot sites in 11 states | Theme: EnergyNote: Terminal evaluation available |
| 3 | 00058231  | 00072266 - Building Sector Energy Efficiency Project | Apr-10 | Dec-16 |  $3,289,570  | Ministry of Works/ Public Works Department | Kuala Lumpur | Theme: EnergyNote: Mid-Term Review to be available in August 2014 |
| 4 | 00013477  | 00013477 - Conservation and Sustainable Use of Tropical Peat Swamp Forests and Associated Wetlands Ecosystems | May-01 | Dec-09 |  $7,235,250  | Ministry of Natural Resources & Environment/ Forest Research Institute of Malaysia  | Putrajaya and 3 pilot sites in Pekan (Pahang), Loganbunut (Sarawak), Klias (Sabah)  | Theme: BiodiversityNote: Terminal evaluation available |
| 5 | 00033017  | 00034097 - Conserving Marine Biodiversity through Enhanced Marine Park Management and Inclusive Sustainable Island Development  | Aug-06 | Dec-13 |  $3,014,116  | Ministry of Natural Resources & Environment/ Department of Marine Park Malaysia | Putrajaya and 3 pilot sites in Redang Island (Terengganu); Tioman Island (Pahang); and Sibu Island (Johore) | Theme: BiodiversityNote: Terminal evaluation available |
| 6 | 00043796) | 00051228 - Conservation of Biological Diversity through Improved Forest Planning Tools Cover | Sep-06 | Dec-12 |  $2,668,770  | Ministry of Natural Resources & Environment/ Forest Research Institute of Malaysia | Temenggor Forest Reserve (Perak)  | Theme: BiodiversityNote: Terminal evaluation available |
| 7 | 00043797  | 00051229 - Support to Capacity Building Activities on Implementing the Cartagena Protocol on Biosafety  | Jan-07 | Dec-12 |  $1,471,355  | Ministry of Natural Resources & Environment  |  Putrajaya | Theme: BiodiversityNote: Terminal evaluation available |
| 8 | 00047594  | 00080516 - Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management (BIOFIN) | Nov-13 | Dec-15 |  $291,664  | UNDP | Kuala Lumpur | Theme: BiodiversityNote: HQ-DIM project: funded by the European Commission and the governments of Germany and Switzerland |
| 9 | 00059677  | 00074752-Capacity development for the formulation of a policy and regulatory frameworks for access and benefit sharing of biological resources in Malaysia | Mar-10 | Dec-12 |  $504,152  | Ministry of Natural Resources & Environment | Putrajaya | Theme: Biodiversity |
| 10 | 00063217  | 00080468 - Biodiversity Conservation in multiple-use forest landscape in Sabah, Malaysia | May-12 | May-18 |  $2,044,668  | Ministry of Natural Resources & Environment Forestry Department and / Sabah Economic Planning Unit | Sandakan (Sabah) | Theme: Biodiversity |
| 11 | 00063260  | 00080482 - National REDD+ Readiness in Malaysia | Oct-11 | Dec-13 |  $545,508  | Ministry of Natural Resources & Environment | Putrajaya | Theme: Biodiversity |
| 12 | 00065995  | 00082290 -National Biodiversity Planning to Support the Implementation of the CBD 2011 – 2020 Strategic Plan in Malaysia | May-12 | Dec-15 |  $562,842  | Ministry of Natural Resources & Environment | Putrajaya | Theme: Biodiversity |
| 13 | 00066114  | 00082355 - Enhancing effectiveness and financial sustainability of Protected Areas in Malaysia | Jul-12 | Jun-19 |  $2,360,290  | Ministry of Natural Resources and Environment / Department of Wildlife and National Parks | Kuala Lumpur and 3 pilot sites: Royal Belum State Park (Perak), Taman Negara National Park (Pahang), Endau-Rompin National Park (Johore) | Theme: Biodiversity |
| 14 | 00040597  | 00045989 - Enabling Activities for the Preparation of Malaysia's Second National Communication to the UNFCCC | May-06 | Dec-11 |  $556,794  | Ministry of Natural Resources & Environment  | Putrajaya |  Theme: Climate Change |
| 15 | 00059385  | 0074235 - Economics of Climate Change | Mar-10 | Dec-13 |  $475,517  | Economic Planning Unit | Putrajaya |  Theme: Climate Change |
| 16 | 00065926  | 00082252 - HCFC Phase-out Management Plan (HPMP) Stage-I for compliance with the 2013 and 2015 control targets for Annex-C | Mar-12 | Dec-16 |  $8,040,975  | Ministry of Natural Resources & Environment/ Department of Environment | Putrajaya and 17 factories in 6 states (Johore, Negeri Sembilan, Selangor, Kedah, Penang, Sarawak)  | Theme: Climate Change |
| 17 | 00066244  | 00082449 - Low Emission Capacity Building Programme for Malaysia | May-13 | Dec-15 |  $676,001  | Ministry of Natural Resources & Environment |  Putrajaya  | Theme: Climate Change |
| 18 | 00073609  | 00086350 - National Corporate Green House Gas Reporting Programme (NCGRP) for Malaysia | Jul-13 | Dec-15 |  $142,304  | Ministry of Natural Resources & Environment |  Putrajaya |  Theme: Climate Change |
| 19 | 00077556  | 00088260 - Third National Communications (TNC) to the UNFCCC and Biennial Update Reporting (BUR) for Malaysia | Jan-14 | Dec-17 | $1,227,000 | Ministry of Natural Resources & Environment | Putrajaya | Theme: Climate Change Note: New CPAP 2013-2015 project  |
| 20 | 00045107  | 00053222 - Support to Prepare the UNDP-GEF and GOM Programme for 2006-2010 under GEF Resource Allocation Framework | Sep-06 | Dec-10 |  $305,000  | Ministry of Natural Resources & Environment |  Putrajaya | Theme: OverarchingNote: Similar to a preparatory assistance project. Subject to brief review by ADR.  |
| 21 | 00061347  | 00077689 - Strategic Planning and Development of GEF 5 Projects  | Jan-11 | Dec-14 |  $667,384  | Ministry of Natural Resources & Environment | Putrajaya | Theme: OverarchingNote: Similar to a preparatory assistance project. Subject to brief review by ADR.  |
| 22 | 00042475  | 00048975 - Institutional Strengthening Phase 6 | Jan-06 | Dec-08 |  $588,717  | Ministry of Natural Resources & Environment / Department of Environment |  Putrajaya | Theme: Climate ChangeNote: One of a series of projects related to the Montreal Protocol. Subject to brief review by ADR.  |
| 23 | 00050326  | 00062122 - Institutional Strengthening Phase 7 | Jun-08 | Dec-10 |  $318,000  | Ministry of Natural Resources & Environment / Department of Environment |  Putrajaya | Theme: Climate Change Note: One of a series of projects related to the Montreal Protocol. Subject to brief review by ADR.  |
| 24 | 00050326  | 00075006 - Institutional Strengthening Phase 8 | Jan-11 | Dec-13 |  $335,125  | Ministry of Natural Resources & Environment / Department of Environment |  Putrajaya | Theme: Climate ChangeNote: One of a series of projects related to the Montreal Protocol. Subject to brief review by ADR.  |
| 25 | 00050326  | 00082717 - Institutional Strengthening Phase 9 | Mar-10 | Dec-14 |  $330,282  | Ministry of Natural Resources & Environment / Department of Environment |  Putrajaya | Theme: Climate ChangeNote: One of a series of projects related to the Montreal Protocol. Subject to brief review by ADR.  |
| 26 | 00037265  | 00040773 - Technical Assistance Programme to Install Alternatives and Phase-out All Remaining Non-Quarantine Pre-Shipment Uses of Methyl Bromide in Malaysia | Jan-06 | Dec-11 |  $403,700  | Ministry of Agriculture and Agro-Based Industry / Department of Agriculture | Putrajaya and Cameron Highlands (Pahang) | Theme: Climate ChangeNote: One of a series of projects related to the Montreal Protocol. Subject to brief review by ADR.  |
| 27 | 00013470  | 00013470 - Malaysian Industrial Energy Efficiency Improvement Project | Jul-99 | Dec-08 |  $7,358,943  | Ministry of Energy, Green Technology and Water  | Putrajaya  | Theme: EnergyNote: Project developed prior to the period under review, and completed in 2008. Subject to brief review by ADR.  |
| 28 | 00047400  | 00056928 - Planning and Development for a Natural History Museum in Malaysia | Aug-07 | Dec-08 |  $714,053  | Ministry of Natural Resources & Environment / Forest Research Institute of Malaysia | Putrajaya | Theme: BiodiversityNote: Project developed prior to the period under review, and completed in 2008. Subject to brief review by ADR.  |
| 29 | 00043404  | 00050654 - Promoting Sustainable Use and Conservation of Forest Resources in Mangkuwagu Forest Reserve through Capacity Building and Community Forestry | Jan-06 | Dec-08 |  $412,633  | Sabah Forestry Department | Sandakan (Sabah) | Theme: BiodiversityNote: Project developed prior to the period under review, and completed in 2008. Subject to brief review by ADR. May be considered along with other support to the Sabah Forestry Department. |
| 30 | 00058924  | 00073423 - Preparation of HCFC Phase-out Management Plan Stage-1 for Malaysia | Jan-10 | Dec-13 |  $452,334  | Ministry of Natural Resources & Environment / Department of Environment | Putrajaya | Theme: Climate ChangeNote: This was a preparatory project. Subject to brief review by ADR.  |
| 31 | 00066775 | 00082826 - Improving Connectivity in the Central Forest Spine Landscape  | May-12 | Jun-13 |  $105,000  | Ministry of Natural Resources and Environment / Forestry Department Peninsular Malaysia (JPSM) | Putrajaya | Theme: BiodiversityNote: This was a preparatory project. Subject to brief review by ADR.  |
| 32 | 00073926  | 00086507 - Green Technology Application for Low Carbon Cities  | Jun-13 | Dec-14 |  $100,000  | Ministry of Energy, Green Technology and Water | Putrajaya | Theme: Climate ChangeNote: This was a preparatory project. Subject to brief review by ADR.  |
| 33 | 00028223  | 00028223 - Preparatory Assistance Project for Conserving Marine Biodiversity through Enhanced Marine Park Management and Inclusive Sustainable Island Development Project | Jan-09 | Dec-09 |  $36,200  | Ministry of Natural Resources & Environment / Department of Marine Park Malaysia |  Putrajaya | Theme: BiodiversityNote: This was a preparatory project. Subject to brief review by ADR.  |
| 34 | 00060158  | 00075631 - Preparatory Biodiversity Conservation in multiple-use forest landscape in Sabah, Malaysia  | Sep-10 | Jul-11 |  $102,358  | Sabah Forestry Department | Sandakan (Sabah) | Theme: BiodiversityNote: This was a preparatory project. Subject to brief review by ADR.  |
| 35 | 00041838  | 00047866 - Programme for Regeneration of Mangrove Forests in Terengganu | Jan-06 | Dec-07 |  $120,673  | UNDP  | Setiu (Terengganu) | Theme: BiodiversityNote: Project developed prior to the period under review. Project closed in 2007. Will not be reviewed by the ADR.  |
| 36 | 00044175  | 00051797 - Sarawak Inland Waterway Transport System Study | Nov-06 | Dec-08 |  $845,365  | Sarawak River Board | Sarawak  | Theme: BiodiversityNote: Project developed prior to the period under review and most of the implementation was prior to the period covered by the ADR. Will not be reviewed by the ADR.  |
| 37 | 00044293  | 00051993 - National Capacity Needs Self - Assessment for Global Environmental Management  | Oct-06 | Dec-08 |  $192,140  | Ministry of Natural Resources and Environment |  Putrajaya | Theme: OverarchingNote: Project developed prior to the period under review and most of the implementation was prior to the period covered by the ADR. Will not be reviewed by the ADR.  |
| **Promoting the Global Partnership for Development (encompassing MYS outcomes 14 and 19)**  |
| 1 | 00059473 | 00074370 - Strengthening the institutional capacity of Anti-Corruption Agencies from the Organisation of Islamic Conference countries to ensure an efficient public delivery system | May-10 | Dec-12 |  $360,162  | Malaysia Anti-Corruption Commission/ Malaysia Anti-Corruption Academy (MACA) | Kuala Lumpur | Theme: Strengthening National Training Institution - Governance |
| 2 | 00059670 | 00074732 - Capacity Building Support for Malaysia’s role in Multidimensional Peacekeeping Training | Apr-10 | Dec-12 |  $1,219,487  | Ministry of Defense/ Malaysian Peacekeeping Centre | Port Dickson, Negeri Sembilan | Theme: Strengthening National Training Institution - PeacekeepingNote: Evaluation available |
| 3 | 00074065  | 00086622 - Capacity Building Support for Malaysia’s Role in Multidimensional Peacekeeping Training Phase II Project | May-13 | Dec-15 | $491,564  | Ministry of Defense/ Malaysian Peacekeeping Centre | Port Dickson, Negeri Sembilan | Theme: Strengthening National Training Institution - PeacekeepingNote: New CPAP 2013-2015 project  |
| 4 | 00061038  | 00077131 - South-South and Triangular Cooperation for SME Development in Asia | Dec-10 | Dec-14 |  $623,102  | UNDP | Kuala Lumpur (3 regional workshops ), Philippines (1 regional workshop) and 5 national workshops (Mongolia, Nepal, Laos, Bangladesh, and Bhutan)  | Theme: Capacity Development and Policy Dialogue WorkshopsNote: CO-DIM project; Funded by the UNDP-Japan Partnership Fund |

1. See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ADR will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org). [↑](#footnote-ref-1)
2. Prime Minister’s Office of Malaysia, http://www.pmo.gov.my/?menu=page&page=1898 [↑](#footnote-ref-2)
3. A project for Brunei which appears in Atlas is not included in the list. [↑](#footnote-ref-3)
4. Calculated from Atlas Snapshot cumulative project budgets 2008-2012 within each outcome area. [↑](#footnote-ref-4)
5. Based on CPAP 2013-2015. [↑](#footnote-ref-5)
6. Further elaboration of the criteria will be found in the *UNDP Evaluation Office ADR Manual 2011,* available on request [↑](#footnote-ref-6)
7. For UNDP’s Strategic Plan, see www.undp.org/execbrd/pdf/dp07-43Rev1.pdf [↑](#footnote-ref-7)
8. “Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and avaluation of intitatives and programmes intended to support change in their contexts. While there is no single definition and set methodlogy. At a critical minimum, theory of change is considered to encompass discussion of the following elements:

**Context** for the inititative, including social, political and environmentsl conditions;

**Long-term change** that the initative seeks to support and for whose ultimate benefit;

**Process/sequence of change** aniticpated to lead to the desired long-term outcome;

**Assumptions** about how these changes might happen, as a check on whether the actitivities and outputs are appropriate for influencing change in the desired direction in this context;

**Diagram and narrative summary** that captures the outcome of the discussion.

Source: Vogel, Isabel , “Review of the use of ‘Theory of Change’ in International Development” (April 2012), DFID [↑](#footnote-ref-8)
9. http://erc.undp.org/ [↑](#footnote-ref-9)
10. These ‘themes’ are not formalized in programme documents, but used tocluster the projects for clarity [↑](#footnote-ref-10)