

## TERMS OF REFERENCE

### Mid-term Evaluation for Nature-based Climate Adaptation Programme for the Urban Areas of Penang Island (PNBCAP)

Re-issued on 3 September 2025

~~Issued on 20 August 2025~~

<b>Job Title:</b>	Consultant for Mid-Term Evaluation
<b>Duty Station</b>	Penang, Malaysia
<b>Type of Contract</b>	UNOPS Local Individual Contractor Agreement (LICA) ( <i>National or International currently based in Malaysia</i> )
<b>Level/Sublevel</b>	Level 8
<b>Languages required:</b>	English and Malay language
<b>Duration of Initial Contract:</b>	25 working days (Oct – Nov 2025)
<b>Payment:</b>	Lumpsum (output based)

## 1. BACKGROUND

### Organizational Setting of UN-Habitat

The United Nations Human Settlements Programme, UN-Habitat, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable communities, towns and cities with the goal of providing adequate shelter for all. In collaboration with governments, UN-Habitat is charged with promoting and consolidating collaboration with all partners, including local authorities and private and non-government organizations in the implementation of the Sustainable Development Goals (SDGs), particularly Goal 11, which seeks to make cities and human settlements inclusive, safe, resilient and sustainable.

UN-Habitat's Regional Office for Asia and the Pacific aims to strengthen its support to the urban and local climate change response of national and local governments, communities, regional organizations and professional networks. UN-Habitat aims to do so in partnership with sister United Nations agencies and in support of UN country teams by building up its service offerings and growing its portfolio. The UN-Habitat Malaysia Project Office is under the direct supervision of the Human Settlements Officer and the Regional Representative (OIC) of the UN-Habitat Regional Office in Fukuoka.

### Project Overview

UN-Habitat commenced a project in Malaysia with the Ministry of Natural Resources and Environmental Sustainability (NRES) of Malaysia, funded by the Adaptation Fund for climate adaptation. The project is entitled "Nature-Based Climate Adaptation Programme for the Urban Areas of Penang Island" (PNBCAP), aimed at enhancing urban resilience and reducing human and ecosystem health vulnerability to climate change impacts and extreme weather events by implementing nature-based solutions (NBS) to reduce surface temperatures and stormwater runoff. The project also contributes to increasing social resilience and building institutional capacity. This initiative is supported by an extended collaboration between stakeholders at local, national, and regional levels (including government agencies, scientific support institutions and civil societies). The programme has a strong community-focused approach, engaging with the most vulnerable groups of society in order to assess their main vulnerabilities in a collaborative effort.

The programme pioneers the use of nature-based solutions in Malaysia. It is designed to be demonstrative / proof of the concept with a strong knowledge codification component so that it can be scaled in Malaysia and elsewhere in the region. It is structured around the following components:

Component 1: Adaptation to the urban heat island effect through urban greening

Component 2: Built projects for stormwater and flood management

Component 3: Comprehensive vulnerability / baseline assessment and action plans in targeted communities

Component 4: Strengthening social resilience programme

Component 5: Institutional capacity and knowledge transfer platform

The project is implemented through three executing entities: 1. City Council of Penang Island (MBPP); 2. Penang State Department of Irrigation and Drainage (DID); and 3. Think City Sdn. Bhd. that entered into an Agreement of Cooperation with UN-Habitat to implement the identified sub-projects approved by the Adaptation Fund.

The project began in September 2022 and is scheduled for completion in August 2027. Therefore, the project requires conducting a Mid-Term Evaluation by the 4<sup>th</sup> quarter of 2025.

## **2. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION**

The Mid-Term Evaluation (MTE) is mandated by both the donor and UN-Habitat as per the Agreement between the Adaptation Fund Board (AFB) and UN-Habitat. It serves both accountability and learning objectives. It is intended to: (i) provide evidence on whether the project is on track towards achieving its objective and expected accomplishments (outcomes); (ii) enhance learning and identify constraints and challenges which may need corrective measures and improvement. The evaluation will therefore be formative, focusing more on the functioning of the project processes, to understand how the project is working and producing its outputs and results. Based on the findings of the MTE, actionable programmatic recommendations will be given to improve the delivery of the project for the remaining project period. The key audiences of the evaluation are the project team, AFB, UN-Habitat, and other partners.

Specific objectives of the Mid-Term Evaluation are to:

- a) Assess the performance of the project in terms of its progress towards the achievement of results at the objective, output and expected accomplishment (outcome) levels.
- b) Assess the appropriateness of planning, adequacy of resources, project management modalities, working arrangements and partnerships and how they may be impacting on the effectiveness of the project.
- c) Assess how cross-cutting issues such as gender equality, youth inclusion, disability, human rights, environment and social safeguards, and resilience have been integrated into the project.
- d) Assess the extent to which the project has established effective data collection, analysis, and knowledge-sharing mechanisms to support institutional uptake and use.
- e) Identify areas of improvement, lessons learned and recommend forward-looking strategic, programmatic and management considerations to improve performance of the project for the remaining period of the project.

The evaluation will cover the planning, funding, working arrangements, performance and reporting of the project during its first three years of implementation (6 September 2022 – 5 September 2025). The focus will mainly be on processes, assessing achievements of outputs and expected accomplishments (outcomes) so far, identifying and analyzing constraints, challenges and opportunities.

## **Evaluation Questions based on the Evaluation Criteria**

The evaluation will seek to answer the following overarching evaluation questions:

- a) To what extent is the project achieving its outputs and expected accomplishments (outcomes)?
- b) To what extent have cross-cutting issues of gender equality, youth inclusion, disability, human rights, environment and social safeguards, and resilience consideration been integrated into the project design and implementation?
- c) What are the critical gaps with respect to the delivery of the project?
- d) What are lessons learned and recommendations for adjustments and improvement?

The proposed evaluation questions will be supplemented with sub-questions along with the evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact outlook of the project. The Evaluation Consultant who will conduct the evaluation is expected to refine the questions and develop an evaluation matrix that will guide the evaluation.

### **Relevance**

- To what extent was the project relevant to the requirements/needs of the beneficiaries (national/ sub-national governments/ vulnerable communities)?
- To what extent was the implementation strategy responsive to the Donor (Adaptation Fund) and UN-Habitat strategies including SDG 11 and New Urban Agenda (NUA)?
- To what extent have stakeholder needs and priorities changed, and how was the intervention adapted?
- To what extent is UN-Habitat's comparative advantage in this area of work compared with other UN entities and key partners?
- To what extent was the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues relevant?

### **Coherence/complementarity**

- To what extent is the project coherent and implemented in synergy with other projects of UN-Habitat funded by the Adaption fund?
- To what extent is the project aligned with or complementary to partners' and other donors' policies, interventions, and strategic plans?
- To what extent were partnerships and coordination mechanisms effective?
- How has the project used the lessons learned and recommendations from other evaluations relating to enhancing climate change resilience?

### **Effectiveness**

- To what extent is the project on track towards achieving its target results at output and expected accomplishment level?
- Which factors and processes (internal and external) are contributing to achieving or not achieving the expected or unexpected results (positive or negative)?

- How appropriate and effective are institutional relationships with the main target groups in which the operations of the project are engaging?
- To what extent has local capacity been strengthened so far through this programme?
- To what extent are monitoring and reporting on the implementation of the project timely, meaningful and adequate?
- How has COVID-19 affected the effectiveness of the project?
- To what extent is the project proving to be successful in terms of ownership in relation to the local context and the needs of beneficiaries?

### **Efficiency**

- To what extent does the management structure (including resources: financial, human, technical) of the project support efficient implementation?
- To what extent is the project being implemented efficiently in terms of delivering the expected results according to quality standards, in a timely manner according to budget and ensuring value for money?
- What types of products and services were provided to beneficiaries through this project?
- To what extent is monitoring and reporting on the project transparent and satisfy key stakeholders?
- How did the COVID-19 pandemic affect the project implementation?

### **Sustainability**

- To what extent is capacity and mechanisms being developed to ensure the sustainability of the efforts and benefits?
- To what extent is the project engaging with the participation of beneficiaries in implementation, monitoring, and reporting?
- To what extent is the project fostering innovative partnerships with local institutions and authorities and other development partners?
- Are there financial, institutional, or policy risks that threaten long-term outcomes?

### **Impact Outlook**

- To what extent did the project attain its objective and anticipated impact on partners and targeted beneficiaries, whether stakeholders or cities?
- What positive and/or transformative changes have occurred because of the project?
- Are there indications that the intervention influenced systems, policies, or behaviors beyond its immediate scope?

### **Cross-cutting issues**

- To what extent are cross-cutting issues of gender equality, youth inclusion, disability, human rights, environment and social safeguards, and resilience considered and are being integrated into the project design and implementation?
- Are there any outstanding examples of how these cross-cutting issues are being successfully applied in the project?

- How did stakeholder engagement approaches reflect principles of inclusion and participation?
- Were data disaggregated (e.g. by sex, age, disability) collected and used for decision-making and monitoring?

### **Stakeholder engagement**

It is expected that the evaluation will be participatory involving key stakeholders. Stakeholders will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude toward the evaluation and enhance its utilization. Key stakeholders will be involved directly through interviews or focus group discussions. UN-Habitat will facilitate the evaluator's engagement with the main stakeholders.

## **3. EVALUATION APPROACH AND METHODS**

### **Approach**

The evaluation should employ a mix of approaches and methods. A results-based approach (Theory of Change Approach) should be applied to this evaluation to demonstrate how the project aims to achieve its objectives by describing the causal logic of inputs, activities, expected accomplishments and conditions and assumptions needed for the causal changes to take place. Also, the Context Input Process Product (CIPP) approach should be used to assess project implementation structures, procedures, collaboration, coordination, partnerships and targeted beneficiary needs. As aforementioned, the evaluation should be inclusive, participatory and consultative with partners and stakeholders. It should be conducted in a transparent way in line with the Norms and Standards of evaluations in the UN system and comply with UN-Habitat Evaluation Policy.

### **Evaluation Methods**

A variety of methods will be used to collect information. They will include but not be limited to:

- Review of relevant documents in pursuit of specific data points or facts, including project documents, project logical framework, key deliverables, and meeting minutes.
- Key informant interviews, focus group discussions and consultation. An interview protocol to cover key evaluation questions will be developed by the consultant.
- A survey will be determined if it is necessary given the time constraints for this evaluation.

The evaluation consultant will describe the expected data analysis and instruments to be used in the evaluation inception report. Presentation of the evaluation findings should follow the standard format of the UN-Habitat Evaluation report.

## **4. EVALUATOR'S SKILLS AND EXPERIENCES**

The evaluation will be conducted by an external evaluation consultant. He/she is responsible for planning and conducting the evaluation. He/she must have proven experience in evaluating projects/ programme and should have knowledge of Results-Based Management and strong methodological and analytical skills.

The consultant should have:

- 1) Advanced academic degree (Master's degree or equivalent) in environmental science, political sciences, development studies, sociology or another relevant field.
- 2) A minimum of 2 years of evaluation experience with the ability to present credible findings derived

from evidence and putting conclusions and recommendations supported by findings.

- 3) Knowledge of climate change issues
- 4) Knowledge and understanding of UN-Habitat mandate and its operations is an added advantage.

## 5. EVALUATION MANAGEMENT AND RESPONSIBILITIES

Impartiality is an important principle of evaluation because it ensures the credibility of the evaluation and avoids a conflict of interest. For this purpose, UN-Habitat and Executing Partners responsible for the design and implementation of the project should not manage/lead the evaluation process.

The project team will be responsible for supporting the evaluation processes by providing information and documentation required as well as providing logistics and contacts of stakeholders to engage.

### Expected deliverables and payment schedule

Three deliverables for this evaluation are:

- 1) **Inception report** (not more than 15 pages). The consultant is expected to review relevant information including TOR and develop a fully informed inception report, detailing how the evaluation is to be conducted, what is to be delivered and when. The inception report should include evaluation purpose and objectives, scope and focus, evaluation issues and tailored questions, methodology, evaluation work plan and deliverables. Once approved, it will become the key management document for the evaluation guiding the evaluation delivery in accordance with UN-Habitat's expectations. The inception report should include:
  - Context of evaluation
  - Purpose, objectives and scope of the evaluation
  - Theory of Change (Reconstruction of intervention logic)
  - Approach and methodology for the evaluation
  - Evaluation questions and judgement criteria
  - Data collection and analysis methods
  - Stakeholder mapping/analysis
  - Consultation arrangements to maximize the relevance, credibility, quality and uptake of the evaluation
  - Field visit approach
  - Work plan and timelines of evaluation
- 2) **Draft evaluation report**. The evaluator will prepare a draft evaluation report to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports (the format will be provided). The format is intended to help guide the structure and main contents of evaluation reports formulated by UN-Habitat.
- 3) **Final evaluation report** including executive summary and appendices prepared in English following UN-Habitat's standard format of an evaluation report. The report should not exceed *50 pages, including the executive summary but excluding annexes*. The report should be technically easy to comprehend for non-evaluation specialists.

### Provisional work schedule

The Mid-Term Evaluation will be conducted during the period of 4<sup>th</sup> quarter 2025 (Expected to begin by early October 2025). The table below indicates timelines and expected deliverables for the evaluation process.

The duration of the evaluation is 25 working days. The exact start date will be agreed with UN-Habitat and its partners. The work schedule for the assignment is summarized in the table below.

Work schedule	Number of working days billed	Anticipated Dates
<b>Milestone 1:</b> Meeting with UN-Habitat team to discuss the work plan	1	Exact date to be decided.
<b>Milestone 2:</b> Submit/discuss the inception report, including the tentative table of contents of the evaluation report ( <u>Deliverable 1</u> ) through reviewing the project document and contract and evaluating project outputs (planning documents/reports)	4	TBD
<b>Milestone 3:</b> Organize interviews, consultations, and discussions with key relevant stakeholders and civil society organizations aiming to evaluate the capacities built and future needs	10	TBD
<b>Milestone 4:</b> Draft project evaluation report and submit for feedback ( <u>Deliverable 2</u> )	5	TBD
<b>Milestone 5:</b> Produce the final project evaluation report including final comments and feedback ( <u>Deliverable 3</u> )	5	TBD
<b>Total</b>	<b>25</b>	

### Resources and Payment

The evaluation consultant will be paid a professional evaluation fee based on the level of expertise and experience, and UN-Habitat's contracting procedures, and it will be based on delivery of three outputs as follows according to UN-Habitat's payment approved.

Installments	Expected Outputs	Due Date	Payment
1 <sup>st</sup> Payment	Upon submission of the inception report, including the work plan and stakeholder analysis and approval by UN-Habitat ( <u>Deliverable 1</u> )	By 15 October 2025	30%
2 <sup>nd</sup> /Final Payment	Upon submission of the final evaluation report and all deliverables (documents and reports) and approval by UN-Habitat ( <u>Deliverables 2 and 3</u> )	By 20 November 2025	70%

**How to Apply:**

The application should comprise:

- Completed UN Personal History Form (P11). Please download the form (MS- Word) from UN-Habitat/ROAP-vacancy website:  
[https://fukuoka.unhabitat.org/wp-content/uploads/2021/12/Personal\\_History\\_P11.doc](https://fukuoka.unhabitat.org/wp-content/uploads/2021/12/Personal_History_P11.doc)
- A Statement of Interest (cover letter) for the position

**All applications should be submitted to:****UN-Habitat Malaysia Office**

Attention to: Ms. Kwan Soo Chen, UN-Habitat Project Manager

Email: [kwansoochen@un.org](mailto:kwansoochen@un.org)

Please indicate the Post Title: **“Consultant for Mid-Term Evaluation, Malaysia”** in your e-mail subject.

Please note that applications received after the closing date stated below, will not be given consideration. Only short-listed candidates whose applications respond to the above criteria will be contacted for an interview. The fee will be determined according to the qualifications, skills and relevant experience of the selected candidate. In line with UN-Habitat policy on gender equity, applications from female candidates will be particularly welcome.

**Deadline for applications: ~~2 September 2025~~, Extended up to 9 September 2025**

***Due to a large number of applications expected, only short-listed candidates will be contacted. The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. (Charter of the United Nations - Chapter 3, article 8).***