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Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa

FINAL EVALUATION REPORT

MARCH 2022

Country	Samoa
UNDP-NCE Technical Team	Climate Change Adaptation
UNDP PIMS ID	5264
GEF ID	5417
Executing Agency/Implementing Entity	Ministry of Natural Resources and Environment (MNRE)
Implementing Agency	United Nations Development Programme (UNDP)
Project Type	Full Size
Terminal Evaluation Period	August 2021 – March 2022
Project duration	7 November 2014 – 6 May 2022

A Report for UNDP

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GLOSSARY

CCA	Climate Change Adaptation
CCAP	Climate Change Adaptation Policy
CCU	Climate Change Unit (of MNRE)
CDCRM	Community Disaster and Climate Risk Management
CDT	(Local) Country Delivery Team
CIM Plans	Community Integrated Management Plans
Ctry/ies	Country/Countries
DoA	Description of the Action of the Contribution Agreement
DOE	Department of Energy
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EC	European Commission
EE	Energy Efficiency
EF	Environmental Fund
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EQ	Evaluation Question
EU	European Union
EWACC	Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities'
FV/FVP	Field Visit/Field Visit Programme
GEF	Global Environment Facility
GHG	Greenhouse Gases
GCF	Green Climate Fund
ICCRIFS	Integration of Climate Change Risks and Resilience into Forestry Management in Samoa
IWMS	Integrated Watershed Management Study
LDCF	Least Developed Countries Fund
MNRE	Ministry of Natural Resources and the Environment.
MRV	Measurement, Reporting and Verification
MTR	Mid Term Review
MWCSD	Ministry of Women, Community and Social Development
MWTI	Ministry of Works, Transport and Infrastructure

NERM	National Energy Road Map
NESSC	National Environment Sector Steering Committee
PIR	Project Implementation Report
Prodoc	Project Document
RES	Renewable Energy Sources
SBI	Small Business Incubator
SES	UNDP Social and Environmental Standards
SME	Small and Medium Enterprise
SO	Specific Outputs
TE	Terminal Evaluation
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VCP	Vaisigano Catchment Project ("Integrated Flood Management to Enhance Climate Resilience of the Vaisigano River Catchment in Samoa")

Acknowledgements

The evaluation team would like to thank all those who gave their time to be consulted during the course of this terminal evaluation. A special word of thanks to Taufao Taufao for co-ordination on UNDP Samoa's side.

Last, but certainly not least, our thanks to all project stakeholders who gave their time to share their perspectives during the evaluation interview programme.

Seán J, Burke, International Consultant and Team Leader
Isamaeli Tine, National Consultant

February 2022

In Memoriam - Isamaeli Tine



It is with great sadness that the evaluation lead, counterparts at UNDP and the Government of Samoa, and EWACC project stakeholders in general, learned of the tragic passing away of the national consultant for this evaluation, Isamaeli Tine. Isamaeli brought enthusiasm, proactivity and a valuable local perspective to the work of the evaluation, apart from his many outstanding qualities as a person. All those that worked with Isamaeli mourn his passing and extend their sincerest condolences to his wife Sandra and family.

1 EXECUTIVE SUMMARY

Project Information Table

The table below provides a summary of the UNDP GEF Project: Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa.

Table ES.1.1 – Project Summary

<i>Project Summary Overview</i>	
UNDP PIMS ID	PIMS 5264
GEF ID	GEF ID 5417
UNDP Atlas Award	00079044
UNDP Atlas Output	00089160
Title	Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa
Country(ies)	Samoa
UNDP-NCE Technical Team	Climate Change Adaptation
Executing Agency/Implementing Entity	Ministry of Natural Resources and Environment (MNRE)
Implementing Agency:	United Nations Development Programme (UNDP)
Responsible Parties	Ministry of Finance; Ministry of Women, Communities and Social Development; and Land Transport Authority
Project Type	Full Size
PIF Approval date	3 July 2013
CEO Endorsement date	15 October 2014
Prodoc Signature date	7 November 2014
Inception Workshop date	14 April 2015
MTR date	30 September 2017
Project duration	November 2014 – May 2022
TE timeframe/TE completion date	August 2021 – March 2022/20 April 2022
Planned Operational Closure	6 May 2022
Total GEF budget	12,322,936 USD
Co-finance	90,000,000 USD

Financial Information

PDF/PPG	at approval (US\$)	at PDF/PPG completion (US\$)
GEF PDF/PPG grants for project preparation	200,000	198,022.20
Co-financing for project preparation	-	-
Project	at CEO Endorsement (US\$)	at TE (US\$)
UNDP contribution:	-	-
[2] Government:	62,000,000	62,000,000
[3] Other multi-/bi-laterals:	28,000,000	29,700,000
[4] Private Sector:	-	-
[5] NGOs:	-	-
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	90,000,000	91,700,000
[7] Total GEF funding:	12,322,936	10,572,276.08
[8] Total Project Funding [6 + 7]	102,322,936	102,470,298

Project Description

EWACC's objective is to implement an economy-wide approach to climate change adaptation and Disaster Risk Management in Samoa, including both integration and management of adaptation and Disaster Risk Reduction/Disaster Risk Management into national development planning and programming as well as strengthening the resilience of communities' physical assets and livelihoods across Samoa, to Climate Change and natural disasters. Regarding project design and structure, this objective is to be realised through 3 components and 5 outcomes, as set out in the table below.

Table ES.1 - Overview Project Structure by Core Component

Focus	Expected Outcomes
Component 1: Strategic Integration of Climate Change Adaptation and Disaster Risk Management in National Policy Frameworks and Development Planning Through an Economy-Wide Approach	1.1. Policy Strategies/ Institutional Strengthening: Climate change adaptation and DRM mainstreamed in relevant policies, sectorial strategies, sub-national strategies, and budgeting processes through enhanced coordination of government institutions
	1.2. Public finance management at the national and village level: Capacity to access, manage, implement, and monitor use of climate change funds is enhanced at the national and village level
Component 2: Enhance Resilience of Communities as First Responders of Climate Change-induced Hazards	2.1. Protection of communities' physical assets and livelihoods: Increased resilience, and decreased exposure and susceptibility of communities to climate change and natural disasters by protection of household and community assets and promoting resilient livelihoods
	2.2. CCA/DRM plans and implementation: Increased adaptive capacity of communities for implementation of effective risk management and protection of household and community assets

Focus	Expected Outcomes
Component 3: Monitoring and Evaluation & Knowledge Management	3.1. Knowledge about CCA and DRM captured and shared at the regional and global level

Evaluation Rating Table

The evaluation ratings table is set out below:

Evaluation Ratings:			
1. Monitoring and Evaluation	Rating	2. IA& EA Execution	Rating
M&E design at entry	S	Quality of UNDP Implementation	HS
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	S	Financial resources:	MS
Effectiveness	HS	Socio-political:	S
Efficiency	S	Institutional framework and governance:	MS
Overall Project Outcome Rating	HS	Environmental:	S
		Overall likelihood of sustainability:	MS

Rating

6 = Highly Satisfactory (HS)

5 = Satisfactory (S)

4 = Moderately Satisfactory (MS)

3 = Moderately Unsatisfactory (MU)

2 = Unsatisfactory (U)

1 = Highly Unsatisfactory (HU)

Unable to Assess (UA)

Description

Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings

Level of outcomes achieved was as expected and/or there were no or minor shortcomings

Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.

Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings

Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.

Only a negligible level of outcomes achieved and/or there were severe shortcomings

The available information does not allow an assessment of the level of outcome achievements

Evaluation Conclusions

The final evaluation conclusions are set out below.

1. **C1 - Relevance:** The project is highly relevant to the Samoan national context in the way that it has provided the necessary assistance in terms of capacity development, guidance, staffing and funding to support the development of capacities, new co-ordination practices, and approaches and interventions to development climate change response interventions and improve disaster preparedness and disaster protection.
2. **C2 – Project design:** The project design is not that clear in terms of the linkages between the different components, or displaying the conceptual definition and framing of what an economy-wide project represents. Similarly, given that EWACC represents a new/innovative approach, one would expect a clearer pilot dimension to test specific aspects of an economy-wide approach. Thus, the conceptual underpinnings of the design might have been a bit stronger, in terms of a somewhat clearer categorisation of the constraints and barriers identified, a process to monitor progress to addressing them, and the expected added value of an economy-wide approach.
3. **C3 - Implementation challenges:** Project implementation faced a number of challenges, including a delayed start in putting the PMU in place. Two external factors contributed to further delays, these being the delays and momentum loss during the 18 months from March 2020 to September 2021 due to the Covid-19 pandemic and delays due to the prevailing political situation in Samoa during 2021. The Covid-19 pandemic represented another challenge, with significant delays and momentum loss during the 18 months from March 2020 to September 2021, while the political situation during 2021 was a further cause of delay, with for example delays in Parliamentary approval of the national budget and delays for Tenders Board meetings to approve major works on-hold at the time due to the absence of the new government. Other challenges included delayed release of funding from the Ministry of Finance (MoF) to the CDCRM Implementing Agencies Samoa Fire Services Authority (SFESA), Samoa Red Cross Society (SRCS) and Adventist Development and Relief Agency (ADRA), as well as delays and challenges with regarding project-related procurement. Another challenge was linked to relying on external Implementing Agencies (including government ministries, agencies, civil society and emergency response bodies) that were outside the (direct) control and management of the project and that had their own priorities and work demands, where the COVID-19 pandemic border closure and continuing lockdown affected travel and local deployment of technical assistance, requiring that alternative methods that were not in the project design be implemented, including local implementing agencies collecting data etc. in order to support overseas TA. Pandemic impacts on supply and demand affected all procurement, in particular the supplies from hardware stores, where the project had to adapt to depleted stocks or stocks running out, which required waiting for some time until products were available, and the delays that this engendered.
4. **C4 – Progress against results:** Notwithstanding challenges encountered during project implementation, there has been however a high level of completion of project activities and outputs, helped in part by the significantly-prolonged timeframe compared to the original project. Not only has the project achieved most of its targets, and securing high ratings (see Section 4.2). Moreover, numerous activities have exceeded their targets. Examples of completed activities are the completion of segment 1 of the Vaisigano river flood protection wall, the roll-out of the Community Disaster and Climate Risk Management (CDCRM) training among local Samoan communities, the related community-led CDCRM plan development and empowering women with small business incubator interventions to enhance livelihoods and strengthen adaptation to climate change. Without such support, the interviewees testify that the progress accomplished would not have been feasible. Other significant results include EWACC's implementing and completing Segment 1 of the Vaisigano river flood defences, the development of the

designs for Segments of 2 and 3 of the Vaisigano river flood defences, drainage works, and in terms of the formulation of integrated water resource plan for greater Apia area, which have also made an important contribution to the design and work of the much larger GCF-VCP project.

5. **C5 - Efficiency.** The project has had some mixed performance regarding efficiency but on the whole has performed relatively satisfactorily. In terms of comparison of inputs and project outputs, a relatively significant body of outputs has been achieved from the project budget and inputs. Constraints on efficiency have included the delays at the outset, before the PMU staff was fully in place, and delays and/or complications regarding procurement. However, any assessment of efficiency must consider a number of features of EWACC, including its economy-wide approach and thus its wide range of activities, the large number of implementation actors and the cross-ministry co-ordination requirements. In the above context, the PMU's performance has been relatively efficient, and some aspects of implementation, such as the community-led CDCRM work and community-level income generation dimension, have been strengths of the project's implementation efficiency. Another challenge for some implementation actors has been staff shortages, and the extra work demands generated on the same staff numbers by the EWACC project (and other donor projects), such as in the case of the Land Transport Authority (LTA)
6. **C6 - Sustainability:** Overall, the project shows some promising prospects for sustainability, and it should be emphasised that this assessment is made more than 5 months before the project closure. Regarding the policy and regulatory level, the draft National Climate Change Adaptation Strategy has been to some extent bypassed by events, and has been replaced by the Community Integrated Management (CIM) Plans launched during the National Environment Week in early November 2021 to implement at the district-village-household level part of the CC adaptation strategy, while the NCCAS will be finalized to complement the CIM Plans. Thus, the focus is on adapting the national policy and strategy to better take account of the community integrated management plans is in place and the Climate Change Strategy, such that the national strategy will be the over-arching management plan for the local plans. Another sustainability success has been the mainstreaming of project staff, and the competences that they have built up, in the Ministry's Climate Change Division, thereby ensuring that all of these people and the human capital assets built up will remain in the Ministry. The take up of the project's work into the GCF-VCP project and local budget has been another significant success in terms of sustainability. The community-led CDCRM work has been another strength in terms of the strength of local community involvement, and is another sustainability success. However, another risk to sustainability is the lack of a clear strategy and framework for maintaining and continued development of the process, as well as expanding to other communities. The community-led CDCRM work has been another strength in terms of the strength of local community involvement, and is another sustainability success. However, another risk to sustainability is the lack of a clear strategy and framework for maintaining and continued development of the process, as well as expanding to other communities. Moreover, the project has started a comprehensive review of sustainability prospects that will likely in at least some respects, if not significantly increase prospects for sustained impact. The work started on sustainability planning is both detailed and ambitious, and incorporating some of the feedback from this evaluation can hopefully further contribute the sustainability planning and exit strategy process. Moreover, the fact that this work has started a full half-year before the project's extended closure date allows time to build on the promising sustainability potential in evidence 5 months before the project end.
7. **C7 - Country ownership.** Country ownership of EWACC within MNRE has been strong, and has been one of the strengths of the project. What has been more challenging has been translating local country

ownership into co-ordination mechanisms for the effective implementation of a cross-cutting project such as this, where multiple inputs are required from a range of government and non-government actors, but in this respect EWACC has proved to be useful learning experience for the governing in horizontal co-ordination requirements and practices to implement an economy-wide (and thus government-wide) approach to strengthening climate change resilience and disaster risk management.

- 8. C8 - Gender equality and women's empowerment and cross-cutting issues.** The project has taken account the gender dimension to its work, in terms of gender-disaggregated tracking of results, such as for example in the capacity building work around the CDCRM, and in the support income generation assistance programme in partnership with MWCSA's through Youth Employment Programme (YEP), where the gender breakdown of beneficiaries showed slightly more than half were female recipients. Another example of EWACC's gender focus is the work of the small business incubator (SBI) in empowering women by providing a source of income to provide and pay for essential services and utility bills usually provided by men. However, it is likely that there is more scope to profile and disseminate this work, as well as researching and sharing learning on the gender dimension of climate change and disaster risk vulnerability. EWACC's activities and results have shown the significant synergies that can be generated between CCA and DRR, and how a wider/integrated framework such as EWACC's economy-wide approach can be realised. Going forward, there is likely to be scope to further increase these synergies and make the CCA-DRR nexus more visible, with further conceptual development of the EWACC economy-wide approach, as put forward in the evaluation recommendations.

Evaluation Recommendations

The terminal evaluation recommendations are set out below. In total there are eight (8) recommendations elaborated, as summarised below:

No.	Recommendation Summary (Title)	Addressed To	Entity Responsible	Timeframe
R1	Knowledge-sharing and Learning: Develop a government-wide Learning, Knowledge Exchange and Sustainability effort to facilitate optimal EWACC and CCA-DRM related learning and take-up.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022 (and ideally beyond)
R2	Over-arching EWACC Sustainability: Development of over-arching Strategy for EWACC, including project sustainability and exit plan, and post-project actions and new projects to support the take up of sustainability strategy actions	UNDP, Government of Samoa	UNDP	March 2022 – Dec 2023
R3	CDCRM Sustainability Strategy (Part 1): Develop a medium (3-5) year strategy document (or discussion paper) on how system can be made fully sustainable.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022

No.	Recommendation Summary (Title)	Addressed To	Entity Responsible	Timeframe
R4	CDCRM Sustainability Strategy (Part 2): Developing the CDCRM System to become a self-sustaining system.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022
R5	EWACC Conceptual Development: Further develop EWACC as a conceptual framework and repository of effective strategies, tools and models to support best-in-class climate change adaptation and disaster preparedness.	UNDP, Government of Samoa	UNDP	March 2022 – November 2022
R6	Government co-ordination and governance for DRM and Climate Resilience: Explore strengthened horizontal co-ordination and decision-making to support effective and efficient implementation of DRM and climate-resilience interventions	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – November 2022
R7	Vaisigano river flood wall: Consider greening of the Vaisigano river flood protection wall.	Government of Samoa	Government of Samoa	March 2022 – November 2022
R8	EWACC and gender: Consider further development and replication of EWACC's gender-related work and support for women.	Government of Samoa, UNDP	Government of Samoa	March 2022 – November 2022

2 ABOUT THIS EVALUATION

About the UNDP-GEF EWACC Project

The forecasted effects of climate change effects forecasted for Samoa are both significant as well as wide-ranging, including for example increased frequency and severity of extreme rainfall events; increased frequency and duration of droughts; rising sea levels; and increased frequency of extreme wind events such as cyclones.

Addressing the above-mentioned predicted effects of climate change is at the core of the EWACC project, which seeks to address the problem of the expected resultant losses from climate change regarding lives, livelihoods and assets for local communities in Samoa. As an example, the 2012 Cyclone Evan - which struck Samoa (December 2012) resulted in at least five deaths, displacement of 7,500 people and damage to over 2,000 houses. Losses to livelihoods (e.g., crops), damage to road infrastructure and disruption of water and electricity supplies also occurred. The Post-Disaster Needs Assessment (PDNA) estimated the costs of reconstruction at US\$200 million with a further US\$70 million required for human capital.

EWACC's proposed solution response to the above-mentioned problem is to adopt an economy-wide approach to climate change adaptation in Samoa, which would enable increased integration of climate change adaptation and disaster risk management into national development planning and programming across all sectors. Moreover, there is a need also to strengthen the climate resilience of local communities, including both their physical assets and livelihoods.

However, there are a wide range of barriers to climate change adaptation in Samoa, with barriers including for example: i) Fragmentation of efforts on climate change adaptation; ii) Focus on "project-by-project" approaches rather than "programmatic" approaches; iii) Limited capacity at the local level for climate change adaptation; iv) Inherent vulnerabilities of communities, their assets and their livelihoods; and v) Weak monitoring and evaluation of past and on-going projects.

The project has sought to contribute to overcoming these barriers by:

- i. Strengthening institutional capacity within the government;
- ii. Enhancing inter-ministerial coordination of climate change adaptation;
- iii. Promoting the inclusion of climate change concerns into development strategies across all sectors;
- iv) climate- proofing of communities' physical assets;
- iv. Introducing more climate-resilient livelihoods options; and
- v. Sharing lessons learned and best practice on climate change adaptation across the Pacific region.

The total GEF trust funds for this project represent a total of US\$ 12,322,936, with In-kind co-financing of 90,000,000 USD. The EWACC project was signed off on 7 November 2014, and the executing agency for the project is the Ministry of Natural Resources and Environment. The project was granted an extension of 12 months to the 6 November 2021, with a further six-month extension to 6 May 2022.

The COVID-19 Context in Samoa

The Government of Samoa focused on prevention of an outbreak, implementing strict point of entry arrangements. With these controls in place the project has experienced delays in project implementation

with procurement and implementation of consultancies of feasibility studies, infrastructure works, postponed consultations, procurement and activities with communities.

In this respect the project's design involves 3 Components, as set out in Table 1 below.

Table 1 - Overview Project Structure by Core Component

Focus	Expected Outcomes
Component 1: Strategic Integration of Climate Change Adaptation and Disaster Risk Management in National Policy Frameworks and Development Planning Through an Economy-Wide Approach	1.1 Policy Strategies/ Institutional Strengthening: Climate change adaptation and DRM mainstreamed in relevant policies, sectoral strategies, sub-national strategies and budgeting processes through enhanced coordination of government institutions.
	1.2. Public finance management at the national and village level: Capacity to access, manage, implement, and monitor use of climate change funds is enhanced at the national and village level.
Component 2: Enhance Resilience of Communities as First Responders of Climate Change-induced Hazards	2.1. Protection of communities' physical assets and livelihoods: Increased resilience, and decreased exposure and susceptibility of communities to climate change and natural disasters by protection of household and community assets and promoting resilient livelihoods.
	2.2. CCA/DRM plans and implementation: Increased adaptive capacity of communities for implementation of effective risk management and protection of household and community assets
Component 3: Monitoring and Evaluation & Knowledge Management	3.1. Knowledge about CCA and DRM captured and shared at the regional and global level

Evaluation Objectives and Scope

As per the ToR, this evaluation includes generating an assessment of the up-to-date effectiveness and efficiency of project activities in relation to the stated objective. The evaluation team comprised two independent consultants - one team leader (i.e. international consultant with experience and exposure to projects and evaluations in other regions globally) and one local team expert, in Samoa. The evaluation assessed the following four categories of project progress – i) project strategy, ii) progress towards results, iii) Project Implementation and Adaptive Management, and iv) sustainability.

Table 2 - Overview Evaluation Categories of Progress and Sub-Areas

Category	Focus Areas/Issues
Project Strategy	<p><i>Project Design:</i></p> <ul style="list-style-type: none"> Review the problem addressed by the project and the underlying assumptions (including possible effect of any incorrect assumptions or changes to the context to achieving the targeted project results). Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Review how the project addresses country priorities. Review decision-making processes.

Category	Focus Areas/Issues
	<p><i>Results Framework/Logframe:</i></p> <ul style="list-style-type: none"> Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" ness' of the midterm and end-of-project targets¹, and suggest specific amendments/revisions to the targets and indicators, as necessary. Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
Progress Towards Results	<ul style="list-style-type: none"> Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix²; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red). Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review. Progress to impact. Identify success factors that have contributed to the successful achievement of milestones towards the overall objective. By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
Project Implementation and Adaptive Management	<p>Assessment of the following categories of project progress³:</p> <ul style="list-style-type: none"> Institutional arrangements Management Arrangements. Work Planning. Finance and co-finance. Project-level monitoring and evaluation systems. Stakeholder Engagement. Social and Environmental Standards (Safeguards). Reporting Communications;
Sustainability	<p>Assessment of overall risks to project sustainability factors w.r.t. following 4 categories:</p> <ul style="list-style-type: none"> Financial risks to sustainability. Political risks Socio-economic risks to sustainability. Institutional framework and governance risks to sustainability. Environmental risks to sustainability;
Cross-cutting Issues	<p>Assessment of extent to which cross-cutting issues have been taken into account, including:</p> <ul style="list-style-type: none"> Gender dimension, specifically consideration and/or involvement of women and youth, and/or (other) vulnerable groups

¹ SMART - Specific, Measurable, Attainable, Realistic and Timebound.

² As described in the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*.

³ Idem.

Category	Focus Areas/Issues
	<ul style="list-style-type: none"> • Climate change dimension (mitigation/adaptation) and disaster risk reduction • Rights-based approach • Capacity development • Poverty-environment nexus • Information technology

Evaluation Methodology and Data Collection

This Terminal Evaluation (TE) covered the full project and has been carried out in line with UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, rules and procedures, as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the Terminal Evaluation were 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.

The evaluation approach included an inception phase where the methodology was developed along the above-mentioned lines and focus areas, and collation of EWACC-related project document. An extensive desk review was carried out (covering the project foundation documents (Prodoc, logframe, M&E plan, etc.), the project outputs across EWACC's components, the progress reporting and mid-term review). The list of documents reviewed is contained in the bibliography in Annex I.

During the desk review work, the team also looked at the overall Project Strategy as set out in the Project Document, and the logical flow of the activities. In this regard, the sometimes-weak logical connection between activities was noted, with this representing sometimes what appeared to be a combination of institutional strategies from the various implementing partners, and the lack of a fully elaborated Theory of Change. This also seems to be one contributory factor the relative underdevelopment and/or testing of EWACC's conceptual framework during the implementation of the project.

The inception work and desk review were followed by a stakeholder interview programme covering i) interviews with EWACC implementation actors and stakeholders at the Government, UNDP, and selected government agencies and civil society actors (carried out primarily by the international consultant), and ii) a field mission to selected EWACC sites and beneficiaries carried out by the national consultant. The list of stakeholders and beneficiaries consulted is contained in Annex II.

The stakeholder consultation was then followed by a synthesis and analysis phase and the development of the draft evaluation report, and finalisation of same following UNDP and Government of Samoa feedback.

Evaluation Limitations and Ethics

The principal limitations to the evaluation were the carrying out of the national-level stakeholder interviews remotely, in line with Covid-19 protocols, and the slightly abridged field site visit phase due to the ill-health of the evaluation. None of these limitations are considered to have posed a significant issue.

Regarding ethics, the feedback from stakeholders was treated in confidence, with stakeholder feedback synthesised at the aggregate level, and not attributed to specific stakeholders interviewed. Furthermore, the evaluation team members ensured impartiality and independence of assessment during the different stages of the evaluation work programme.

Adherence to UNDP Covid-19 Guidance and Protocols

The implementation of the evaluation adhered to all relevant Covid-19 protocols. Since 20 March 2020, a nation-wide state of emergency was in place, with restrictions on flights to and from the country and limiting public gatherings. Due to the travel restrictions, the Team Leader was home-based and worked closely with the National Team expert in engaging stakeholders via virtual consultations via telephone or online meetings (Zoom, Skype, etc.), with the Apia-based consultations with government ministry staff, government agencies, relevant CSO implementing organisations and first responder organisations and UNDP staff being led by the international consultant, and the local fieldwork visit programme being carried out by the national consultant. Overall, the evaluation therefore ensured that no stakeholders, consultants or UNDP staff should be put in harm's way.

Cross-Cutting Issues

Cross-cutting issues were also covered in the Terminal Evaluation, to the extent resources allowed in what is already a rather wide-ranging review scope. In this context, gender has been a key focus in this area, and the evaluation will consider whether gender considerations featured in the project design, as well as in project implementation. This will involve considering the Project Document and Results Framework, as well as whether gender-sensitive data was collated with regarding to women's needs among local communities, and monitoring of their involvement in local implementation and management arrangements, and in project-related reporting of same. Similarly, whether the project monitoring and reporting is bringing a gender lens to considering if and how the project-funded installations are impacting on women and youth, and indeed other vulnerable groups. Linked to this last point will be whether the project needs assessment and results and impact monitoring has taken account of the poverty-environment nexus, and if yes what data has been gathered and used for assessment and monitoring. Regarding other cross-cutting issues, the evaluation also looks briefly at the Climate Change Adaptation (CCA) – Disaster Risk Reduction (DRR) nexus, given the project's focus on CCA but with clear Disaster Risk Reduction results.

Table 3 - Overview Evaluation Categories of Progress and Sub-Areas

Category	Focus Areas/Issues
Project Design/ Formulation	<p>TE report will undertake an assessment of the project design, in order to identify whether the design was effective in helping the project reach expected results, especially if an MTR was not required, aspects to be reviewed include:</p> <ul style="list-style-type: none"> • Analysis of Results Framework: project logic and strategy, indicators • Assumptions and Risks • Lessons from other relevant projects • Planned stakeholder participation • Linkages between project and other interventions within the sector • Gender responsiveness of project design • Social and Environmental Safeguards
Project Implementation	<p>The TE team will assess project implementation and will also critically review the following points:</p> <ul style="list-style-type: none"> • Adaptive management • Actual stakeholder participation and partnership arrangements • Project finance and co-finance • Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E

Category	Focus Areas/Issues
	<ul style="list-style-type: none"> Implementing Agency (UNDP) and Executing Agency (MNRE), overall project oversight /implementation and execution Risk Management, including Social and Environmental Standards
Project Results and Impacts	<p>TE report must include an assessment of results as measured by broader aspects such as⁴:</p> <ul style="list-style-type: none"> Progress Towards Objective and Expected Outcomes Relevance Effectiveness Efficiency Overall project outcome Sustainability: financial, socio-political, institutional framework and governance, environmental, overall likelihood of sustainability Country ownership Gender equality and women's empowerment Cross-cutting issues GEF Additionality Catalytic/ Replication Effect Progress to Impact

Structure of the Terminal Evaluation Report

The TE report is structured as follows:

- Section 1 is the Executive Summary
- Section 2 (this section) sets out the background context, summary information about the EWACC project, and the evaluation objectives, scope and work programme;
- Section 3 sets out the **Project Development Context**;
- Section 4 sets out the **Evaluation Findings**;
- Section 6 sets out the **Lessons Learned**;
- Section 6 sets out the **Evaluation Conclusions and Recommendations**;
- Section 7 sets out the **Evaluation Report Annexes**.

⁴ As described in the Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects.

3 PROJECT DEVELOPMENT CONTEXT



Section Guide

This section sets out the principal review findings with regard to:

- *Project development context (Section 3.1)*
- *Problems addressed by the Project (Section 3.2)*
- *Project description and strategy (Section 3.3)*
- *Project implementation arrangements (Section 3.4)*
- *Project timing and milestones (Section 3.5)*
- *Main stakeholders (Section 3.6)*

Development Context

As in the case of a number of other small island Pacific States, the forecasted effects of climate change for Samoa are wide-ranging, and include; i) increased frequency and severity of extreme rainfall events; ii) increased frequency and duration of droughts; iii) rising sea levels; and iv) increased frequency of extreme wind events such as gusts and cyclones.

Stemming from the above, the problem that the proposed LDCF project was designed to address is that climate change is expected to result in losses to lives, livelihoods and assets for local communities in Samoa, with such destructive impact already seen in Cyclone Evan which struck Samoa in December 2012, and resulted in at least five deaths, displacement of 7,500 people, damage to 2,000+ houses, livelihood losses such as damage to crops, and damage to road infrastructure and disruption of water and electricity supplies. The Post-Disaster Needs Assessment (PDNA) estimated the costs of reconstruction at US\$200 million with a further US\$70 million required for human capital. Other adverse effects include the psychological trauma and damage visited on impacted citizens and the increased sense of insecurity, as well the negative impact on state borrowing requirements and the public finances, including the national debt-to-GDP ratio.

Problems Addressed by the Project

Addressing the above-mentioned predicted effects of climate change was at the core of the EWACC project, with the project rationale and strategy being derived from the forecasted impact of climate change on Samoa, as summarised in the previous section above. The scale and range of adverse effects from climate change implies that effective responses also need to be wide-ranging and indeed comprehensive, and thus the solution to the above-mentioned problem is to adopt an economy-wide approach to climate change adaptation in Samoa. This will allow for increased integration of climate change adaptation and disaster risk management into national development planning and programming across all sectors. In addition, the climate resilience of local communities – including their physical assets and livelihoods – must be strengthened.

However, there are a wide range of barriers to climate change adaptation in Samoa, with barriers including for example:

- i. Fragmentation of efforts on climate change adaptation;
- ii. Focus on "project-by-project" approaches rather than "programmatic" approaches;
- iii. Limited capacity at the local level for climate change adaptation;
- iv. Inherent vulnerabilities of communities, their assets and their livelihoods; and
- v. Weak monitoring and evaluation of past and on-going projects.

Project Description and Strategy

The project has sought to contribute to overcoming these barriers by:

- i. Strengthening institutional capacity within the government;
- ii. Enhancing inter-ministerial coordination of climate change adaptation;
- iii. Promoting the inclusion of climate change concerns into development strategies across all sectors;
- iv. Climate- proofing of communities' physical assets;
- v. Introducing more climate-resilient livelihoods options; and
- vi. Sharing lessons learned and best practices on climate change adaptation across the Pacific region.

The total GEF trust funds for this project are US\$ 12,322,936 with In-kind co-financing of 90,000,000 USD. The project was signed on 7 November 2014. The executing agency for this project is the Ministry of Natural Resources and Environment (MNRE). The project was granted an extension of 12 months to 6 November 2021, with a further extension to 6 May 2022 agreed in late 2021.

Project Implementation Arrangements

Regarding project implementation arrangements, the project is implemented under the Nationally Implemented Procedure (NIM) implementation modality, with the Implementing Partner at the national level being MNRE, and reporting to UNDP Multi- Country Office in Samoa. As Implementing Partner, MNRE has overall responsibility for organizing and overseeing all phases of the project as well as for coordinating all other responsible parties involved. A Project Management Unit (PMU) is housed in MNRE, headed by a National Project Manager, while overall project direction and oversight are provided by the CEO and ACEO of MNRE, acting as Project Director and Deputy Project Director respectively. MNRE oversees distributed responsibility for the various outcomes and outputs of the project across relevant national ministries, agencies and other implementation actors, specifically with the Ministry of Finance (MoF) responsible for Outcome 1.1 and 1.2; the Land Transport Authority (LTA), the Ministry of Women, Culture and Social Development (MWCSO), Ministry for Water, Transport and the Ministry of Works, Transport and Infrastructure (MWTI), and NGOs responsible for Outcome 2.1; and DMO responsible for Outcome 2.2.

Project Timing and Milestones

The table below sets out the key project dates and milestones:

Table 4 – Overview Project Dates and Milestones

Key Project Dates/Milestones	
PIF Approval Date	3 rd July 2013
CEO Endorsement Date	15 th October 2014
Project Document Signature Date (project start date):	7 th November 2014
Actual Date of Mid-term Review	August – September 2017

Key Project Dates/Milestones	
Expected Date of Terminal Evaluation	October 2021
Original Planned Operational Closing Date	6 th November 2020
Revised Planned Operational Closing Date	6 th May 2022

Main Stakeholders

The principal stakeholders of the EWACC project are:

- i. UNDP Staff
- ii. Members of the Technical Advisory Group (TAG)
- iii. EWACC Project Management Unit (PMU)
- iv. Ministry of Women Community Social Development (MWCSD).
- v. Ministry of Natural Resources & Environment (MNRE)
- vi. Ministry of Natural Resources & Environment (MNRE) GEF / Climate Change Division
- vii. Ministry of the Prime Minister & Cabinet (MPMC) (formerly under MNRE)- National Disaster Management Office (NDMO)
- viii. Ministry of Works, Transport & Infrastructure (MWTI) – Building Division (note regulator for the National Building Code)
- ix. Land Transport Authority (LTA) - Project Management Division (PMD) & Programming and Procurement Division (PPD)
- x. Public Service Commission (PSC)
- xi. Samoa Fire and Emergency Services Authority (SFESA)
- xii. MNRE Environment Sector Coordination Unit
- xiii. Ministry of Finance, Climate Resilience and Investment Coordination Unit (CRICU)
- xiv. Ministry of Finance, Aid Coordination and Debt Management Division
- xv. Kramer Ausenco Consultant
- xvi. Adventist Development Relief Agency (ADRA)
- xvii. Samoa Red Cross Society (SRCS)
- xviii. Matuaileoo Environment Trust Incorporate (METI)
- xix. Local communities, including their leadership councils and targeted local actors and institutions (including of Primary schools, village nurseries, CDCRM beneficiary villages/communities, target villages for Village Disaster Management Plans developed, target sites for riparian flood protection work and drainage improvement.

4 MAIN FINDINGS



Section Guide

This section sets out the principal review findings with regard to:

- *Project Design/Formulation (Section 4.1)*
- *Project implementation (Section 4.2)*
- *Project results and impacts (Section 4.3)*

Project Relevance and Project Design/Formulation – Evaluation Findings

Project Design

The project design is based upon a process of research to identify the main barriers in Samoa to effective climate change adaptation and disaster risk management (and preparedness) in the country, including fragmentation of efforts on climate change adaptation, and over-focus on "project-by-project" approaches rather than "programmatic" approaches; limited community-level capacities for climate change adaptation, on top of already high vulnerability levels, and weak monitoring and evaluation of past and on-going projects.

Regarding the quality of the project design and the results framework, this is on the whole of a relatively good quality, albeit not without some weaknesses. The indicators for the most part are of good quality, and are mostly SMART-compliant, except for that timeframes are not set for achievement of targets. Mid-term targets are also missing, which would have helped given the range of very different activities within the one project, from work on strategy and mainstreaming to community-level engagement and capacity building, to complex climate-resilient infrastructure planning and delivery.

Other areas for improvement could be i) greater matching of the project activities and results against the key challenges and barriers identified; ii) a clearer elaboration and presentation of the economy-wide concept being promoted by EWACC, and, linked to this, a iii) clearer elaboration of the project in terms of what one would assume is its pilot dimension.

Relevance

The EWACC project has been highly relevant to Samoa's national context, both in terms of policy frameworks and priorities and needs. Regarding policy frameworks and objectives, this can be seen in terms of Samoa's National Adaptation Programme of Action (NAPA) and the (national) Strategy for the Development of Samoa (SDS) for the 2017-21 period (and predecessor period). Beyond these, EWACC is also aligned with Samoa's UNFCCC commitments, the Government's Climate Public Expenditure and Institutional Review (CPEIR).

In terms of alignment with GEF policy objectives, EWACC's objectives and target results are relevant to the GEF Climate Change Focal Area and LDCF (Least Developed Countries Fund) objective of "Reduce[ing] vulnerability to the adverse impacts of climate change" (CCA-1); "Increase[ing] adaptive capacity to

respond to the impacts of climate change” (CCA-2) and “Promote[ing] transfer and adoption of adaptation technologies” (CCA-3).

EWACC’s relevance to the national context and needs is related to the forecasted effects of climate change raise significant challenges and problems for Samoa. Some of the most commonly predicted consequences - including (but not limited to i) increased frequency of extreme wind events, ii) increased extreme rainfall event severity and frequency; iii) increased frequency and duration of droughts; and iv) rising sea levels – represent a wide range of challenges for Samoa. These include the difficulty in anticipating some of these threats, meaning disaster preparation and preparedness becomes critical, while the potential infrastructure damage and related financial cost, as well as the damage to livelihoods, can be extensive. The experience with Cyclone Evan back in December 2012 underlined the potential scale of such damage and related costs, with damage including five lives lost, 7,500 displaced, damage to some 2,000+ houses, and livelihood-related losses, including crop damage, road infrastructure damage, and damage and disruption to water and electricity supplies. To this can be added increased sense of vulnerability and loss of control by citizens, post-disaster trauma, etc. The seriousness of such disaster risks can be seen in the Post-Disaster Needs Assessment (PDNA) estimation of some USD 200 million in reconstruction costs and a further US\$70 million required for human capital – representing more than 1/3 of Samoa’s forecasted GDP for 2021. Prior to that, a 2009 tsunami in 2009 caused at least 135 deaths and displaced 3,500 people and cost USD \$150 million in damages, more than 25% of Samoa’s GDP (USD\$ 584.7 million) in that year.

EWACC’s response to these challenges is centred around the adoption of an economy-wide approach to climate change adaptation in Samoa, which would enable increased integration of climate change adaptation and disaster risk management into national development planning and programming across all sectors. Moreover, there is a need also to strengthen the climate resilience of local communities, including both their physical assets and livelihoods. EWACC addresses these needs in a number of ways. For example, through the work on building capacity around disaster planning and preparedness at community level it has provided some communities with understanding, skills to identify relevant risk and formulate plans and disaster preparedness and response actions. Another example is EWACC’s supporting the development of hard disaster prevention infrastructure, such as riparian flood walls along part of the Vaisigano river.

Numerous EWACC interventions are not only relevant in what they do or deliver, but also in their nature and/or how they intervene. The project addresses key barriers to climate change adaptation in the country, including fragmentation of efforts on climate change adaptation, and over-focus on "project-by-project" approaches rather than "programmatic" approaches; limited community-level capacities for climate change adaptation, on top of already high vulnerability levels, and weak monitoring and evaluation of past and on-going projects.

EWACC has been relevant to addressing these barriers in a number of ways. For example, it has sought to foster increased inter-Ministry and inter-agency collaboration in formulation strategies and actions, with a co-ordination cell (EWACC PMU) set up in MNRE, as well as integrating reporting to the National Environment Sector Steering Committee (NESSC) and the National Climate Change Resilience Committee. The project has therefore been highly relevant to the Samoan context in that it has helped the country to develop and widen both its understanding and approaches/actions as to how it can improve national and local resilience by formulating responses to climate change and increased threat and frequency of disasters. The strong appreciation of EWACC’s relevance during the stakeholder consultation phase was also clear, where stakeholders interviewed emphasised that any implementation challenges and delays (see below) were not in any way due to a lack of relevance of the project to national needs and priorities.

Project implementation – Review Findings

Implementation Challenges

Project implementation actors have also had to deal with a number of challenges in the external implementation environment, which have impacted on the project's progress and implementation. A key challenge has of course been the COVID-19 pandemic. In addition to government measures on social distancing, work meetings etc. key implementation actors such as DMO were a central part of the State of Emergency (SOE) response, which of course had priority over external donor funded projects such as EWACC. The re-prioritisation of some NDMO activities in favour of COVID-19, incomplete submission for 1st tranche from NDMO and delayed receipt of funds from the MoF were contributory factors to some of delays in the CDCRM team's activities to complete community DRMP.

A second contributory factor to delays was the significant flooding experienced during December 2020, in particular in the Apia town area, causing damage to electricity, water, sanitation, communications, and road infrastructure, as well as residential houses. This required significant work effort and prioritisation from two key EWACC implementing Agencies (IAs), DMO and LTA, as key government first responder agencies to provide a response access infrastructure (roads and access-ways), while COVID-19 cases in the areas further complicated the response work.

A third external factor was the political instability during 2021, in the period following the April election. This has impacted government work and decision-making on a number of LTA projects, including Site 16, leading to further delays in implementation progress, and contributing to the rationale for the request from the Government for a project extension to May 2022, with three reasons being cited – the continued national State of emergency linked to the COVID-19 pandemic, the significant flooding event in December 2020 and the ongoing political impasse in Samoa. The reasons cited by the Government underline again that the principal delays experienced by the project were outside its direct control.

Internal challenges have included the slow start to the project, linked to the time to complete recruitment of the PMU staff, and the requirement to work through national operating practices, which at times presented some additional complications and/or requirements (see below).

Another challenge for some implementation actors has been staff shortages, and the extra work demands generated on the same staff numbers by the EWACC project (and other donor projects), such as in the case of the Land Transport Authority (LTA). For LTA, the efficiency of implementation was also somewhat constrained by not having a Safeguards Officer for the project, for identifying, monitoring and managing environmental, health and safety and social impacts during the construction process. Having provision for a Safeguards Officer would have allowed more scope for advance consultations with the affected communities to ensure they were well informed of the associated environmental and social risks and how these would be monitored and addressed during construction, as well as allowing for a structured grievance redress mechanism for EWACC works to log and address complaints from local community residents and working with the PMU team to assist with community awareness consultations. Regarding Site 16, for example, not having a dedicated Safeguards Officer for the project to carry out the safeguards work was a key challenge for LTA.

Project Management and Adaptive Management

In terms of management and reacting to external and internal challenges, it should be noted that the project management structure is rather complex, with more actors/organs than one might expect for a project of

this size, involving the Cabinet Development Committee (CDC), The National Environment Sector Steering Committee (NESSC), the Technical Advisory Group (TAG), The Implementing Agency (MNRE), Project Management Unit (PMU).

Project management, and linked to this the speed of implementation, has taken time to build momentum, reflecting that the horizontal co-ordination both within and in particular across Ministries and other agencies has required developing new habits and practices. While the placing of the PMU in the Ministry of Natural Resources and Environment (MNRE) and use of existing Government expertise has in some ways eased access to, and communication with, government staff across the various ministries and agencies, and as such represented an efficiency gain, the learning curve in developing horizontal stronger communication and co-ordination has also at times been a short-term efficiency cost, even if this was the right approach. An example has been the efficiency losses in inter-Ministry/agency co-ordination in Phase 1 of the Vaisigano river rehabilitation works. Project implementation has also had to work with existing national government operating project, which at times has complicated implementation – as an example, the PMU had to align the project positions to match the internal public service commission modalities.

Adaptative management has for the most part being satisfactory, with the project managing to secure a high rate of completion of activities and achievement of results despite these challenges. An example of adaptative management have been the push by the LTA to accelerate construction of the drainage system along a section of Falealili Cross Island Road within the Vaisigano river segment one. EWACC approval for funding for these works, following a lack of funding available under the GCF-VCP project, not only is an example of adaptative management, but this is also important for the wider credibility of the VCP works, as it will offer protection for adjacent public and community assets of more than 6,000 families who will benefit from the impacts of flood waters and a safer road for commuters. Other examples have been i) the use of local expertise to support TAs as well as adapting to online connections to ensure the necessary research was carried out to inform policies and implementation, thereby ensuring science-to-policy to decisions, and ii) MNRE's ACEO ensuring continued project management and oversight to ensure that project implementation was not disrupted during the period when the project was without a project manager.

One area of learning for some government stakeholders has also been to understand the differing implementation modalities of GEF projects, compared with national government operating modalities. An area where efficiency was not optimal has been procurement. This was the case for example in procuring equipment and supplies for the Small Business Incubators (SBI) and CDCRM work with local communities, where the timing of procurement of equipment and supplies did not correspond to when communities needed access to same⁵ (where Covid-19 also impacted on supply shipments), while for example the procurement of hydrological monitoring equipment for MNRE-WRD took approximately one year.

Overall, the performance of the PMU has been satisfactory, when one takes into account the external challenges faced, the relatively innovative nature of this economy-wide project and building implementation and project management capacity within the government. In this respect, a contributing factor has been good support from the UNDP Country Office. This has included for example providing project Management training to the PMU, ongoing dialogue with the PMU and government (for example, to

⁵ The most challenging part of the procurement process was the Purchase Order (PO) expiry and cost fluctuations at suppliers, which often caused POs to be voided and then requiring them to be re-issued. This process was also a very time consuming and laborious undertaking for the person tasked with this work, which required entering individual items for numerous requests due largely to the increased number of recipients under the SBI program.

address issues related to procurement delays), an active role in NSC and TAG meetings, following up on decisions taken, and monitoring progress, compliance, and the quality of project outputs and reporting.

Risk Management

The initial monitoring of risks was based on those risks identified in the Prodoc, with other risks thereafter being identified on an ad-hoc basis. Overall, based on the project reporting, risks identified have been appropriate and there has been satisfactory mitigation and responses. During 2020-21, the project has dealt with key risks and challenges satisfactorily, in particular COVID-19 and the December 2021 flooding. It has had to simply adapt to the political uncertainty which obviously were not within its control. Compared with some other similar projects, the implementation approach and its related anchoring of management within MNRE, has reduced the project's vulnerability to risks related to international staff in a PMU being out of circulation due to Covid-19 lockdown and travel restrictions.

Gender

Gender has for the most part been taken account of satisfactorily in the EWACC project. This has for example involved monitoring gender breakdown in capacity building around the CDCRM, and in the income generation support under the SBI programme in partnership with MWCSA's through Youth Employment Programme (YEP), where the gender breakdown of beneficiaries showed slightly more than half were female recipients.

It is worth however reflecting on whether more can be done to increase awareness and understanding of the gender dimension to climate threats and disaster threats, and the often-disproportionate negative impact on women, youth and marginalised and/or vulnerable groups. The project's work provides a rich and interesting basis for this, such as looking at how the work can still be further profiled in communications activities, as well as ongoing rigorous monitoring of impact.

Stakeholder participation and partnership arrangements

One of the strengths of the EWACC project has been the range and degree of involvement of stakeholders in implementation of the project's actions. This has been particularly the case in the development of the CDCRM plans, where community stakeholders have been at the heart of the process, as well as in the partnering with a range of organisations from the emergency first responders, civil society etc. to deliver the CDCRM training and development support. Similarly, in the project's principal hard infrastructure work in Segment 1 of the Vaisigano river catchment area, significant effort was made around consultation of the local community before embarking on the infrastructure works.

Project finance and co-finance

The funds committed for the project (as of the project inception) and actual implementation of the GEF grant are summarized in Tables 5 and 6 below:

Table 5: Co-financing

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grant	-	-	62	62	28	29.7	90	91.7
Loans/concession	-	-	-	-	-	-	-	-
In-kind support	-	-	-	-	-	-	-	-

Co-financing (type/source)	UNDP financing (US\$M)		Government (US\$M)		Partner Agency (US\$M)		Total (US\$m)	
Other	-	-	-	-	-	-	-	-
Totals	-	-	62	62	28	29.7	90	91.7

Table 6: Confirmed Sources of Co-financing at TE Stage

Source of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilised	Amount (US\$M)
Recipient Country Gov't	Government of Samoa	Grants	Investment mobilised	62
Donor Agency	Joint Policy Action Matrix Arrangement (NZ, MDBs, Australia, EU, EIF)	Grants	Investment mobilised	29.7
Total Co-financing				91.7

Assessment of Objectives and Outcomes against SMART Criteria

Overall, the indicators and targets set out in the project's logframe are of good quality. An area for improvement would have been setting timeframes for achieving targets (i.e., the T dimension in the SMART criteria)⁶. At the same time, the range of types of activities, and implementation actors involved, as well as the complexity of some 'big-ticket' items such as the Vaisigano river flood defence works, makes target setting more complex in this project.

Project towards Results and Impacts – Review Findings

Overall, the project shows progress towards results and impacts results, and achievement of results, in relatively significant part, despite numerous implementation challenges. The Final Evaluation assessment and rating are based upon the review of project implementation reports, additional country reports and interviews.

Regarding **Outcome 1.1 (Climate change adaptation and DRM mainstreamed in relevant policies, sectoral strategies, sub-national strategies and budgeting processes through the enhanced coordination of government institutions)**, the project has made good progress. With regard to the first indicator (I-1.1.1: Sector plans that include specific budgets for adaptation actions), all 14 sectors under Samoa's national development Strategy (SDS) now include climate change adaptation strategies, which represents full achievement as the relevant target should have been 14 sectors (i.e., not 15). This total has included eleven (11) sectors plans formulated and approved to include in their developments climate change adaptation and disaster resilience, these sectors being- transport, communication, environment, health, water and sanitation, energy, community, agriculture, education, tourism, and the climate change unit. In the case of the remaining four (4) sectors - macroeconomic resilience, financial, export, and private sector development - these operate without practical integration of climate change adaptation and disaster resilience. This is not to say the latter sectors are not susceptible to climate change challenges but rather dependent on the

⁶ This point was also raised in the Mid-Term Review of EWACC.

successful operations outcome or directly benefit from the implementation of the ten sectors that may permit faster recovery following a climate change aftermath to business-as-usual that will assist in regaining national economic growth and development. Another area of success has been the mainstreaming of EWACC project staff to continue functions of Climate Change after June 2022, which will ensure relevant EWACC and CCA experience built up stays within the Ministry. Regarding the second indicator (I-1.1.2. Formulation and endorsement of National Climate Change Adaptation Strategy (NCCAS)), the project is on schedule to achieve this target of formulation of the NCCAS by the end of the project, although it should be emphasised that the nature and role of the NCCAS has also evolved, given that it has been replaced by the Community Integrated Management (CIM) Plans launched during the National Environment Week in early November 2021 to implement at the district-village-household level part of the CC adaptation strategy (developed in consultation with each district-village-household level emphasizing the concept of ownership as an incentive), and the NCCAS will now be finalized to complement the CIM Plans⁷.

Regarding **Outcome 1.2 (Public finance management at the national and village level: Capacity to access, manage, implement and monitor use of climate change funds is enhanced at the national and village level)**, the project is well on the way to achieving the targeted increase in number of community-managed projects (20) for climate risk adaptation, with 176 Small Business Incubators set up and active in Upolu and Savaii. The work has included a significant capacity building effort, with essential training provided for selected vulnerable families that were beneficiaries of the SBI programme. This training has included guidelines for identification of adaptation priorities, project design, funding proposals and financial and business management of projects, thus enhancing the knowledge and skills in operating and sustaining small businesses to generate a source of income to improve livelihoods within the country-wide village and communities' program and improved resilience to climate change impact for faster recovery to business-as-usual. Furthermore, the targets were met with regard to the local recycling projects for school recycling programme initiative to primary schools (Gautavai, Nene, St Mary's, Saleaula, Lalomalava, Gataivai, AhMu, Aleapuna, Vaiala, Samoa Primary), in association with Leadership Samoa. Added to the above is

the two million tree campaigns implemented with local communities⁸, while the Samoa National Building Code 2017 has also been completed.

Regarding **Indicator 1.2.2 (Improved monitoring of government expenditure on climate change adaptation)**, the target of improved (government) capacity to monitor expenditure on climate change adaptation has also been achieved, with training provided to MNRE-CCU, MoF-CRICU and line Ministries involved with climate change projects to strengthen staff capacity to monitor project expenditure on climate change adaptation. An example of this monitoring can be seen in the case of EWACC, where quarterly procurement plans are submitted in advance to the Ministry of Finance (MoF-CRICU) by the CCU in MNRE to facilitate preparation of the advance EWACC funding request to UNDP for the upcoming quarter⁹. Furthermore, the Climate Change Report Card identifies other climate change adaptation and mitigation initiatives operating in conjunction with EWACC¹⁰.

⁷ It is also worth noting that the SDS itself has a Climate Resilience Outcome promoting CCA and DRM and enhancing the enabling environment for cross-economy and cross-sectoral CCA work, while the CIM Plans now use a more Ridge to Reef and Economy-Wide approach as opposed to its original form.

⁸ Fagalii, Malololelei-inclusive Vailima, Afaimalu, Vaoala. In Savaii -Aopo, Vaipouli, Asau, Masamasa, and Falelima.

⁹ This assumes of course that the government has attained the 80% budget absorption threshold.

¹⁰ Examples include the UNDP-funded MNRE/MoF, the by IDA/World Bank-funded ECR/PPCR Project being implemented by MNRE CCU and MoF, and the IDA/World Bank-funded Pacific Resilience Project (also implemented by MNRE and MoF).

Regarding progress under **Component 2** (Enhanced resilience of communities as first responders of Climate Change-induced hazards), progress has also been strong. Concerning Outcome 2.1 (Protection of communities' physical assets and livelihoods: Increased resilience, and decreased exposure and susceptibility of communities to climate change and natural disasters by protection of household and community assets and promoting resilient livelihoods) construction on the Vaisigano Segment 1 riparian flood wall is complete, as well as the hydraulic modelling to inform decision making on the design. Regarding the Greater Apia IWMP, the water catchment management activities have seen in excess of two million plantings carried out. The targeted training has also been delivered, including QGIS Software Training, GPS Refresher Training, field recordings and downloading, and the production of QGIS Manual. Similarly, the river dredging maintenance work is complete for Phases 1 and 2, and nearing completion for Phases 3 and 4. Overall, therefore, in terms of the target of 12,000 persons in the community benefitting from improved flood management from climate-resilient flood protection measures introduced in Vaisigano River catchment area, the target of 12,000 community members has been exceeded. A number of scientific studies to support this outcome were in the pipeline at the time of the evaluation, including an extension of hydrological flood modelling works into the Gasegase, Fuluasou and Loimata o Apaula Catchments, and the updating of intensity-frequency-duration (IFD) curves for the Greater Apia Catchment, which will be completed before the end of the project. With respect to Site 16, construction commenced on 13th December 2021 for the upgrading of road and drainage, and the work is scheduled to be completed with the project extension period, with an expected completion date for the works of 30th April 2022

Regarding indicator 2.1.2. (No. persons with increased income as a result of diversified livelihood practices and more secure access to livelihood assets), the project has exceeded the target of 600 beneficiaries¹¹. At the time of writing this report, the project is working with 48 villages across 21 constituencies in Upolu and Savaii, representing an overall total of 176 recipients and business owners supported (88 males/88 females), with 76 located in Savaii and 100 in Upolu and reaching in excess of 1500 beneficiaries, while added to this is the IWMP work with vetiver grass planted along riverbanks to slow riverbank erosion.

Regarding Indicator 2.1.3. (No. persons adopting household-level processing facilities transferred to targeted groups) the target of 600+ beneficiaries adopting household-level processing facilities has been achieved, with Vulnerability Assessment (VA) work carried out by MWCS¹² and followed by six work groups accompanied in a range of livelihood diversification activities to generate new income streams¹³.

Regarding **Outcome 2.2** (CCA/DRM plans and implementation: Increased adaptive capacity of communities for implementation of effective risk management and protection of household and community assets.), the project has reached the revised (in the MTR report) end project target under Indicator 2.2.1 of 50, that was reduced from the original End of Project target of 100 for Village Disaster Risk Management plans implemented.

Regarding **Component 3** (Knowledge about CCA and DRM is captured and shared at the regional and global level), the work, progress in respect of the target (Indicator 3.1.1. Increased capacity of government staff to access information on climate and disaster risks as well as M&E on climate change adaptation), and the end-project target (Key MNRE-CCU and MoF-CRICU officials will have sufficient capacity for accessing information

¹¹ The target is gender-disaggregated as follows - minimum 400 women and 200 youth, irrespective of gender.

¹² Such Vulnerability Assessment (VA) work is a required step as part of the selection process to identify eligible families for the Small Business Initiative.

¹³ These income generating microenterprises initiatives are wide-ranging and include vegetable gardens/patches, mixed cropping and fishing, local small convenient shops, BBQ stalls, canteens, bakeries and artisanal printing.

on climate and disaster risks as well as M&E on CCA), this target has also been fully achieved. Firstly, MNRE CCU and MoF CRICU are represented on Climate Change meetings, including the EWACC Technical Advisory Group. Capacity building work has been carried out to fully developed level (i.e., Level 5). Communication and knowledge sharing has also increased, including to senior government level, where for example Report Cards on Climate Change Adaptation actions occurring around Samoa highlighted at Cabinet Development Committee meetings, while successes and lessons learned have been captured for knowledge sharing and awareness-raising CCA & DRM impact, widely broadcast on national TV for the general public's information.

Table 7: Progress Towards Results Matrix (achievement of outcomes against end-of-project targets)

The Terminal Evaluation assessment and rating is based on review of project implementation reports, additional country reports and interviews.

FEA = Final Evaluation level and assessment - Indicator Assessment Key (Legend):

Green	Achieved	Yellow	On target to be achieved	AR = Achievement rating - Progress towards results rating scale: Highly satisfactory (HS); Satisfactory (S); Moderately satisfactory (MS); Moderately unsatisfactory (MU)
Red	Not on target to be achieved	MLA	Mid-term (review) Level Assessment (rating)	Unsatisfactory (U); Highly unsatisfactory (HU).

Indicator	Baseline Level	Midterm Target ¹⁴	End-of-Project Target ¹⁴	Cumulative Progress Reported	MLA	AR	Justification for Rating
<p>Objective: Establish an economy-wide approach to climate change adaptation and DRM in Samoa. This will support integration and management of climate change adaptation and DRM within national development planning and programming frameworks, enhancing the resilience of Samoa communities to the expected effects of climate change such as climate-induced natural disasters.</p>							
Increased capacity within GoS for coordination of cross-sectoral actions for CCA, including planning, budgeting, implementing and monitoring and evaluating	Capacity for national coordination of climate change adaptation and DRM is presently limited (Level 3: Partially developed capacity)	N/A	By the end of the project, GoS will have sufficient capacity for effective coordination of cross-sectoral actions for climate change adaptation (Level 5: Fully developed capacity)	<ul style="list-style-type: none"> The capacity of the GoS capacity to effectively coordinate cross-sectoral actions for climate change adaptation to reach Level 5: Fully developed capacity has been achieved; There has been continuous coordination and implementation of Technical Advisory Group meetings for the project. This committee consists of the relevant representatives of the various executing agencies namely: MoF, UNDP, LTA, MWCSO, MWTI, DMO, WRD, ESCD, LSD to discuss the progress of work as well as quarterly work plans carried out from time to time; Resolve issues with project implementation as well as progress and budget allocations; Continuous reporting from project to the National Environment Steering Committee is responsible for the implementation of the Environment Sector Plan under the division of CC and GEF contributes to cross-sectoral actions to climate change in Samoa; 			<p>HS</p> <p>Rated HS based on high level of reported completion.</p>

¹⁴ Quarterly Progress Report - Q1 2019 Page 11-14

Indicator	Baseline Level	Midterm Target ^{1,4}	End-of-Project Target ^{1,4}	Cumulative Progress Reported	MLA	AR	Justification for Rating
Integration of climate change adaptation and DRM into SDS 2017-2021	Integration of climate change adaptation and DRM in the SDS 2012-2016 is limited	N/A	Endorsed Strategy for Development of Samoa 2017-2021 that includes CCA/DRM	Climate change and disaster risk management have been incorporated into the existing Strategy for the Development of Samoa (SDS) 2016/17-2019/2020 under the Priority Area 4: Environment and the Key Outcome 13 Environment Resilience Improved and Key Outcome 14 Climate and Disaster Resilience. SDS is the key planning document for Samoa which the government ministries utilise as a guideline. EWACC has also provided reports to the National Environment Sector Steering Committee and updates the development and implementation of the SDS through the environment sector through its linkage to its strategic outcomes.		HS	Full completion and incorporation into core national development framework (SDS)
<p>Component 1: Policy Strategies/ Institutional Strengthening: Climate change adaptation and DRM mainstreamed in relevant policies, sectoral strategies, sub-national strategies [1] and budgeting processes through enhanced coordination of government institutions.</p> <p>Outcome 1.1 Policies Strategies/Institutional Strengthening</p>							
Sector plans that include specific budgets for adaptation actions [adapted from AMMAT 1.1.1]	At present, 4 sector plans do not include climate change adaptation	N/A	All 15 sector plans are formulated to include climate change adaptation and are approved by the end of the project	<p><i>Please see note at end on number of sectors</i></p> <p>As of June 2020, this was reported as 80% complete, and by end 2021 reported as fully achieved. Project reporting confirms eleven sector-level plans have been formulated (specifically: transport, communication, environment, health, water and sanitation, energy, community, agriculture, education, tourism, climate change) and approved to include CCA and disaster resilience. The other four sectors: macroeconomic resilience, financial, export, and private sector development that operates without practical integration of climate change adaptation and disaster resilience. This is not to say the latter sectors are not susceptible to climate change challenges but rather dependent on the successful operations outcome or directly</p>		HS	The work on formulation and inclusion of CCA/DRM across each sector delivers full coverage of the focus areas of the (national) SDS

Indicator	Baseline Level	Midterm Target ^{1,4}	End-of-Project Target ^{1,4}	Cumulative Progress Reported	MLA	AR	Justification for Rating
Formulation and endorsement of National Climate Change Adaptation Strategy (National Adaptation plan Roadmap in the IR recommendation)	There is presently no national Climate Change Adaptation Strategy	N/A	A National Climate Change Adaptation Strategy (NCCAS) is formulated and endorsed by the end of the project.	<p>A draft NCCAS was developed under the EWACC and will be amended to complement the CIMPs (a community driven program implemented by another sister project funded by World Bank). The CIMPs replace the NCCAS providing the national climate change adaptation strategy that were developed in consultation with each district-village-household level emphasizing the concept of ownership as an incentive. External consultancy expertise was contracted to support the development of the draft NCCAS, with a draft completed in Q4 2021. Parallel work also by the Ministry saw the development and endorsement of the Climate Change Policy 2020 - 2030. All these policies and strategies work alongside to provide a strategic guidance to the work on Adaptation to support sustainable development.</p>		HS	The strategy should be formalised/ endorsed during 2021, and it also integrate the roadmap to the NAP (which sets out a strategic approach for Samoa to have a National Adaptation Plan)
Outcome 1.2 Public finance management at the national and village level							
Increase in number of community-managed projects for adaptation to climate risks	Few community-managed projects for adaptation to climate change risks	N/A	At least 20 community-manage projects for adaptation to climate change risks	PIR 2020 - 85% This reporting period reflects the addition of 50 families in Upolu and 30 families in Savaii to improve livelihoods and increase income generation to increase resilience of vulnerable families to Climate Change in addition to 47 families that had received assistance in the previous years. EWACC has supported community and households to implement their own income generation projects to adapt to strengthen their climate resilience, operating in tandem with MWCCSD and the GEF-funded Ridge to Reef (R2R) project. This work has included the vulnerable families from a community/village whereby four families within a village are selected from their vulnerable status.		HS	Target has been fully achieved (and exceeded)

Indicator	Baseline Level	Midterm Target ¹⁴	End-of-Project Target ¹⁴	Cumulative Progress Reported	MLA	AR	Justification for Rating
Improved monitoring of government expenditure on climate change adaptation	No monitoring or public expenditure on climate change adaptation	N/A	MoF – CRICU and MNRE-CCU have improved capacity to monitor expenditure on climate change adaptation.	EWACC TAG meetings have served as the forum to discuss the monitoring of climate expenditure, and have included key stakeholders such as M/Finance, MNRE etc. EWACC Support has included training for staff (e.g., MNRE-CCU, MoF) to monitor CCA-related project expenditure. Other government platforms have also been used to align CC projects and to increase capacity and knowledge between government private sector actors, community-based organisations and CSOs to apply and seek assistance with climate change financing. In addition, such platforms as the Climate Resilience Steering Committee, involvement of representatives at project boards and Sectoral Divisions of the Ministries have all contributed to the enhancing knowledge on monitoring expenditure on climate change adaptation for this reporting period. EWACC has also carried out a review of the National Building Code 2017, and which was adopted by MWTT, thereby contributing towards sustainable/climate-resilient approaches to building and construction in the country.		HS	
Component 2							
Outcome 2.1 Protection of communities' physical assets and livelihoods.							
2.1.1. Number of people benefiting from improved flood management through implementation of hard and soft	Number of people benefit from improved flood management from climate-resilient	N/A	At least 12,000 people benefit from improved flood management from climate-resilient flood protection measures introduced in	The IWMP for the greater Apia urban area was completed in 2018, and was followed by the planning, procurement and implementation of flood protection wall designs for Vaisigano catchment as well as the construction of the segment 1 flood wall for the same catchment has been completed within this reporting period. This process in turn was preceded by the stakeholder consultation effort among local residents.		HS	IWMP work and Vaisigano River flood protection work (Segment 1) and work on other river catchments has seen target number of beneficiaries exceeded.

Indicator	Baseline Level	Midterm Target ¹⁴	End-of-Project Target ¹⁴	Cumulative Progress Reported	MLA	AR	Justification for Rating
measures for protection of community assets [AMAT 1.2.15]	flood protection measures introducing in Vaisigano River catchment for protection of community assets		Vaisigano River catchment for protection of community assets (6,000 male and 6,000 female)	In excess of 12,000 people have been able to benefit from improved flood management from climate-resilient flood protection measures. This has been followed with work in process in other Greater Apia urban area river catchments (Gasegase, Fuluasou and Loimata o Apaula) to implement flood management improvement and related CCA measures. This has allowed a further 30000 beneficiaries to benefit from these measures.			
2.1.2. Number of people with increased income – compared to the control group – as a result of diversified livelihood practices and more secure access to livelihood assets, disaggregated by age and gender	No difference in income between targeted and control groups owing to diversified livelihoods and secure access to livelihood assets	N/A	At least 600 beneficiaries adopting diversified livelihood have demonstrable increasing in income compared to the control group owing to more secure access to livelihood assets (at least 400 women irrespective of age and 200 youth irrespective of gender)	More than 600 beneficiaries of selected vulnerable families engaged in diversification has improved source of income and livelihood resilience. The project team carried out monitoring visits to monitor and assess success of some families with the support of the project on its interventions, while the evaluation field work also showed examples of positive impact on beneficiary families. Regarding gender-disaggregated results, the gender breakdown has been 384 females - 256 males		HS	Target number of beneficiaries exceeded. More work on profiling and dissemination success stories/case studies can further increase level of achievement here
2.1.3. Number of people adopting	No people have adopted and	N/A	At least 600 beneficiaries participating in	In excess of 640 families assessed as vulnerable and thus selected under this EWACC component have been able to improve their livelihoods through development of their own		HS	Target is in the process of being

Indicator	Baseline Level	Midterm Target ¹⁴	End-of-Project Target ¹⁴	Cumulative Progress Reported	MLA	AR	Justification for Rating
household-level processing facilities transferred to targeted groups – disaggregated by age and gender [adapted from AMAT 3.1.1] (lead by MW/CSD) – IR Revision: Sustainable Micro-enterprises for youth and women with a sustainable and resilient value chain approach to promote diversified livelihood.	utilised household-level processing facilities to support diversified livelihoods		project interventions adopt and utilise household-level processing facilities to support diversified livelihoods (at least 400 women irrespective of age and at least 200 youth irrespective of gender)	microenterprises, spanning a wide range of activities (vegetable gardens, canteens, bakery, handmade printing, plantations, fishing, mixed cropping). This process was preceded by Vulnerability Assessment (VA) work carried out by MW/CSD as a required first step in selecting eligible families for the Small Business Initiative.	Yellow	Green	achieved (and exceeded).
Outcome 2.2 CCA/DRM plans and implementation							
2.2.1. Number of villages covered by Villages Disaster Risk Management plans to reduce risks of and respond to climate variability	No Village Disaster Risk Management Plans implemented by the project.	N/A	Min. 100 Village Disaster Risk Management Plans (DRMPs) implemented. (Reduced to 50 Village DRMPs based on EWACC MTR recommendation, due to issues with	During the last reporting period, a total of 36 villages were able to complete their Disaster Risk Management Plans (DRMP), with a further 14 villages selected have completed DRMPs achieving the MTR revised EOP target of 50 Villages (i.e. reduced from 100 villages to 50 villages)	Red	HS	While the initial target will not be achieved, this is a result of the cost of each village DRMP being significantly under-costed at the time of project design and launch. Furthermore, the project has made

Indicator	Baseline Level	Midterm Target ^{1,4}	End-of-Project Target ^{1,4}	Cumulative Progress Reported	MLA	AR	Justification for Rating
[adapted from AMAT 2.2.1]			budget underestimating DRMP unit costs)				considerable effort to increase the target final number of villages to above 50, and most likely above 60, and will thus now meet or exceed the revised MTR- recommended target of 50 Village DRMPs.
Component 3							
Outcome 3.1 Knowledge about CCA and DRM is captured and shared at the regional and global level							
3.1.1. Increased capacity of government staff to access information on climate and disaster risks as well as M&E on climate change adaptation	Low capacity of government staff to access information on climate and disaster risks as well as M&E on climate change adaptation	N/A	By the end of the project, key officials from MINRE-CCU and MOF – CRICU will have sufficient capacity for accessing information on climate and disaster risks as well as M&E on climate change adaptation (Level 5: Fully developed capacity)	Target has been broadly met. Core government staff at key centres such as MINRE-CCU and MOF-CRICU have built sufficient capacity to access information on climate and disaster risks as well as CCA-related M&E. This process has been supported via training and discussion in the EWACC TAG meetings.		HS	Target has been broadly met.

IMPACT

The EWACC project has generated significant impacts across the project's areas of intervention. Firstly, it has supported the construction of visible and physical flood defence walls along part of the Vaisigano river. These flood defences have not only provided vulnerable local residents with strengthened protection against river-based flooding, but also impact directly on their disaster risk preparedness, provide early warning prior to relocation to higher grounds and livelihood prospects, as well as providing a clear demonstration to the wider public that infrastructure-centred interventions can provide improved physical (i.e., personal and family security) and livelihoods protection. It has also underlined the importance of strong technical expertise and management, inter-agency co-ordination, a strong focus on sufficient and timely stakeholder engagement and consultation, and that infrastructure-based solutions require significant lead-in time, planning and funding.

At the national level, EWACC has had an appreciable impact on institutional capacity within national government in key areas around CCA and DRM, as well as promoting and mainstreaming climate change concerns into national development strategies across all sectors. Furthermore, the project has strengthened inter-ministerial coordination of climate change adaptation, even if there is still more to be done in this area. The project had made an impact in raising the capacity of the GoS capacity to effectively coordinate cross-sectoral actions for climate change adaptation (reaching Level 5: Fully developed capacity), while there has been continuous coordination and implementation of Technical Advisory Group meetings¹⁵ for the project as well as continuous reporting from EWACC to the National Environment Steering Committee.

As mentioned, the project has impacted 600+ beneficiaries of selected vulnerable families engaged in diversification of their livelihoods, through development of their own microenterprises, spanning a wide range of activities (vegetable gardens, canteens, bakery, handmade printing, plantations, fishing, mixed cropping). This process was preceded by Vulnerability Assessment (VA) work carried out by MWCSO as a required first step in selecting eligible families for the Small Business Initiative. This has contributed to strengthened livelihood resilience, with the impact for some women and families observed during the evaluation field mission. The gender impact has also been strong, with more than 60% of beneficiaries being women.

The support has also generated other impacts beyond the improved financial earnings, including i) improved confidence and peace of mind regarding the future; ii) in many/numerous cases reduced vulnerability and exclusion; iii) improved food security; iv) increased financial security through income generation; and v) as a result of the former, improved local wealth generation and poverty reduction. Importantly, it has also shown – or at least provided a reminder – that well-designed shelter buildings and local livelihoods' work that has income generation components can provide a powerful gender dimension, in terms of improved income generation prospects for women and reduced vulnerability, as well as strengthened social cohesion.

The project reporting and evaluation field mission have shown the impact of some of this livelihoods support work. One beneficiary in Ulutogia (Tala Pelenato) reported generating \$400-\$600 in additional income per week from the vegetable garden where project support included garden tools and seeds, and was also able to access energy and running water and construct a modern toilet. In Ulutogia (Salote Alailisulu), one beneficiary used some of the income earned from the canteen used to buy timber to improve the house floor (renovation), while in Siumu (Falaniko Tupuola), another beneficiary used the \$1500 sewing allocation to help address its challenge of not having enough money to fund its child's education and church commitments by earning an

¹⁵ This Technical Advisory Group committee consists of the relevant representatives of the various executing agencies namely; MoF, UNDP, LTA, MWCSO, MWTI, DMO, WRD, ESCD, LSD to discuss the progress of work as well as quarterly work plans.

additional \$300 per week¹⁶, which was enabling the family to consider setting up their own business and acquire more sewing machines, as well as sharing their learning with other village residents so that they might start their own income-generating activity. Going forward, an important point is to construct a full view of such livelihoods benefits over time, and this is discussed in the recommendations.

The community-level disaster training through the CDCRM has not only developed new knowledge and capacities and helped the climate-proofing of communities' physical assets, but increased community confidence in their collective capacity to acquire new skills and take a more proactive charge of their own future in terms of strengthening their disaster preparedness and climate resilience. Implicit in this has also been skills development and transfer to enable communities to discuss their situation and identify and prioritise climate and disaster-related risks and their own vulnerabilities, and then develop plans to help them prepare and mitigate such threats. Thus, while the CDCRM plans developed have been an important result from which positive impacts are (and will) flow, the community-led process in which these CDCRM plans have been developed has been an equally important success.

The Vaisigano flood protection work on Segment 1 has also provided a highly visible demonstration of flood defences in one of the country's several important river catchment areas, which will be even more the case when work on the other segments under the GCF project is complete. Regarding knock-on impacts, one of the most significant impacts of EWACC is how its implementation experience and learning has been leveraged to influence the design of the GCF *Vaisigano Catchment Project (VCP)*¹⁷. Examples of the impact of EWACC on this GCF project include the experience from the work under EWACC on Segment 1 of the Vaisigano river flood protection scheme, benefitting from both the learning and in particular the preparatory work done under EWACC, to allow this to be leveraged in the GCF Vaisigano river flood protection scheme. EWACC's impact can be seen in the scale of the Vaisigano Catchment Project, with its budget of USD 6 million and mission to strengthen the Vaisigano Catchment Area's adaptive capacity and reduce exposure to climate risks of vulnerable communities, infrastructure and the built environment, as well as its multi-sectoral coverage.

Among the most important impacts have been selected policy and strategy plans, including the development of the IWMP plan for the greater Apia region (a plan not just for water but integrating waste and infrastructure works), increased national capacities and knowledge (e.g., MNRE-WRD in the area of flood modelling). At the wider level, there has been an increase in awareness in government and the wider public of the challenges around upland deforestation, climate change, and disaster preparation, where activities such as the consultation with communities under the Vaisigano segment 1, were able to do a lot of consultation with communities). There have also been other impacts, including health-related, including improved nutritional security and food security among some individuals in communities, as well as the mental health dimension of improved confidence and less trepidation about the future.

Regarding cross-cutting issues, the project's work and results have also shown how synergies can be leveraged from the CCA-DRR nexus, where EWACC has been focussed on an economy-wide approach to CCA but with significant DRR results and impacts. To some extent, EWACC's activities and results have shown the significant synergies that can be generated between CCA and DRR, and how a wider/integrated framework such as EWACC's economy-wide approach can be realised. Going forward, there is likely to be scope to further increase these synergies and make the CCA-DRR nexus more visible, with further conceptual development of the EWACC economy-wide approach, as put forward in the evaluation recommendations.

¹⁶ At the time of the evaluation field mission, this additional income had generated savings of \$913 for the family.

¹⁷ Often referred to as the Vaisigano Catchment Project (VCP), the project's full title is "*Integrated Flood Management to Enhance Climate Resilience of the Vaisigano River Catchment in Samoa*".

Communications and Visibility

The project has provided support to a variety of government and other communication campaigns and products. An example is support for the development of the video showcasing selected Vaisigano residents' views and feedback on the EWACC flood protection work on the Vaisigano river ("Protecting against Floods in Samoa's Capital Apia"), which registered more than 10,000 views. Other examples of this support include technical support (design) for the layout and format for the Climate Change Report card, as well as support (design and layout support) for MNRE handbooks to support and guide MNRE Management site visits around Savaii project sites. The project has developed a range of attractive videos and online materials, such as the EWACC video 'Protecting against Floods in Samoa's Capital Apia' (Community Experience the 17 December 2020 Flooding Event)¹⁸. Other video clips developed have captured (where applicable) to some extent before and after success stories, while there for example has been increased public awareness with wider national TV broadcasting on Climate Change flooding, forest and domestic fire, SBI families in action, and CDCRM video clips demonstrating what to do when various type of natural disaster strikes. This has all led to increased awareness around disaster risk preparedness and climate resilience, even if it hard to assess/quantify the exact impact of this communications and visibility work, which like the EWACC project has spanned a wide range of activities, these activities have undoubtedly contributed to increasing awareness of climate change resilience and disaster preparedness actions in Samoa.

It is likely that more can be done to raise awareness of the project's results, and in particular from the knowledge sharing and learning perspective, and this is also a key focus of the project during the months of the contract extension. This could include considering what strategy and 'assets' will best maximise sustainability prospects, where for example the Government/MNRE webpage would need further strengthening and dynamization if it is to be an anchor for this effort. One particular focus could be considering the learning and results of the project with respect to EWACC's slated economy-wide approach.

SUSTAINABILITY

Regarding sustainability prospects, EWACC shows promising sustainability prospects on a number of fronts. The capacity development effort delivered in the community-level disaster planning is likely to show strong sustainability, in particular as it has been embedded in a wider results-driven process of developing community disaster plans. Similarly, the community disaster plans will be sustained by periodic updating according as disaster threats evolve.

Similarly, the work on the Vaisigano flood walls, while of course only part of the wider flood protection for this catchment area, will be sustained through government taking over maintenance for the flood wall in the post-project period. This is also the case for the river channelisation works which will be incorporated into the annual financing mechanisms.

Another sustainability success is that the project team/principals who will be absorbed into the structure of the division, under the Climate Change and GEF Division of the ministry. The take up of the project's work into the GCF-VCP project has also been another significant success in terms of sustainability. The community-led CDCRM work has been another strength in terms of the strength of local community involvement, and is another sustainability success. However, another risk to sustainability is the lack of a clear strategy and framework for maintaining and continued development of the process, as well as expanding to other communities.

¹⁸ https://www.youtube.com/watch?v=IGVsW_S1_5o.

Regarding sustainability of the work and results under Outcome 1.1, the project and government has assessed sustainability prospects as high under its own ongoing work on sustainability planning, given the high level of achievement of Outcome 1.1 targets and its positive rating of government perceived value of these activities and services and its willingness to continue them beyond the project. Importantly, it also assesses institutional and HR capacity to sustain the work of EWACC as high, as well as the ownership and commitment to continue EWACC activities post project, while the current planning to sustain the project being assessed as 'acceptable'.

A risk to sustainability (or more precisely a constraint) is the conceptual framework and underpinnings of EWACC. While the project's results show it to be a relatively successful project, it is presumed that this should confirm that an economy-wide approach is a superior approach in one or more senses. But the concept of economy-wide approach is not defined in the project, nor is it explicitly measured. For example, what level of coverage qualifies a project to be economy wide (e.g., covering 80% of the sectors of a country's economy, or sectors that make up 80% of GDP?) and to what extent is the social sector(s) covered? Insofar as EWACC is meant to be, at least to some extent, an innovative approach, one might reasonably expect a clearer conceptual framework and at least pilot actions or methodologies being tested and measured and their results analysed and compared with other approaches. Stakeholder feedback and to some extent the reporting does suggest potential for some pilot activities to be replicated, but this could be more clearly embedded in a conceptual framework.

This lack of a sufficiently clear conceptual framework would appear linked to the lack of a clear presentation and communication of what EWACC is, and this may also be a risk with regard to ensuring optimal sustainability. In particular, being able to communicate a clear value-added/superior return from an EWACC approach will be important if replication potential is to be explored and maximised. One potential example of this might be that taking an economy-wide approach, or at least a government-wide approach, has allowed more activities of interest in climate change adaptation to be explored or deployed, such as the experience of MWCSA. The lack of further development of what EWACC represents, and/or what it could evolve towards, is also likely constraining a sufficiently robust take up of its results and learning, such as continued development of the CDCRM and expansion to other areas, as well as maximising the replication value and potential of the livelihood training and support and scaling up Ecosystem-Based Adaptation. In this respect, it is important to emphasise that further development of the conceptual underpinnings of EWACC, including measuring and communicating benefits and added-value, is not about creating a conceptual framework (including for example a guidance package and toolkit) for the sake of creating academic complexity, rather it is about measuring and communicating ways and approaches and synergies as to how an EWACC approach may bring additional and/or superior benefits, cost efficiencies and improved climate resilience.

The above-mentioned relative under-development of the conceptual underpinnings of EWACC is also linked to some financial risk. One of the strengths of EWACC has mentioned has been the income generation dimension and community empowerment at community level. However, more work needs to be done to monitor income generation impacts and other knock-on impacts (e.g., knock-on positive impacts for vulnerable women's or families' nutritional security and overall sense of wellbeing and general health benefits). In the wider scenario of the cost of past extreme weather events compared to Samoa's overall national income or GDP, the expected increase in frequency of such weather events and disasters, finding ways to reduce or optimise the costs of some adaptation measures and generate new sources of income for citizens and communities become particularly important, and should be core tenets of the development of an economy-wide approach.

5 LESSONS LEARNED

This section sets learning, points for reflection and lessons that can be learned from the project implementation:

- a. **Developing nationally-driven implementation structures and capacities offers greater prospects for sustained impact and country ownership, but takes time:** Developing nationally-driven implementation structures and capacities may deliver greater sustained impact, but developing such structures and capacity takes time. This is particularly the case where horizontal inter-ministry and inter-agency co-ordination is at a premium in a project with an economy-wide approach such as EWACC.
- b. **Infrastructure works are complex, require strong management and related technical expertise, and include important soft skills:** While not necessarily a completely 'new' learning, the EWACC-supported work on segment 1 of the Vaisigano river flood protection has provided a reminder that infrastructure works are complex (both technically and in terms of co-ordination), work best with highly defined implementation arrangements and related qualified management and technical oversight. They also require other important soft skills, such as appropriate emphasis adequate and timely stakeholder consultation.
- c. For some IAs, there also needs to be more advance dialogue and planning regarding the work and resourcing implications of projects funded by donor partners, where some have struggled with the additional work demands of EWACC.
- d. EWACC's work programme has helped generate a significant body of information and scientific/technical studies carried out by the project during its implementation (e.g., the ongoing hydrological flood modelling works, past catchment studies, etc.) that have not only laid the basis for further work (e.g., GCF-funded work on subsequent segments of the Vaisigano river, but have also shown government and other actors how to go about such work. This body of knowledge and know-how created has also helped government counterparts to understand the importance of planning and research in developing solid, evidence-based policies and interventions in the areas of disaster preparedness and climate resilience.
- e. **EWACC Conceptual Framework and Underpinnings:** While EWACC has generated some significant results, benefits and learning, the conceptual framework and underpinnings remain somewhat underdeveloped. This includes the definition of what an economy-wide approach represents, a clearer and more detailed elaboration of what are the expected benefits of an economy-wide approach, and what such an approach would be like in the various sectors of the economy.
- f. **Empowering Communities:** EWACC has generated numerous benefits at the community level, and showing in particular how local communities can be empowered with new capacities and skills to take increased charge of their own climate change resilience and disaster preparedness. This has provided a timely reminder that most climate change and disaster risks manifest themselves most clearly at the local level (e.g., damaged house, loss of life of family member or neighbour, and thus the related importance of ensuring that the local dimension is adequately focussed on when developing response interventions.
- g. **Strengthening Climate Change resilience can also mean new income and opportunities, and not just costs:** EWACC has provided an important and timely reminder, if not a learning, that developing climate

change resilience capacities, structures and interventions need not necessarily only be about creating costs, but can also create opportunities for community empowerment and income generation.

6 REVIEW CONCLUSIONS AND RECOMMENDATIONS



Section Guide

This section provides an overview of the following:

- Evaluation Conclusions (6.1)
- Evaluation Ratings (6.2)
- Evaluation Recommendations (6.3)

Final Evaluation Conclusions

The terminal evaluation conclusions are set out below. Each conclusion (C) is numbered.

1. **C1 - Relevance:** The project is highly relevant to the Samoan national context in the way that it has provided the necessary assistance in terms of capacity development, guidance, staffing and funding to support the development of capacities, new co-ordination practices, and approaches and interventions to development climate change response interventions and improve disaster preparedness and disaster protection. It has allowed the country to progress in terms of disaster preparedness and disaster protection to an extent that would not have been possible without the project.
2. **C2 – Project design:** The project design is not that clear in terms of the linkages between the different components, or displaying the conceptual definition and framing of what an economy-wide project represents. Similarly, given that EWACC represents a new/innovative approach, one would expect a clearer pilot dimension to test specific aspects of an economy-wide approach. Thus, the conceptual underpinnings of the design might have been a bit stronger, in terms of a somewhat clearer categorisation of the constraints and barriers identified, a process to monitor progress to addressing them, and the expected added value of an economy-wide approach.
3. **C3 - Implementation challenges:** Project implementation faced a number of challenges, including a delayed start in putting the PMU in place. Two external factors contributed to further delays, these being the delays and momentum loss during the 18 months from March 2020 to September 2021 due to the Covid-19 pandemic and delays due to the prevailing political situation in Samoa during 2021. The Covid-19 pandemic represented another challenge, with significant delays and momentum loss during the 18 months from March 2020 to September 2021, while the political situation during 2021 was a further cause of delay, with for example delays in Parliamentary approval of the national budget and delays for Tenders Board meetings to approve major works on-hold at the time due to the absence of the new government. Other challenges included delayed release of funding from the Ministry of Finance (MoF) to the CDCRM Implementing Agencies Samoa Fire Services Authority (SFESA), Samoa Red Cross Society (SRCS) and Adventist Development and Relief Agency (ADRA), as well as delays and challenges with regarding project-related procurement. Another challenge was linked to relying on external Implementing Agencies that were outside the control and management of the project and that had their own priorities and work demands, where the COVID-19 pandemic border closure and continuing lockdown affected travel and

local deployment of technical assistance, requiring that alternative methods that were not in the project design be implemented, including local implementing agencies collecting data etc. in order to support overseas TA. Pandemic impacts on supply and demand affected all procurement, in particular the supplies from hardware stores, where the project had to adapt to depleted stocks or stocks running out, which required waiting for some time until products were available, and the delays that this engendered. Another challenge for some implementation actors has been staff shortages, and the extra work demands generated on the same staff numbers by the EWACC project (and other donor projects), such as in the case of the Land Transport Authority (LTA).

4. **C4 – Progress against results:** Notwithstanding challenges encountered during project implementation, there has been however a high level of completion of project activities and outputs, helped in part by the significantly-prolonged timeframe compared to the original project. Not only has the project achieved most of its targets, and securing high ratings. Moreover, numerous activities have exceeded their targets. Examples of completed activities are the completion of segment 1 of the Vaisigano river flood protection wall, the roll-out of the Community Disaster and Climate Risk Management (CDCRM) training among local Samoan communities, the related community-led CDCRM plan development and empowering women with small business incubator interventions to enhance livelihoods and strengthen adaptation to climate change. Without such support, the interviewees testify that the progress accomplished would not have been feasible. Other significant results include EWACC's implementing and completing Segment 1 of the Vaisigano river flood defences and the development of the designs for Segments of 2 and 3, drainage works, and in terms of the formulation of integrated water resource plan for greater Apia area, which have also made an important contribution the design and work of the much larger GCF-VCP project.
5. **C5 - Efficiency.** The project has had some mixed performance regarding efficiency but on the whole has performed relatively satisfactorily. In terms of comparison of inputs and project outputs, a relatively significant body of outputs has been achieved from the project budget and inputs. Constraints on efficiency have included the delays at the outset, before the PMU staff was fully in place, and delays and/or complications regarding procurement. However, any assessment of efficiency must consider a number of features of EWACC, including its economy-wide approach and thus its wide range of activities, the large number of implementation actors and the cross-ministry co-ordination requirements. In the above context, the PMU's performance has been relatively efficient, and some aspects of implementation, such as the community-led CDCRM work and community-level income generation dimension, have been strengths of the project's implementation efficiency.
6. **C6 - Sustainability:** Overall, the project shows some promising prospects for sustainability, and it should be emphasised that this assessment is made more than 5 months before the project closure. Regarding the policy and regulatory level, the draft National Climate Change Adaptation Strategy has been to some extent bypassed by events, and has been replaced by the Community Integrated Management (CIM) Plans launched during the National Environment Week in early November 2021 to implement at the district-village-household level part of the CC adaptation strategy, while the NCCAS will be finalized to complement the CIM Plans. Thus, the focus is on adapting the national policy and strategy to better take account of the community integrated management plans is in place and the Climate Change Strategy, such that the national strategy will be the over-arching management plan for the local plans. Another sustainability success has been the mainstreaming of project staff, and the competences that they have built up, in the Ministry's Climate Change Division, thereby ensuring that all of these people and the human capital assets built up will remain in the Ministry.

The take up of the project's work into the GCF-VCP project and local budget has been another significant success in terms of sustainability. The community-led CDCRM work has been another strength in terms of the strength of local community involvement, and is another sustainability success. However, another risk to sustainability is the lack of a clear strategy and framework for maintaining and continued development of the process, as well as expanding to other communities. The community-led CDCRM work has been another strength in terms of the strength of local community involvement, and is another sustainability success. However, another risk to sustainability is the lack of a clear strategy and framework for maintaining and continued development of the process, as well as expanding to other communities. Moreover, the project has started a comprehensive review of sustainability prospects that will likely in at least some respects, if not significantly increase prospects for sustained impact. The work started on sustainability planning is both detailed and ambitious, and incorporating some of the feedback from this evaluation can hopefully further contribute the sustainability planning and exit strategy process. Moreover, the fact that this work has started a full half-year before the project's extended closure date allows time to build on the promising sustainability potential in evidence 5 months before the project end.

7. **C7 - Country ownership.** Country ownership of EWACC within MNRE has been strong, and has been one of the strengths of the project. What has been more challenging has been translating local country ownership into co-ordination mechanisms for the effective implementation of a cross-cutting project such as this, where multiple inputs are required from a range of government and non-government actors, but in this respect EWACC has proved to be useful learning experience for the governing in horizontal co-ordination requirements and practices to implement an economy-wide (and thus government-wide) approach to strengthening climate change resilience and disaster risk management.
8. **C8 - Gender equality and women's empowerment and cross-cutting issues.** The project has taken account the gender dimension to its work, in terms of gender-disaggregated tracking of results, such as for example in the capacity building work around the CDCRM, and in the support income generation assistance programme in partnership with MWCSA's through Youth Employment Programme (YEP), where the gender breakdown of beneficiaries showed slightly more than half were female recipients. Another example of EWACC's gender focus is the work of the small business incubator (SBI) in empowering women by providing a source of income to provide and pay for essential services and utility bills usually provided by men. However, it is likely that there is more scope to profile and disseminate this work, as well as researching and sharing learning on the gender dimension of climate change and disaster risk vulnerability. EWACC's activities and results have shown the significant synergies that can be generated between CCA and DRR, and how a wider/integrated framework such as EWACC's economy-wide approach can be realised. Going forward, there is likely to be scope to further increase these synergies and make the CCA-DRR nexus more visible, with further conceptual development of the EWACC economy-wide approach, as put forward in the evaluation recommendations.

Evaluation Ratings

The table below sets out the evaluation ratings:

Table 8 - Evaluation Ratings Table

Evaluation Ratings:			
1. Monitoring and Evaluation	Rating	2. IA& EA Execution	rating
M&E design at entry	S	Quality of UNDP Implementation	HS
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation / Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	S	Financial resources:	MS
Effectiveness	HS	Socio-political:	S
Efficiency	S	Institutional framework and governance:	MS
Overall Project Outcome Rating	HS	Environmental:	S
		Overall likelihood of sustainability:	MS

Final Evaluation Recommendations

The final evaluation recommendations are set out below. In total, seven (7) recommendations are set out, as summarised below:

Table 9 - Evaluation Recommendations - Overview

No.	Recommendation Summary (Title)	Addressed To	Entity Responsible	Timeframe
R1	Knowledge-sharing and Learning: Develop a government-wide Learning, Knowledge Exchange and Sustainability effort to facilitate optimal EWACC and CCA-DRM related learning and take-up.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022 (and ideally beyond)
R2	Over-arching EWACC Sustainability: Development of over-arching Strategy for EWACC, including project sustainability and exit plan, and post-project actions and new projects to support the take up of sustainability strategy actions	UNDP, Government of Samoa	UNDP	March 2022 – Dec 2023
R3	CDCRM Sustainability Strategy (Part 1): Develop a medium (3-5) year strategy document (or discussion paper) on how system can be made fully sustainable.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022
R4	CDCRM Sustainability Strategy (Part 2): Developing the CDCRM System to become a self-sustaining system.	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – May 2022
R5	EWACC Conceptual Development: Further develop EWACC as a conceptual framework and repository of effective strategies, tools and models to support best-in-class climate change adaptation and disaster preparedness.	UNDP, Government of Samoa	UNDP	March 2022 – November 2022
R6	Government co-ordination and governance for DRM and Climate Resilience: Explore strengthened horizontal co-ordination and decision-making to support effective and efficient implementation of DRM and climate-resilience interventions	Government of Samoa, with support from UNDP	Government of Samoa	March 2022 – November 2022
R7	Vaisigano river flood wall: Consider greening of the Vaisigano river flood protection wall.	Government of Samoa	Government of Samoa	March 2022 – November 2022

No.	Recommendation Summary (Title)	Addressed To	Entity Responsible	Timeframe
R8	EWACC and gender: Consider further development and replication of EWACC's gender-related work and support for women.	Government of Samoa, UNDP	Government of Samoa	March 2022 – November 2022

The detailed recommendations are set out below:

R1	
Recommendation Summary: Develop a government-wide Learning, Knowledge Exchange and Sustainability effort to facilitate optimal EWACC and CCA-DRM related learning and take-up.	
<p>Detailed Recommendation: It is recommended that the Government, supported by UNDP, develop a government-wide Learning, Knowledge Exchange and Sustainability effort to facilitate optimal EWACC and CCA-DRM related Learning and Take-up. This should build on the current project focus on maximising knowledge generation and sharing and dissemination during the final project months, but also ideally continue beyond the project, (using as/if needed) a dedicated online platform to support this and/or existing online assets.</p> <ul style="list-style-type: none"> Based on existing (and future?) EWACC knowledge and communication consider a future series of discussions across Government Supporting cross-Ministry reflection and horizontal/cross-cutting thinking and approach – through a formalized knowledge development and learning and sharing programme (e.g., online resource portal, and where possible building on existing government online assets? brown bag lunches?) Developing summary assessments about the extent to which the barriers identified in the project have been addressed, the extent to which more progress may (or may not) need to be made, and the learning generated in seeking to address each barrier, as well as whether other barriers/challenges emerged that were not initially/sufficiently taken into account. Possible actions to ensure EWACC sustainability is optimised, including for example work at the level of the conceptual framework for EWACC (see Recommendation 2 below), a specific strategy, modelling and follow-up programme to create a sustainable and scalable CDCRM (see Recommendations 3,4). With a view to also supporting the development of Government thinking around an Economy-wide approach to CCA and DRM integration, and supporting the discussion and follow up launched by the project's promising work on sustainability planning. <p>UNDP support during the remainder of the project duration could include acting as a sounding board and providing structuring/conceptual support to the work, for example the overview assessment of the extent to which the main barriers have been addressed/tackled.</p>	
Recommendation Addressed to:	Government of Samoa, UNDP
Implementation Timeframe:	March 2022 – May 2022 (and ideally beyond)

R2	
<p>Recommendation Summary: Over-arching EWACC Sustainability - Consider development of new projects/interventions to support the take up of actions to maximise EWACC's sustained impact.</p>	
<p>Detailed Recommendation: While EWACC has generated important impact, and learning and/or potential for learning, there is a lot that can be done do further increase its medium-to-long term impact. The project's draft sustainability plan is an important step in this direction, but optimising the sustained impact of EWACC will likely mean a significant number of actions and 'work-ons' that will go beyond the EWACC project end date, while it is also likely that the Government would welcome further support in developing the knowledge, capacities, co-ordination practices, etc. that further anchor an economy-wide approach to climate change adaptation.</p> <p>To maximise EWACC's sustained impact prospects, it is therefore recommended to develop an over-arching Sustainability Strategy and Plan for EWACC. This would include the existing sustainability planning, post-project actions, as well as the continued development of the EWACC conceptual framework and toolkit/'solutions box' of interventions.</p> <p>Importantly, it would also include considering new projects to support the take up of sustainability strategy actions, and in this sense this recommendation is a horizontal recommendation, which seeks out specific areas where new project(s)/initiatives could be formulated to support actioning the evaluation recommendations and building on the momentum and results of EWACC.</p> <ul style="list-style-type: none"> • One example could be specific actions under a new project to support implementation of Recommendation 1 and Recommendation 6 by the Government of Samoa • Support for the continued development of EWACC as a concept/conceptual framework (see Recommendation 5 below), and for specific actions to test and validate approaches. • Taking a strategic and systemic view of EWACC follow-up: As an example, providing an implementation vehicle to provide support for creating a scalable and sustainable CDCRM (Recommendation 4 below, following completion of Recommendation 4 on the CDCRM Strategy Development). A follow-up project could support the work on the strategy development (Recommendation 2), and part of the implementation of Recommendation 4), but ensuring that additional grant funding through a follow-up project is focussed on support to create a systemic and scalable approach, with grant-based funding only being used with reimbursable or other types of funding are not appropriate. 	
Recommendation Addressed to:	Government of Samoa, with support from UNDP
Implementation Timeframe:	February 2022 – Dec 2023

R3	
<p>Recommendation Summary: CDCRM Sustainability Strategy (Part 1): Develop a medium (3-5) year strategy document (or discussion paper) on how system can be made fully sustainable</p>	
<p>Detailed Recommendation: it is recommended that the government consider how to develop a medium (3-5) year strategy document (or discussion paper) on how the CDCRM system can be made fully sustainable.</p>	

R3	
<p>While it is understood that plans are under development to build on the CDCRM there is no strategy or plan to explore how the CDCRM system can be made sustainable over the medium term.</p> <p>This sustainability strategy planning could include:</p> <ul style="list-style-type: none"> • Sustainability in terms of CDCRM maintenance, testing and updating • Continued impact in terms of expansion to new communities not currently covered • Building dynamic factors that can further strengthen the continued development and maintenance of the system, including for example: <ul style="list-style-type: none"> ○ Optimising using of technology to support delivery, community-based management and reporting ○ Dynamic communication and empowerment, such as a general and issue-specific awards and recognition programmes ○ Considering how to leverage one of the key strengths and successes of EWACC, that of community-based empowerment and leadership. • Costing a country-wide replication/roll-out of the CDCRM. 	
Recommendation Addressed to:	Government of Samoa, with support from UNDP
Implementation Timeframe:	March 2022 – November 2022

R4	
<p>Recommendation Summary: CDCRM Sustainability Strategy (Part 2): Developing the CDCRM System to become a self-sustaining system</p>	
<p>Detailed Recommendation: It is recommended that significant thought and effort is given to developing the CDCRM System into a self-sustaining system. The objective would be to create a system that is a cost-efficient as possible, and also taps into a range of ways to self-finance the system through new income generation and wealth creation at the level of communities, making the system more valuable and more financially secure and sustainable.</p> <p>Within this, areas to consider could for example include:</p> <ul style="list-style-type: none"> • Building a sustainable/self-sustaining financing ecosystem around key values and assets/capabilities being developed? • Considering how the CDCRM ecosystem can foster its own (self-sustaining) development dynamic, for example: <ul style="list-style-type: none"> ○ Income generation activities and financing: ○ Livelihoods dimensions ○ Poverty reduction ○ Delivery of CCA/DRM assets and protection infrastructure - e.g., riparian flood defences - categorization and structuring, new delivery options? ○ Incentives and obligations ○ Building a sustainable financing ecosystem ○ Exploring the potential for a payment for ecosystem/environment services dimension ○ Exploring how the CCA-DRR nexus dimension could be further developed and strengthened 	

R4	
<ul style="list-style-type: none"> • Research possible funding sources (grants, blended finance, microfinance, loans, guarantees etc.) • Leverage the potential role of technology as empowering factor. <p>To get this moving, one option might be that UNDP kickstart this by developing a discussion paper/presentation, with ideas and examples of aspects and components that could be considered in follow-on reflection and discussion with the Government of Samoa.</p>	
Recommendation Addressed to:	UNDP, Government of Samoa, with support/input from UNDP
Implementation Timeframe:	March 2022 – May 2022

R5	
<p>Recommendation Summary: Further develop EWACC as a conceptual framework and repository of effective strategies, tools and models to support best-in-class climate change adaptation and disaster preparedness</p>	
<p>Detailed Recommendation: Set up a conceptual framework and work programme dedicated to fleshing out EWACC as a conceptual framework, including researching, exploring and developing the financing framework for climate change adaptation.</p> <p>This could include for example:</p> <ul style="list-style-type: none"> • Developing its economy-wide claim/dimension, including clearer focus on specific sectors of the economy, both vertical and horizontal sectors. • Exploring options to help manage and cover risk, including climate change insurance (as recommended in the current draft of the sustainability exit strategy). • Identifying more clearly the key value proposition, advantages and benefits of an EWACC approach, and strengthening its presentation and communication. For example, it is worth reflecting on whether the current acronym adequately encompasses key dimensions and success factors of the approach, including the work at local/community level and community empowerment and leadership¹⁹. Including clear components and pillars in the overall EWACC component would help in ensuring a clearer presentation. • Setting out the full range of potential interventions that could inform the EWACC portfolio of interventions (solution/intervention toolkit), ranging from hard infrastructure to adaptation (e.g., riparian protection, income generation support, etc. etc) • Developing key policy synergies and nexus areas, including for example: <ul style="list-style-type: none"> ○ How synergies can be leveraged under the CCA-DRR nexus, such as how areas such as income generation support can be a source for improved livelihood and individual (including women) empowerment, ○ Building out a green economy-CCA nexus ○ Setting out how EWACC can provide gender-inclusive and women (and youth) empowerment 	

¹⁹ In this respect, for example, an ECSWACC (Economy and Society-Wide Approach to Climate Change), or SEWACC, might be a first step in this process.

R5	
	<ul style="list-style-type: none"> • Considering how specific financial mechanisms or structures might help amplify impact and sustainability of EWACC work (for example, a strong revolving fund dimension to the CDCRM work, linked to the income generation dimension) • Developing a framework to ensure financial considerations inform all climate change adaptation discussion and actions, including not just the costs of specific actions but estimate costs of not implementing actions (i.e., the costs of <u>non-action</u>). • Developing a financing vision and strategy, including as needed a short market study, to identify appropriate/potential financing sources (e.g., classic grant and project-based funding, blending donor financing, private financing, foundations, crowd-sourced funding etc.). • With an EWACC conceptual framework above, further emphasise the potential for the project to empower women and support gender equality, as evidenced in EWACC's results, through dedicated women's empowerment components/pillars.
Recommendation Addressed to:	UNDP, Government of Samoa
Implementation Timeframe:	March 2022 – November 2022

R6	
Recommendation Summary: Explore strengthened horizontal co-ordination and decision-making to support effective and efficient implementation of DRM and climate-resilience interventions	
<p>Detailed Recommendation: Going forward, it is important to ensure that government cross-ministry and inter-agency communication, co-ordination and decision-making is both effective and efficient. This could include, considering:</p> <ul style="list-style-type: none"> • Strengthening and simplifying co-ordination, governance and decision-making structures to all for more streamlined cross-ministry and inter-agency co-ordination and faster decision-making. Within this, using technology (e.g., intranet-based dashboard for transparent tracking of implementation) could also help optimise implementation capability. • Staffing and resourcing of projects and interventions should be looked at systematically, where feedback from LTA for example has shown challenges experience in handling the extra EWACC load with the existing staff complement. Government should put in place provisions for a systematic process within government for the implementation resource assessment of new projects under formulation with donor partners, in particular those with hard infrastructure dimensions, including consultation with donors, to ensure assumptions regarding IAs' implementation roles and responsibilities are realistic and adequately provisioned for with regard to resourcing. • Given the experience with delays in EWACC work linked to recent political uncertainty, part of the above reflection should also consider how operational processes and implementation work can be better protected/insulated from political uncertainty. 	

R6	
	<ul style="list-style-type: none"> For IAs, ensure practices/provisioning for sufficient advance dialogue and planning regarding the work and resourcing implications of projects funded by donor partners, given that some IAs have struggled with the additional work demands of EWACC It is also important to emphasise that this discussion would be influenced in part by the scale and nature of post-EWACC follow-up, including for example the scale of scaling and replication of CDCRM and livelihoods work and the ongoing project work on sustainability planning.
Recommendation Addressed to:	Government of Samoa (with possible support from UNDP, depending in part on how other recommendations are taken up)
Implementation Timeframe:	March 2022 – November 2022

R7	
	Recommendation Summary: Consider greening of the Vaisigano river flood protection wall.
	Detailed Recommendation: Regarding the Vaisigano river flood protection wall, it is recommended that the government explore how to make the wall as environmentally friendly as possible, and blending in with the local surroundings. One option raised by stakeholder has to be green the wall, which would reduce heat deflection from the wall, (and bring some biodiversity benefits and some limited CO2 reduction benefits. Implementing such a recommendation could also seek to build on EWACC's experience by involving local residents and other local actors. Similarly, this could explore local financing from at least some beneficiaries (e.g., businesses benefitting) along the lines of a payment for ecosystem/environment services, including either direct payments, or voluntary contributions of supplies (e.g., planting inputs, labour etc.)
Recommendation Addressed to:	Government of Samoa
Implementation Timeframe:	March 2022 – November 2022

R8	
	Recommendation Summary: EWACC and gender - Consider further development and replication of EWACC's gender-related work and support for women.
	Detailed Recommendation: Linked in part to whether UNDP and the Government decide to invest in the development of EWACC as concept (Recommendation 4 above), the project stakeholders should reflect on the very promised gender-related work done under EWACC, and how the gender dimension can be further strengthened, developed and replicated. This could include developing a plan for a significant upscaling and replication of the work on livelihood support, the SBI and related skills development to empower women and girls, and rigorous tracking of the dynamic impact of additional income on women's lives, their families and the local community. Other finance interventions (e.g., testing microfinance products) and mechanisms to support strengthened sustainability could also be considered.
Recommendation Addressed to:	UNDP, Government of Samoa (NB MWCSD)
Implementation Timeframe:	March 2022 – November 2022

7 ANNEXES

Annex I: Evaluation Bibliography

1. Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa: Project Document.
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15. Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa: National and International Consultants ToR
16. Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa: Mid-Term Review Report

Annex II: List of Stakeholders Consulted

No.	Name	Organisation/Department
1	Galumalemana Anne Rasmussen	MNRE - GEF & Climate Change Unit / PMU
2	Aiono Meresaini Siaosi - Laulua	UNDP EWACC-GEF Chief Technical Advisor (CTA)
3	Taala Paulo Amerika	MNRE - GEF & Climate Change Unit / PMU
4	Fetalai Gagaeolo	MPMC - Disaster Management Office
5	Moira Faletulutulu	MNRE - Sector Coord. Unit
6	Asua Malaki Iakopo	MNRE - Water Resource Division
7	Toleaofo Mara Hunter	Kramer Ausenco
8	Daniel Tait	Kramer Ausenco
9	Annie Tuisuga	SROS - Renewable Energy Division
10	Moon Chan	SROS - Renewable Energy Division
11	Kathy Siaosi-Asilsara Iose	SFESA
12	Isara Iose	SFESA
12	Su'a Julia Wallwork,	ADRA
13	Feunai Agape Papalii	ADRA
14	Misa Saituvao	MWCSD – ACEO
15	Ruby Tuiloma	MWCSD Community Economy Development - Principal
16	Sagauga Leilani Galuvao	MWTI – ACEO
17	Toaigaoaloo Mathew Wendt	LTA – PPD Manager
18	Talaoali'I Tuputa Uliate	LTA – PMD Manager
19	Tofilau Tauvaga Ofoia	LTA
20	Lealaivailu'u Hillary Tanielu	LTA

No.	Name	Organisation/Department
21	Tagoa'i Peresitene Kirifi	MOF: Aid Coord. and Debt Mngt Division
22	Danielle Lio	MOF: Aid Coord. and Debt Mngt Division
23	Josephine Tumua	MOF: Aid Coord. and Debt Mngt Division
24	Tracy Wong-Ling Warren	PSC
25	Azza Aishath	UNDP RTA
26	Verena Linneweber	UNDP MCO Samoa – Resident Representative
27	Lepale Aussie Simanu	UNDP MCO Samoa – Assistant Resident Representative
28	Va'asiliega Anne P Trevor	UNDP MCO Samoa - Programme Officer Environment & Climate Change
29	Tali Afoa	UNDP MCO Samoa – Finance Officer
30	Taufao Taufao	UNDP MCO Samoa

Annex III: Final Evaluation Framework

The Final Evaluation framework and evaluation questions are set out below:

Overview Evaluation Questions

No.	Evaluation Question	Data Collection Methods
Project Design/Formulation		
1	To what extent are the objectives of the project still valid?	Desk Research (see Annex 1 bibliography) Stakeholder interviews
2	Are the activities and outputs of the project consistent with the overall goal, objectives and intended impacts and effects?	Desk research (see Annex 1 bibliography) Stakeholder interviews Analysis and synthesis of post-field interviews
3	How were the project's objectives and components clear, practicable and feasible within its time frame?	Desk research (see Annex 1 bibliography) Stakeholder interviews Analysis and synthesis post-field interviews
4	What were the planned stakeholder interactions, as set out in the project document Stakeholder Engagement Plan?	Desk research (see Annex 1 bibliography) Stakeholder interviews
5	How were gender considerations integrated in the project's design, including through a gender analysis with the specific context of the project for advancing gender equality and women's empowerment and a gender action plan with a specific implementation plan for the delivery of gender activities, with indicators, targets, budget, timeframe and responsible party?	Desk research (see Annex 1 bibliography) Stakeholder interviews Analysis and synthesis post-field interviews
Project Implementation		
6	What significant changes did the project undergo as a result of recommendations from the Mid-Term Review, or as a result of other review procedures? Explain the process and implications. (Consider presenting the MTR recommendations, management responses to the recommendations, and TE team comments in a table format.)	Desk research (see Annex 1 bibliography) Stakeholder interviews

No.	Evaluation Question	Data Collection Methods
7	How did local and national government stakeholders support the objectives of the project? How did they have an active role in project decision-making that supported efficient and effective project implementation?	Desk research (see Annex 1 bibliography) Stakeholder interviews
8	Whether strong financial controls were established to allow the project management to make informed decisions regarding the budget at any time, and allow for the timely flow of funds and for the payment of satisfactory project deliverables;	Desk research (see Annex 1 bibliography) Stakeholder interviews Analysis and synthesis post-field interviews
<i>Project Results and Impacts-Effectiveness</i>		
9	To what extent the envisaged partnerships in the implementation of the project have been effective in the expected achievements in the country?	Desk research (see Annex 1 bibliography) Stakeholder interviews Analysis and synthesis post-field interviews
10	What have been the major factors influencing the achievement or non-achievement of the objectives?	Desk research (NB project reporting) Stakeholder interviews
<i>Project Results and Impacts- Efficiency</i>		
11	Have the project's actions to-date to achieve the outputs and expected outcomes been timely, effective and efficient (including cost-efficiency and w.r.t any implementation alternatives)?	Desk research (including review of implementation guidance and advice) Stakeholder interviews
12	To what extent has the project managed to provide implementation guidance and advice on the delivery of the focus country activities?	Desk research (including review of implementation guidance and advice) Stakeholder interviews
<i>Project Results and Impacts- GEF Additionally</i>		
13	Do monitoring and evaluation documents provide evidence of the causality between the rationale for GEF involvement and the incremental environmental and other benefits directly associated with the GEF-supported project?	Desk research (including review of implementation guidance and advice) Stakeholder interviews
14	Are there quality quantitative and verifiable data demonstrating the incremental environmental benefits?	Desk research (including review of implementation guidance and advice) Stakeholder interviews
<i>Project Results and Impacts-Progress towards Objective and Expected Outcomes</i>		

No.	Evaluation Question	Data Collection Methods
15	To what extent has the project managed to achieve a development impact through the targeted capacity building of public, private, business development and social stakeholders, and development impact achieved can reasonably be attributed to, or be associated to the project?	Desk research (including comparison delivery of activities and outcomes against planning) Stakeholder interviews
16	To what extent is the experience, impact, best practices and lessons learnt at the country and regional levels fed into national and international dialogue on the low carbon development for an enhanced global impact of similar project on Sustainable Development?	Desk research (see Annex 1 bibliography) Stakeholder interviews (primarily)
17	What has happened (to-date) as a result of the project and what real difference has the activity made to the beneficiaries (including no. persons impacted)?	Desk research (where reported in project reporting and tracking) Stakeholder interviews
18	How can the programme leverage existing partnerships with relevant continental institutions in ways that better coordinate efforts, minimize duplications and scale up impact?	Desk research (including comparison other initiatives) Stakeholder interviews
<i>Project Results and Impacts-Sustainability prospects</i>		
19	To what extent are the results sustainable? Will the outputs lead to benefits beyond the lifespan of the first phase of the project particularly in the country?	Desk research (analysis of impacts and contributory and sustaining factors) Stakeholder interviews
20	How has the project been able to build sustainable capacity in the country in ways that would outlast the project?	Stakeholder interviews Overall analysis (post-field interviews)
21	What is the likelihood that financial resources will be available once the GEF assistance ends to support the continuation of benefits (income generating activities, and trends that may indicate that it is likely that there will be adequate financial resources for sustaining project outcomes)?	Stakeholder interviews Overall analysis (post-field interviews)
22	What were the major factors which influenced the achievement or non-achievement of sustainability of the project?	Desk research (NB implementation-influencing factors, challenges etc.) Stakeholder interviews Overall analysis (post-field interviews)

Annex IV: Stakeholder Interview Questionnaire

The stakeholder interview questions are set out below:

A field interview guide will be used to guide discussions and interviews with local stakeholders. The draft field interview guide is set out below:

Field Interview Guide
<p>1. Relevance to your needs: What is the project's relevance to your community's needs?</p> <ol style="list-style-type: none"> a. Which needs does it address? b. How effectively does it address these needs? <p>2. Results: What have been the main results of the project work?</p> <ol style="list-style-type: none"> a. Which needs does it address? b. How effectively does it address these needs? <p>3. Project implementation: Are you satisfied with the project's implementation?</p> <ol style="list-style-type: none"> a. What has worked well? b. What challenges, if any, have been encountered and to what extent have they contributed to any delays and/or under-achievement in the project's expected results? And what solutions were found? <p>4. Progress against project target results: How do you assess the projects progress in overcoming the targeted barriers identified through its actions aimed at:</p> <ol style="list-style-type: none"> a. Strengthening institutional capacity within the government; b. Enhancing inter-ministerial coordination of climate change adaptation; c. Promoting the inclusion of climate change concerns into development strategies across all sectors; d. Climate-proofing of communities' physical assets; e. Introducing more climate-resilient livelihoods options; and vi) sharing lessons learned and best practice on climate change adaptation across the Pacific region? <p>5. Progress against target EWACC outcomes: How do you assess the projects progress under each of the project outcomes?</p> <p><i>Component 1</i></p> <ul style="list-style-type: none"> • OUTCOME 1.1. <i>Policy Strategies/Institutional Strengthening: Climate change adaptation and DRM mainstreamed in relevant policies, sectoral strategies, sub-national strategies²⁹ and budgeting processes through enhanced coordination of government institutions.</i> • OUTCOME 1.2. <i>Public finance management at national and village level: Capacity to access, manage, implement and monitor use of climate change funds is enhanced at the national and village level.</i>

Field Interview Guide

Component 2

- **OUTCOME 2.1.** Protection of communities' physical assets and livelihoods: Increased resilience, and decreased exposure and susceptibility of communities to climate change and natural disasters by protection of household and community assets and promoting resilient livelihoods.
- **OUTCOME 2.2.** CCA/DRM plans and implementation: Increased adaptive capacity of communities for implementation of effective risk management and protection of household and community assets.

Component 3

- **OUTCOME 3.1.** Knowledge about CCA and DRM is captured and shared at the regional and global level.

6. Project/site management: What are the management and maintenance arrangements?

- a. Are management arrangements satisfactory?
- b. Are maintenance arrangements satisfactory?
- c. Are women, youth, involved?
- d. Are some sectors/groups/competencies not represented?

7. Local Monitoring & reporting: How does the community/village monitor/measure/report the impact of the site work?

8. Benefits and successes: What have been the main benefits/advantages/good things and successes that you have seen as a result of EWACC project support?

- a. Climate change adaptation benefits
- b. Livelihood benefits
- c. Other?

9. Cross-cutting issues: To what extent have cross-cutting issues have been taken into account?

Including

- a. Gender dimension, specifically consideration and/or involvement of women and youth, and/or (other) vulnerable groups

10. Impact on community / change: Is the project impacting you/the community in positive ways/was that are creating longer-term (positive) change?

- a. Positive impacts/longer-term changes (e.g., changed behaviours, attitudes, new possibilities)
- b. Any negative or unforeseen impacts?

11. Impact on community / (counter-factual): If/had there been no EWACC project, would the community/village (and citizens) have been able to realise some of the benefits and changes mentioned by you by some other means? And if yes, over what timeframe?

Field Interview Guide

12. Sustainability - Sustained benefits beyond the project end/in the future: How do you think the project will function now that r UNDP GEF EWACC support has ended?

- a. Installation management (e.g., does your community/village have a specific post-project plan in place?)
- b. Maintenance (including security) arrangements (e.g., does your community/village have a specific post-project plan in place?)
- c. Repair arrangements (e.g., does your community/village have a specific post-project plan in place?)
- d. Financial/operation and maintenance and repair costs, etc. (e.g., does your community/village have a specific post-project plan in place?)
- e. Any other challenges/obstacles/risks to the satisfactory continuation of your installation after the project end?

13. New needs or possibilities: Is there ways the project could help now, or in the future, to address needs / new possibilities that it is currently not doing?

Annex V: Site Visit Summary

Friday 17 September 2021

Time	Sites	Project Activities	Responsible Agency
9:30am	Fugalei (Behind Treasure Garden Restaurant)	Drainage clearance	MNRE-WRD
9:50am	Loimata o Apaula (Lalovaea Bridge)	Drenching and deepening of Riverways	MNRE-WRD
10:10am	Vaisigano Segment 1	River Channelisation & Vetiver Planting	MNRE-WRD
		Revetment Wall	PMU, WRD, LTA and MWTI
10:30am	Vaisigano Segments 2	Revetment Wall	
11:00am	Vaisigano Segment 3	Floodplain area	
12:00pm	Lunch Break		
1:00pm	MWCSD Selected Sites	Small Business Incubator	MWCSD
	1. Ulutogia (Tala Pelenato)	Vegetable Garden	
	2. Ulutogia (Salote Alaillesulu)	Canteen	
	3. Siumu (Falaniko Tupuola)	Elei/Sewing	
	4. Matautu Falelatai (Luisa Maauga)	Plantation	
	5. Faleasiu (Sooula Ropati)	Mixed Farming	
	DMO Selected Sites /	CDCRM Program	NDMO / ADRA / SRCS
5:00pm	Return to TATTE Building		

Tuesday 21 September 2021

9:00am	Assemble at TATTE Front Foyer		
Time	Sites	Project Activities	Responsible Agency
	1. Matautu Falelatai (Luisa Maauga)	Plantation	MWCSD
	2. Faleasiu (Sooula Ropati)	Mixed Farming	
12:00pm	Return to TATTE Building		

Monday 26 – Wednesday 28 September 2021

26 September 2021	
4:00pm	Ferry departure for Savaii
6:30pm	Hotel check-in

27 September 2021			
8:30am	<i>Departure for site visit</i>		
Time	Sites	Project Activities	Responsible Agency
9:00	Samalaeulu	Tevaga Oto – Plantation	MWCSD
	Satoalepai	Tasesa Toloa - Mix Farming	MWCSD
	Vaipouli Reserve	2 Million Tree Planting Campaign	MNRE Forestry Division
	Saleia Rockwall	Improving Rock funded under AF Project	EWACC PMU
12:30pm	LUNCH BREAK		
1:30pm	Faletagaloa	Gafa Tupuimatagi - Vegetable Garden	MWCSD
	Asau Community	CDCRM programme	NDMO/SRCS
	Auala	Fagatapuia Ulumoto - Plantation	MWCSD
	Vaisala Community	CDCRM programme	NDMO/SRCS
	Foailuga (Faalaniga)	Canteen	
	Papa Staua (Kerisimasi Faamoe)	Vegetable Garden	
5:00pm	Hotel check-in		
29 September 2021			
8:30am	Hotel check-out		
9:00pm	Papa Sataua	Kerisimasi Faamoe – Vegetable Garden	MWCSD
9:45am	Falelima Community	CDCRM programme	NDMO/SRCS
10:30am	Foailuga	Faalaniga - Canteen	MWCSD
2:00pm	Ferry Departure for Upolu		

Annex VI: Signed Consultant Agreement Form

Annex 4. UNEG Code of Conduct for Evaluators⁵⁶

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Sean J. Burke

Name of Consultancy Organization (where relevant): New Frontier Services

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Belgium DocuSigned by: Sean J. Burke on 2 September 2021 (Date)

Signature: *Sean Burke*

04F0EC7D85184CE...

⁵⁶ Source: <http://www.unevaluation.org/document/detail/100>

Annex VII: Final Evaluation Terms of Reference

(Not attached here as it has been corrupting the document formatting)

TERMS OF REFERENCE

Services/Work Description: To carry out a Terminal Evaluation to assess performance of the below-mentioned project against expectations set out in the project's Logical Framework/Results Framework.

Project/Programme Title: Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa

Consultancy Title: International Consultant / Team Leader for the mentioned Terminal Evaluation

Duty Station: Home-based

Duration: 8 weeks

Expected start date: 21 June 2021

A. INTRODUCTION:

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP- supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled 'Economy-wide integration of climate change adaptation and disaster risk management to reduce climate vulnerability of communities (EWACC) in Samoa' (PIMS 5264) implemented through the Ministry of Natural Resources and Environment (MNRE). The project started on 7 November 2014 and is in its seventh year of implementation. The TE process must follow the guidance outlined in the document ['Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'](#).

B. PROJECT DESCRIPTION OR CONTEXT AND BACKGROUND:

The project was designed to address the predicted effects of climate change include; i) increased frequency and severity of extreme rainfall events; ii) increased frequency and duration of droughts; iii) rising sea levels; and iv) increased frequency of extreme wind events such as gusts and cyclones. The problem that the proposed LDCF project seeks to address is that climate change is expected to result in losses to lives, livelihoods and assets for local communities in Samoa. Cyclone Evan - which struck Samoa in December 2012- resulted in at least five deaths, displacement of 7,500 people and damage to over 2,000 houses. Losses to livelihoods (e.g. crops), damage to road infrastructure and disruption of water and electricity supplies also occurred. The Post-Disaster Needs Assessment (PDNA) estimated the costs of reconstruction at US\$200 million with a further US\$70 million required for human capital.

The solution to the above-mentioned problem is to adopt an economy-wide approach to climate change adaptation in Samoa. This will allow for increased integration of climate change adaptation and disaster risk management into national development planning and programming across all sectors. In addition, the climate resilience of local communities - including their physical assets and livelihoods - must be strengthened. Barriers to climate change adaptation in Samoa include: i) fragmentation of efforts on climate change adaptation; ii) focus on "project-by-project" approaches rather than "programmatic" approaches; iii) limited capacity at the local level for climate change adaptation; iv) inherent vulnerabilities of communities, their assets and their livelihoods; and v) weak monitoring and evaluation of past and on-going projects.

The project has contributed to overcoming these barriers by: i) strengthening institutional capacity within the government; ii) enhancing inter-ministerial coordination of climate change adaptation; iii) promoting the inclusion of climate change concerns into development strategies across all sectors; iv) climate-proofing of communities' physical assets; v) introducing more climate-resilient livelihoods options; and vi) sharing lessons learned and best practice on climate change adaptation across the Pacific region.

The total GEF trust funds for this project is US\$ 12,322,936 with In-kind co-financing of 90,000,000 USD. The project was signed on 7 November 2014. The executing agency for this project is the Ministry of Natural Resources and Environment. The responsible parties are the Ministry of Finance (MoF), Ministry of Women, Culture and Social Development (MWCSD) and Land Transport Authority. (LTA). The project was granted an extension of 12 months to the 6 November 2021.

The TE will cover the full project and 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 Terminal 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.

Samoa in COVID-19

A national state of emergency has been in place since 20 March 2020, restricting flights to and from the country and limiting public gatherings. As of 20 May 2021, Samoa does not have any confirmed cases of COVID-19. The Government of Samoa is focused on prevention of an outbreak, implementing strict point of entry arrangements. With these controls in place the project has experienced delays in project implementation with procurement and implementation of consultancies of feasibility studies, infrastructure works, postponed consultations and activities with communities.

Due to the travel restrictions, the Team Leader will be home-based and will work closely with the National Team expert in engaging stakeholders via virtual consultations via telephone or online meetings (Zoom, Skype, etc.). Field work will be conducted by the national Team expert with guidance from the team leader/lead evaluator and findings shared with the Team Leader. Furthermore, all stakeholder engagements will be strongly supported by the PMU and the UNDP MCO in Samoa. Consideration should be taken for stakeholder availability, ability and willingness to be interviewed remotely and the constraints this may place on the Terminal Evaluation. These limitations must be reflected in the final Terminal Evaluation report. No stakeholders, consultants or UNDP staff should be put in harms way and safety is the key priority.

C. TE PURPOSE:

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE will cover the full project and will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the ['Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'](#).

D. TE APPROACH AND METHDOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to recipients and business owners of which 67 in Savaii and 75 in Upolu, *Ministry of Natural Resources & Environment (MNRE)-Water Resource Division, MNRE-Disaster Management Office (DMO), Ministry of Ministry of Women, Community Social Development (MWCSD), Land Transport Authority (LTA), Ministry of Finance (MoF), Adra, Samoa Fire Service Authority (SFESA);* executing agency -MNRE-GEF/Climate Change, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, legal drafting, project beneficiaries, academia, primary schools, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to *villages within Upolu and Savaii, including the following project sites), including the following project sites primary schools: Gautavai, Nene, St Mary's, Saleaulua, Lalomalava, Gataivai, Ah-Mu, Faleapuna, Vaiala, Samoa primary; villages equipped with planting materials and nurseries: in Upolu - Fagalii, Malololelei, Vailima, Afiamalu, Vaoala, in Savaii – Aopo, Vaipouli, Asau, Masamasa, and Falelima; CDCRM program: Saleaula, Safai, Falealupo, Tufutafoe, Neiafu, Falelima, Tiavea, Lotofaga, Poutasi and Lepuia-Manono-tai; Village Disaster Management Plans developed: Asau, Aopo, Siumu Sisifo, Saanapu, Sataoa, Matautu-Lefaga, Samatau, Vaisala, Auala, Papa Sataua, Saleaula, Safai, Falealupo, Tufutafoe, Neiafu and Falelima; Flood Studies: Gasegase, Fuluasou and Apaula; Drainage improvement along Falealili Cross Island Road;*

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*). Note that the TE team is expected to provide comments/recommendations to the project exit strategy and sustainability plan draft.
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Flexibility, Innovation and adaptive management
- Catalytic Role / Replication Effect
- Progress to impact

5. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible, properly timed and targeted guidance directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. Ideally these recommendations should be linked to the project exit strategy and sustainability plan.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate innovation, gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

E. DETAILED SCOPE OF THE TE:

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex N). The TE will assess results according to the criteria outlined in the '[Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)'.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "*" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E(*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

ToR Annex F: Evaluation Ratings Table for EWACC Project

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	

Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Timeframe	Activity
4 June 2021	Application closes
14 June 2021	Selection of TE team
21 June 2021 (1 day)	Preparation period for TE team (handover of documentation)
22 June 2021 (1 day)	Document review and preparation of TE Inception Report
23 June 2021 (2 day)	Finalization and Validation of TE Inception Report; latest start of TE field work
28 June - 09 July 2021 (10 days)	TE field work: stakeholder meetings, interviews, field visits, etc.
12 July 2021 (1 day)	TE field work wrap-up meeting & presentation of initial findings; earliest end of TE field work
13 – 23 July 2021 (6 days)	Preparation of draft TE report
27 July 2021 (1 day)	Submission of draft TE to UNDP & Circulation of draft TE report for comments to all Parties
11 August 2021 (3 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
20 August 2021 (1 day)	Expected date of full TE completion

The total duration of the TE will be approximately 26 working days over a time period of 8 weeks starting on mid June 2021. The tentative TE timeframe is as follows:

Options for site visits should be provided in the TE Inception Report.

G. TE DELIVERABLES:				
#	Deliverable	Description	Timing	Responsibilities
1	Terminal Evaluation Inception Report	TE team clarifies objectives, methodology and timing of the TE; Options for site visits by the national consultant should be provided in the Inception Report.	Target date for signing contract & commencement of work is 18th June 2021. Inception report due no later than one week after contract signing 23 June 2021	Evaluation team submits to the Commissioning Unit and Project Management Unit
2	Presentation	Initial Findings (this includes a PPT that summarizes Initial	12 July 2021	Evaluation team presents to the Commissioning Unit and the Project

		findings and preliminary recommendations)		Management Unit. Sent for information only to Commissioning Unit, RTA, Project Management Unit, GEF OFF
3	Draft Final Evaluation Report	Full report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of the TE field work. ²⁷ July 2021	Sent for review to the Commissioning Unit, RTA, Project Management Unit, GEF OFF
4	Final Evaluation Report + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 2 weeks of receiving UNDP comments on draft: 20 August 2021	Sent to the Commissioning Unit (RTA, Project Management Unit, GEF OFF?)

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

H. TE ARRANGEMENT:

The principal responsibility for managing this Terminal Evaluation resides with the Commissioning Unit. The Commissioning Unit for this project's Terminal Evaluation is the UNDP Multi-country office for Cook Islands, Niue, Samoa and Tokelau based in Samoa (UNDP Samoa MCO).

The UNDP Multi-country office for Cook Islands, Niue, Samoa and Tokelau based in Samoa and Ministry of Environment and Natural Resources (MNRE) EWACC - Project Management Unit (PMU) will be responsible for liaising with the Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits for the National Consultant, etc.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Management Unit will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

I. TE TEAM COMPOSITION:

A team of two independent evaluators will conduct the TE – **One Team Leader** (with experience and exposure to projects and evaluations in other regions) and One National Team Expert, usually from the country of the project.

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The team leader will be responsible for;

- Completion of the inception report in coordination with the National Team Expert
- Conduct TE interviews with coordination with the National Team expert and PMU
- The overall design, writing and completion of the TE report inclusive of audit trail and including all comments from project partners and stakeholders
- Overall TE report quality assurance and adherence to the ['Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'](#).

The national team expert will;

- Work closely with the Team Leader and the PMU;
- Contribute to the inception report including a detailed plan for interview and project site visits
- Develop and confirm TE interview schedule in coordination with the PMU and the Team Leader
- Translate questionnaires if needed and share list of questions with interviewees in preparation for the TE interviews
- Facilitate virtual (and translate if needed) interviews for the TE and conduct interviews where virtual means are unavailable
- Conduct data collection for the TE
- Conduct field visits to verify impact of project interventions at project sites in coordination with the Team Leader and PMU
- Work with PMU to confirm co-financing for the project
- Contribute to the TE report
- Conduct and confirm any follow up data/information requirements to complete the Terminal evaluation report including audit trail.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of **Team Leader** will be aimed at maximizing the overall "team" qualities in the following areas:

6. Education:

- A Master's degree in Environmental Management, Climate change/science, Development studies/International development, geography or other closely related field (20 points);

Experience:

- Minimum of 10 years of relevant professional experience in providing management or consultancy services to the multi focal area projects; in developing national and regional capacities and enabling conditions for global environmental protection and sustainable development (20 points);

- Five years' experience in project evaluations, results-based management, and/or evaluation methodologies and SMART indicators (20 points)
- Experience working with GEF projects and/or GEF evaluations (20 points);
- Project evaluation experience within the United Nations system will be considered an asset (5 points);
- Experience working in climate change adaptation and disaster risk management elsewhere in the Pacific region or SIDS (5 points)
- Fluency in English (oral and written) is a requirement, with excellent written and presentation skills(10 points)

J. EVALUATOR ETHICS:

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

K. DUTY STATION:

Home-based. It is expected that the consultant/team leader will conduct remote stakeholder interviews and site visit via virtual means (Zoom, skype etc.) in lieu of international consultant's mission in Samoa due to COVID19 travel restrictions

L. SCOPE OF BID PRICE & SCHEDULE OF PAYMENTS:

DELIVERABLES	DUE DATE (%)	AMOUNT IN USD TO BE PAID AFTER CERTIFICATION BY UNDP OF SATISFACTORY PERFORMANCE OF DELIVERABLES
Upon approval and certification by the Commissioning Unit of the TE Inception Report	23 June 2021 (20%) (6 days after contract signing)	\$xxx
Upon approval and certification by the Commissioning Unit of the draft Terminal Evaluation report	27 July 2021 (40%)	\$xxx
Upon approval and certification by the Commissioning Unit and UNDP-GEF RTA of the final Terminal Evaluation report and completed Audit Trail	20 August 2021 (40%)	\$xxx
TOTAL	26 working days	\$xxx

Criteria for issuing the final payment of 40%³:

- **APPLICATION PROCESS⁴**

Complete proposals must be submitted by **4 June 2021** electronically via GPN Roster: Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted. Proposals must include:

- [Letter of Confirmation of Interest and Availability](#) using template⁵ provided by UNDP;
- **CV or P11 Form⁶** indicating all past experience from similar projects, as well as the contact details (email and telephone number) and at least three (3) professional references (most recent)
- **Statement of capabilities addressing the evaluation criteria** of why the you consider yourself the most suitable for the assignment,
- **A brief methodology** on how you will approach and conduct the work (2 pages maximum), **Financial Proposal** specifying the daily rate in US Dollars and other expenses, if any (Annex II), that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

³ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁴ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁶ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Annex VIII: TE Report Clearance Form

Terminal Evaluation Report for the Economy-Wide Integration of Climate Change Adaptation and Disaster Risk Management to Reduce Climate Vulnerability of Communities' (EWACC) in Samoa (PIMS 5264) Reviewed and Cleared By:

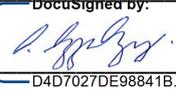
Commissioning Unit (M&E Focal Point)

Name: Pilisita Leota

Signature:  Date: 11-May-2022

Regional Technical Advisor (Nature, Climate and Energy)

Name: Aishath Azza

Signature:  Date: 11-May-2022