



FINAL EVALUATION REPORT

WOMEN IN LEADERSHIP IN SAMOA (WILS) PROJECT 2018 - 2022

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2. Acronyms

BTI	Break Through Initiative
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DDPs	District Development Plans
DC	District Councils
DFAT	Department of Foreign Affairs and Trade (Government of Australia)
EPE	End of Project Evaluation
FGDs	Focus Group Discussions
GLOW	Girls Leading Our World
GPRU	Governance and Poverty Reduction Unit
IPPWS	Increasing Political Participation of Women in Samoa Project
KPA	Key Performance Area
MESC	Ministry of Education, Sports and Culture (Government of Samoa)
MFAT	Ministry of Foreign Affairs and Trade (Government of Samoa)
MoF	Ministry of Finance (Government of Samoa)
MP	Member of Parliament
MTR	Mid Term Review
MWCSD	Ministry of Women, Community and Social Development (Government of Samoa)
NHRI	National Human Rights Institution
OEC	Office of the Electoral Commission
OCLA	Office of the Clerk of the Legislative Assembly
PAG	Project Advisory Group
PMU	Project Management Unit
ProDoc	Project Document
PUNO	Participating United Nations Organisation
PSC	Project Steering Committee
SDS	Strategy for the Development of Samoa
SIOD	Samoa Institute of Directors
SNCW	Samoa National Council of Women
STA	Samoa Teachers Association



SUNGO	Samoa Umbrella for Non-Government Organisations
TLDP	Transformational Leadership Development Programme
TOC	Theory of Change
ToT	Training of Trainers
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VLDI	Village Leadership Development Initiative
WILS	Women in Leadership in Samoa
WPEL	Women’s Political Empowerment and Leadership Programme
WinLA	Women in Leadership Advocacy Group

3. Executive Summary

The ability and capacity of Samoan women to lead in society as decision-makers is deeply embedded in and affirmed through traditional knowledge and structures. Women in Samoan society hold various positions and roles in traditional and contemporary leadership. Even with gendered structures that exist traditionally, which might impede the pathways to the leadership of women, the status of women in leadership in Samoan society today is more visible. Progress continues to be made in gender equality and women’s advancement. These advances, however, have taken place in a setting where existent systems and structures continue to create barriers for women’s leadership potential to flourish. Hence, much support and encouragement are still required.

Targeting ‘Women in Leadership in Samoa’ the WILS project made inroads in addressing the key factors identified as necessary to realising greater women’s representation and participation in leadership and gender equality. The WILS joint programme interventionist approaches addressed the gaps in Samoan women’s leadership owing to the key challenges and factors that had been identified as barriers to their success.

Stories of the success of the programme’s interventions are highlighted throughout this report. The multi-pronged approach to empowering and supporting women’s leadership in Samoa is evident in the inclusive methodology which saw the inclusion of men and youth. The impact of such a holistic approach on women’s leadership through the utilisation of cultural frameworks and indigeneity is indicative of the success of the project.

One of the most significant aspects of the project was the Samoan framework for leadership acquisition and strengthening. The utilisation of cultural knowledge and traditional structures for the support of women’s leadership is a huge contributor to the increased leadership roles women can play at the local and national levels. The gender inclusive and inter-generational approaches to support women’s leadership have highlighted Samoan understandings of the collective and reinforced already existing cultural structures that are advantageous to the advancement of women’s overall leadership.



4. Project and evaluation details

This report documents the End of Project or Final Evaluation report of the Women in Leadership in Samoa (WILS) Project. The WILS project (Atlas # 00108831) was an AUD 3 million investment over the course of 3.5 years from 2018 to 2022. The WILS project was jointly implemented by the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) with funding from the Government of Australia in partnership with the Government of Samoa. The project was launched in April 2018 and was completed and closed by the end of October 2022.

WILS followed on to the Increasing the Political Participation of Women in Samoa (IPPWS) Project (2014-2016) and targeted the 'leadership' development of women as individuals and as a group, to work together to address women's leadership and gender equality issues, and to enhance their exercise of leadership. The Project aimed to support government's efforts to improve gender equality and the number of women in leadership at all levels of society including in the Parliament by working towards achieving four key outputs, delivered through a range of capacity building, advocacy, and public awareness programmes:

- Output 1: Enhanced leadership capacity of women;
- Output 2: Promoting political inclusivity and supporting women's political participation;
- Output 3: Enhanced advocacy and outreach to encourage inclusive and effective political participation; and
- Output 4: Sharing knowledge of Samoa's experience in promoting women's leadership.

To ensure the successful delivery of the Project activities, it worked with regional partners to address country specific barriers to women's full political participation. Crucial partnerships were established with government, non-governmental organisations, state-owned corporations, civil society organisations and communities to facilitate the development and implementation of an institutional and social environment that welcomes and supports women's participation in leadership and decision making, political participation, increasing the number of women candidates and enhancing their support networks.

A Mid Term Review (MTR) was carried out in October-December 2020, and the recommendations resulted in the changes to programme implementation and Performance Management Framework indicators, amongst others.

This End of Project Evaluation (EPE) was commissioned by UNDP and UN Women to evaluate the progress, challenges and lessons learned in the period post the MTR to present and make recommendations for the Phase 1 of the project as well as going forward for a potential Phase 2. The methodology for the evaluative review is a mixed-methods place-based enquiry that was



collaborative and participatory in its application. The methodology was therefore a comprehensive approach embodying a thorough, methodical, and contextually relevant, evidence-based systematic review.

The evaluation team included a principal consultant hired by the UNDP, Dr. Fetaomi Tapu Qiliho. A sub-contracted team member (Vaito'a Peletisala Toelupe) was also included in the team for the EPE community consultations.



5. Introduction and overview

5.1 Background

Samoa is a communal society that values the good of the collective such as the aiga (family), village, church, group or country. Samoans are generally motivated and driven to serve, provide for and enhance development outcomes for their families, churches and communities. Governance and leadership in Samoa therefore lend itself naturally to communal and group decision making and collective responsibility for the good of groupings of people.

At the national level, Samoa is governed by a mix of the Westminster system and Samoan traditional governance¹. There are three arms of national governance, i) the Executive or Administration arm, ii) the Parliament or Legislative Assembly, and iii) the Judiciary, which are independent but interlinked under Samoa's Constitution. Local governance is made up of Village Fono or Village Councils across 270 villages that are connected to the administration through the Sui o le Nuu/Sui ole Malo (Village/Government Representative) and Sui Tamaitai o Nuu (Village Women Representative); connected to the Parliament through the Members of Parliament and connected to the Judiciary through the District Court, Lands and Titles Court and Supreme Court.

At the village level, the roles and responsibilities of different individuals and groups are already set by cultural norms and practices. At the centre is the role of the 'matai' – titled Samoans (mostly men) or chiefs, through the matai system with the apex being the Fono o le Nuu or Village council. Complementary to the Village council are other groups with their own set of leaders, the Tamaitai o le Nuu (females from the village), Faletua ma Tausi (females married into the village), Malosi o le Nuu (untitled village men). While the groups have their own leadership, this is dependent on the position of the husbands or sons in the village council. Furthermore, their leadership is exercised within their groups only with final decisions on village governance made by the Village Council. In other words, women are leaders among women groups only.

Global experience highlight that societies benefit when diverse points of views and different ways of leadership are used to achieve collective goals and results. The Samoan saying of 'O le tele o sulu e tele ai figota' reflects long held beliefs of the importance of different perspectives and points of views to help identify and find solutions to collective challenges and goals. Good governance principles also emphasize that participation of women in decision making and as leaders is not only about what is right, fair and just, and upholding a human right. It is also about making the best use of available resources, talent and different perspectives to make balanced decisions to improve development results for all at all levels of society.

¹ Penelope Schoeffel, Measina Meredith and Ruta Fiti-Sinclair, 2016 Women, Culture and Political Participation in Sāmoa Centre for Sāmoan Studies, National University of Sāmoa.



The value of and respect for the Samoan tamaitai (girls and women) is an inherent part of Samoan culture and is embedded in the fa'asamoa traditional values and practices. The girl and woman in Samoa are considered the 'feagaiga' or sacred covenant and 'tama sa' or sacred child. Daughters and sisters are revered, protected, served and provided for or looked after by their brothers and male relatives.² In addition to their high position in Samoan culture and traditions, the role and capability of Samoan women is also widely recognised. The capability of Samoan women including as national leaders is popularly acknowledged in the Samoan saying, 'E au le inailau a tamaitai' translated 'women's legacy is one of total achievement' meaning, 'women will work hard and have the capacity to do anything'.

Besides their traditional roles and their capability to achieve great things, according to Samoan culture and traditions, women themselves have equal rights to family land and family matai (chiefly and orator) titles as men as the 'suli' or family heirs³. This means, women as heirs can become matais and be in decision making roles as well as be the heads of their families, should they hold chiefly titles. These are some of the reasons why Samoans have always maintained that in Samoan culture and society, women have equal rights to men and that there is no gender inequality in Samoa.

This high regard for Samoan girls and women and the important roles, positions and rights they hold in Samoan society is also reflected in modern day Samoa's national legislation and policies. The Government of Samoa is committed to gender equality and the empowerment of women. The Samoa Constitution guarantees equal rights of men and women, and a 2013 amendment to the Constitution provides for a minimum number of women members of the Legislative Assembly so that women comprise at least 10% of Parliament.

Samoa has signed up to multiple global, regional and national commitments that promote the equal treatment of men and women. Samoa was the first government in the Pacific to ratify the Convention on the Elimination of Discrimination Against Women (CEDAW) in 1992. Samoa has endorsed the Beijing Platform of Action, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the SIDS Accelerated Modalities of Action (S.A.M.O.A) Pathway, the Pacific Leaders Gender Equality Declaration, the Pacific Platform for Action on Gender Equality and Women's Human Rights and many others. Samoa was the first and so far only country in the Pacific to establish Temporary Special Measures (TSM) to ensure at the minimum 10% representation of women in Samoa's Parliament, as mentioned above. Samoa has a number of national policies to promote gender equality and empowerment of women which includes the National Policy on Gender Equality and Rights of Women and Girls, the National Policy on Inclusive Government, the National Policy on Community Economic Development, the

² Fairbairn-Dunlop (1996) Tamaitai Samoa: Their Stories

³ Fairbairn-Dunlop (1996) Tamaitai Samoa: Their Stories and Motusaga (2016) Women in Decision Making in Samoa.



National Policy on Family Safety Elimination of Family Violence, and the National Policy for People with Disabilities.

There are significant achievements and progress towards women's advancement and gender equality in Samoa. Girls are outperforming boys at all levels in schools, there are more women than men executives in the public sector (57%)⁴, there is an increasing proportion of women in the public sector boards, and Samoa since 2021 has its first female Prime Minister and first female Minister of Finance. However, despite these advancements, the high value of Samoan women in society and culture and the priority given to them in Samoa's national, regional and global policy commitments, barriers still exist. Women are under-represented in the formal workforce (36%)⁵, in village councils (1 in 5 matais are women⁶), in public boards, in the Lands and Titles Court (8%) and in Parliament (13%), and over-represented in unemployment (21.3%),⁷ unpaid work (66%)⁸ and as victims of violence and abuse (60 to 86%)⁹. The government is working with its partners and national stakeholders to address these challenges. For instance, a common theme across the past twenty years of national development plans in Samoa was ensuring equal access to opportunities and a level playing field, so that all can have improved quality of lives. More recently, the 2030 Agenda for Sustainable Development and other global development commitments call for leaving no one behind. This means a deliberate focus on ensuring that the most vulnerable and marginalised such as women, youth and people with disabilities are given special attention, so that they can benefit as much as those with better access to resources and better development outcomes. These principles and intentions are reflected in the recently launched Pathway for the Development of Samoa (PDS) 2021/22 – 2025/26.

The vision for the PDS is 'Fostering social harmony, safety, and freedom for all under the theme of 'Empowering communities, building resilience, and inspiring growth'. In keeping with the government's commitment to leaving no one behind, the PDS focuses on community, social and human development, ensuring that all Samoans including those in rural areas, women and youth have equal access to economic and livelihoods opportunities for development. Empowering women and ensuring that they are protected and benefit from development is addressed across the five Key Strategic Outcomes of the PDS, but specifically reflected in Key Strategic Outcome 1: Improved Social Development (Key Priority Area [KPA] 1: Alleviating Hardship and KPA 4: People Empowerment); and Strategic Outcome 2: Diversified and Sustainable Economy. (KPA 6: Community Development). The strategic approach of the PDS is people centred and focused on equitable distribution of benefits of development to all, especially those in the communities

⁴ Government of Samoa, 2020. Samoa 2nd Voluntary National Review of implementation of the SDGs.

⁵ Ministry of Commerce, Industry and Labour, 2017. National Labour Survey.

⁶ Samoa Bureau of Statistics, 2011. Population and Housing Census.

⁷ Ministry of Commerce, Industry and Labour, 2012. National Labour Survey

⁸ *ibid*

⁹ SBS, 2019. Demographic Health Survey-MICS; MWCSD, 2017, Samoa Family Safety Survey; National Human Rights Institution, 2019. Enquiry on Ending Violence.



including women and youth. In this sense the PDS goes beyond ensuring that all have equal opportunity to access services and development, but also provides that those most left behind in the communities have preferential, targeted and equitable access to those benefits.¹⁰

Under KPA 1: Alleviating Hardship, specific focus is placed on the protection and well-being of the most vulnerable such as children and women survivors of domestic violence, ensuring they have access to affordable basic needs in ways that respect their dignity and rights.¹¹ Under KPA 4: People Empowerment, the government works through community structures to provide opportunities for development while preserving cultural heritage through partnership with the National Council of Women and National Youth Council. Under KPA 6: Community Development, the focus is on building the capability of Samoan people including women and youth, so that they can look after their families and communities. The government works through partnership with District Councils focusing on strengthening governance and management practices such as inclusive and participatory decision-making processes. District development planning would be strengthened drawing on Community Integrated Management Plans working in partnership with Sui Tamaitai o Nuu, Sui o Nuu, civil society and private sector partners.

One of the seven priorities of the National Gender Equality and Advancement of Women Policy 2021-2031 is Leadership and Decision Making (Priority Area 4) aiming for improved gender balance in leadership, governance and public life. This is through implementing two outputs; i) Participation in Leadership, Decision-making, political and public life; and ii) Addressing stereotypes and harmful practices.

5.2 WILS Project Description

Under the Governance and Poverty Reduction Unit (GPRU) of UNDP and Governance and Participation in Public Life (GPPL) of UN Women, the WILS Project aims to ‘strengthen women’s leadership and gender equality in Samoa’ underpinned by the three concepts of women in leadership, theory of change and ‘Samoanisation’.

The Project seeks to build and reinforce progress already made on gender equality and women’s leadership in Samoa targeting the ‘leadership’ development of women as individuals and as a group, to work together to address women’s leadership and gender equality issues, and to enhance their exercise of leadership for the common good of their villages, constituencies and the country.

¹⁰ Government of Samoa, 2021. Pathway for the Development of Samoa

¹¹ *ibid*



The Project adopts the following definition in its 'Women in Leadership' focus: *“A political process of women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, and civil society”*.

As noted, the project has four Key Output areas:

- **Output 1:** Strengthened opportunities for women’s participation in leadership pathways (UNDP);
- **Output 2:** Promoting political inclusivity and supporting women’s political participation through a focus on development (UNDP);
- **Output 3:** Increased public awareness of and engagement in inclusive and effective political participation (UN Women); and
- **Output 4:** Sharing knowledge of Samoa’s experience in promoting women’s leadership (UN Women).

5.2.1. Project Work plans, Budgets, Performance Management Framework and Reporting

The Project Work Plans, Budgets and Performance Management Framework, which were developed by the Programme Manager with the support of the Participating UN Organizations (PUNOs) were the primary reference documents used for tracking the progress, monitoring the implementation as well as the achievement of project results. It was the Programme Manager’s responsibility to ensure that the implementation of project activities are in line with these documents and implemented within the agreed timeframes.

A budget of AUD 3 million was provided by the Government of Australia through the Department of Foreign Affairs and Trade (DFAT) for the four project outputs and the Project Management Unit (PMU). The revised Performance Management Framework, which was a result of the WILS MTR, was regularly updated by the Programme Manager to adapt and reflect achievements. Fortnightly updates and progress reports were submitted by the PMU to the GPRU and GPPL and quarterly updates and progress reports were submitted to UNDP and UN Women. On an annual basis, WILS results and progress were reported in the UNDP Results-Oriented Annual Report. Annual project reports were prepared by the Programme Manager and submitted to DFAT as per the signed contribution agreement between the UNDP and DFAT.

5.2.2. Project Implementation and Coverage

The Project implemented transformational leadership trainings targeting women, men and youth including Persons With Disabilities (PWDs) at the community level. Directorship programmes were also delivered to current and potential directors targeting women although men were also included as trainees in the hope that they can be gender advocates. Trainings on the language of



communication and campaign strategy sources were implemented for women candidates for the 2021 elections as well as potential female candidates for 2026. Due to the high demand for the language of communication course, two trainings were provided for women leaders and potential women leaders from the private and public sectors. Various programmes for an enhanced civic and awareness campaign included the conduct of a media survey, one media training, documentary, research on leadership pathways for women in Samoa as well as multi-media programmes on the issue of gender equality, women's leadership and inclusive political participation. The project reached more than 20,000 people through the various programmes that it implemented, equivalent to 10% of Samoa's population.

5.2.3. Project Advisory Group (PAG) and Project Steering Committee (PSC)

The MTR found that the fact that the Project Advisory Group (PAG) envisaged in the Project Document (ProDoc) had not yet been convened did not affect project implementation. The Project continued its implementation without convening the PAG in 2020 to 2022. The EPE also finds that this did not hinder the successful delivery of the project as the Project Steering Committee (PSC) as the apex governance mechanism for WILS held regular meetings to review and approve work plans, approve budgets, Performance Management Framework, quarterly reports and activity completion reports.

5.2.4. Project Management Unit (PMU)

The PMU consisted of a Programme Manager who managed the project on a day-to-day basis on behalf of the PUNOs and reported to the PUNOs and the PSC. At the time of the MTR, there were four staff in the PMU under contract with UNDP and UN Women. At the time of the EPE, the PMU consisted of only three staff members. The EPE notes that one of the staff resigned in mid-2021, and the Programme Manager took over the roles and responsibilities of the resigned staff in addition to her own workload as the Programme Manager.

5.2.5. Key Partners

In the MTR report, key partners identified included DFAT, UNDP and UN Women, Ministry of Women, Community and Social Development (MWCSO), Ministry of Foreign Affairs and Trade (MFAT), Ministry of Finance (MoF), Office of the Electoral Commission (OEC), Office of the Clerk of the Legislative Assembly (OCLA), Ministry of Education, Sports and Culture (MESC), Samoa National Council of Women (SNCW), Samoa Umbrella for Non-Government Organisations (SUNGO), Women in Leadership Advocacy Group (WinLA), Samoa Institute of Directors (SIOD), Samoa National Teachers Association (SNTA) and media outlets. Post MTR and at the time of the EPE, most of the previous partners had continued to work in partnership with the Project, while new partners included the Samoa Alliance for Media Practitioners of Development (SAMPOD),



Oceanic, JAWS, WT Media, Nuanua O Le Alofa (NOLA – umbrella organization for PWDs), Sustineo and individual consultants.

6. End of Project Evaluation (EPE)

6.1. Purpose and Objectives of the End of Project Evaluation (EPE)

The EPE has the following purposes:

- The EPE assesses progress towards the **achievement of the project objectives** and outcomes as specified in the ProDoc.
- Assess through the EPE Tools evidence-based signs of **project success or failure**.
- Provide **Key Recommendations** to inform a next Phase of the WILS Project so that results produced in Phase 1 are sustained.
- Review the project’s strategy and strengthen its **relevance, effectiveness, efficiency and sustainability**
- The EPE assesses progress towards achievement of cross cutting areas **such as human rights, gender equality, social and disability inclusion, and skills development**.

The EPE was strongly informed by the project annual reports, activity completion reports, quarterly reports, and feedback from informants of the evaluation.

As per the Terms of Reference, the EPE results used the Traffic Light Evaluation methodology as an approach to ensure that the results are comparable and easy to interpret. The 18 EPE questions are grouped by Relevance, Effectiveness, Efficiency and Sustainability, which form the main headings of the report.

The Traffic Light Evaluation methodology uses the following grading criteria:

Qualitative	Grading reference table for criteria and monitoring questions
Good / Very Good	The situation is considered satisfactory but there may be room for improvement. Recommendations are useful but not vital to the project.
Problems identified and small improvements needed	There are issues which need to be addressed and the improvements do not require major revision of the project design but opportunities to improve implementation and reporting on results / impact.
Serious Problems identified and major adjustments needed	Serious deficiencies if not addressed it may lead to failure of the project.

6.2. Methodological approach used

6.2.1. Scope

The EPE scope is specific to the project objectives, inputs, outputs and activities and also considers relevance and continued linkage with the expected outcome. The EPE assesses the following four categories of project progress as stated in the TOR:

- i. Project Strategy
- ii. Progress towards Results
- iii. Project Implementation and Adaptive Management
- iv. Sustainability

The EPE covers the period from October 2020 when the MTR was conducted until the end of the project. It highlights the comparable differences of achievements at the end of the project as compared to the period reviewed during the MTR.

6.2.2 Approach and methodology

The overall approach is guided by the EPE's purpose, objectives, the key evaluation questions and UNDP's¹² expectation for a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts, the UNDP Multi-Country Office, UN Women, NGOs, communities and other key stakeholders.

The principles of impartiality and independence, credibility, usefulness, partnership and stakeholder engagement were embedded into the EPE process. The ethics of data gathering and analysis in fieldwork research were adhered to throughout the evaluation. To ensure the integrity of the process, honesty and transparency undergirded the ethics of the evaluative exercise at all stages. A crucial part of our methodology was Samoan culture and gender sensitivity. The principles that aided this methodological stance are cultural principles that guide Samoan interactions and relations on engagement and participation. It was augmented by the Six Principles of EVAWG Prevention in the Pacific Region. In all consultations with the communities, every attempt was made to ensure that Samoan cultural principles conducive to respect for the participants were exhibited. Gender-sensitive guidelines that enabled the ethical assessments of project objectives were also utilised during the evaluation.

¹² As agreed between UNDP and UN Women at the outset, UNDP advertised the EPE Consultancy and issued the contract for the Evaluator.



Samoan Cultural Principles	Principles of EVAWG Prevention ¹³
<ul style="list-style-type: none"> • O Samoa Ua Uma Ona Tofi • Tuu matamaga matafaioi faa Samoa • Fa’asoa ma Tofalaiga • Talanoa ma faatonu folau • Talatalaga o le afa lavelave • Ava fatafata ma le fa’aaloalo • Fetu’una’i ma Falē • Tofa manino ma le uta fetala’i 	<ol style="list-style-type: none"> 1. Be accountable to women and girls 2. Do no harm 3. Be grounded in a rights-based approach 4. Be inclusive 5. Be gender transformative 6. Be informed by context

The four categories of project progress were assessed against the following tools:

- Four Traffic Light Evaluation Criteria (Relevance, Effectiveness, Efficiency, and Sustainability)
- Progress towards Outcome Matrix – Indicator Assessment Key Annex 1
- EPE Ratings; Achievement Summary Table for WILS Project

The EPE was informed by:

- WILS Project Document; Project Reports relevant to the EPE Period (2021 – 2022 post MTR), Annual reports 2020 and 2021 and all project documents and reports provided by the Programme Manager.
- WILS Phase 2 Concept Note.
- Desk research conducted by the consultant.
- EPE Mission
 - Stakeholder Consultations with implementing partners and project beneficiaries
 - Focus Group Discussions with community groups, private sector participants, public sector participants.
 - One-on-One Interviews with the UNDP, UN Women, Programme Manager, project implementing partners, project beneficiaries and others.

Eighteen one-on-one semi-structured interviews and nine focus group discussions consisting of 98 participants from Upolu and Savaii were conducted during the EPE mission. Participants for

¹³ Principles to govern PREVENTION efforts for EVAWG agreed upon by the Pacific region.



the focus groups were recruited for this evaluation as identified by the PMU. A list of all the participants by sex and organization is attached as Annex 5.

Interview participants were purposefully selected by the PMU from across the various activities conducted during the period of the EPE. Due to COVID-19 restrictions and for convenience to them, some local participants were contacted for semi-structured interviews via Zoom or telephone. The Zoom platform was also used for the semi-structured interview with the overseas based research team.

The evaluative review was a mixed-methods place-based enquiry that was collaborative and participatory in its application. The methodology was therefore a comprehensive approach embodying a thorough, methodical and contextually relevant, evidence-based systematic review. As this exercise sought to evaluate the Project's Relevance, Effectiveness, Efficiency and Sustainability, context is a crucial component of the assessment. The Traffic Light Evaluation System frames the results of this Review to highlight key areas to prioritize in a potential Phase II. Foregrounding context animated analyses of progress made toward project results and achievements. It rendered holistic the technical examination and explication of the project concepts, strategy and implementation. Framing the methodology with contextual and inclusive lenses augmented a triangulation process that utilised EPE Evaluation Tools, examined evidentiary documents and gathered primary data. This methodology allowed for a rich and meaningful evaluation that fulfilled the objectives of this assignment.

The following key steps were taken for the EPE:

1. Desk Review
2. Inception Meeting with Project Manager
3. Inception Report
4. Stakeholder Engagement through interviews and Focus Group Discussions
5. Presentation of Preliminary Findings to the UNDP and UN Women management
6. Data Analysis
7. Preparation of Draft Report
8. Preparation of Final Report (The MTR Audit Trail is presented as Annex 4 to this Report).

6.2.3. Limitations and measures taken

Various internal and external challenges were noted during the time period under assessment and the period by which the EPE was conducted. The assumption is that the participants make their time available and that they are able to accurately recall details of their involvement with project activities, any results of their learning on themselves as individuals and also their organisations and communities. Another assumption is that the participants are able to put into



practice their learning, are able to sustain their learning and activities and more importantly enrolling others into their initiatives.

The main limitation for the EPE was the impact of the precautionary measures undertaken by people to prevent the spread of COVID-19, hence some people were reluctant to participate physically. Therefore, protective gear such as face masks, sanitisers were given out to the people before they started their interviews. Others who did not want to engage physically used the Zoom and telephone platforms for their interviews. In preparation for the opening of borders, some invited participants were unable to make their confirmed time slots. This required flexibility to reschedule their interviews.

Key strengths of the approach include:

- Data triangulation: Information from the desk review was cross checked and verified with information from stakeholder consultations. The presentation of preliminary findings to the PMU staff and senior officials of UNDP and UN Women allowed for feedback on the draft report.
- PMU Involvement: The PMU through the Project Manager was directly involved in the logistical arrangements for the consultations. Her strong rapport with all stakeholders and hands on approach greatly facilitated the effectiveness of the consultations. She was present to greet the stakeholders and introduce the EPE Evaluator before removing herself. This is important given the need for the evaluation to be independent.
- The arrangements by the PMU to have the Upolu and Savaii community consultations in one location saved resources and time for the EPE team. More people were able to meet with the EPE team which would not be the case if the team had gone village by village to speak to people individually.

7. EPE Findings

7.1. RELEVANCE

7.1.1 Project Design

GOOD

The project design as indicated in the ProDoc was still relevant for the latter half of the Project. The framework of the Project was comprehensive and its three components of women in leadership, theory of change, and Samoanisation encompassed the development needs as pertains to strengthening women's leadership and gender equality in Samoa.



The quality of the project design and the results framework indicate its responsiveness to development needs on the ground. The Project was designed to evolve with the changes that would emerge through implementation. This flexibility had been a great strength of the project design. This was evident in the amendments made to the implementation and strategy following the recommendations of the MTR.

However, despite significant advances made in promoting and addressing gender equality in Samoa, there remain enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, and including boards of public enterprises. Women's leadership contribution at all levels of society needs encouragement, support and acknowledgement.

After 3.5 years of implementation, WILS is at a more informed place with its PSC and PMU to filter, redirect and refocus impactful interventions for a potential Phase II that strategically addresses these enduring systemic setbacks that limit women's participation in leadership. In addition, establishing and strengthening linkages with existing projects and programmes¹⁴ that focus on Gender Equality will provide a coherent and resourceful approach nationally.

7.1.2 Alignment with national policies and frameworks

GOOD

In the period that concerns the EPE, the Project was extremely relevant and responsive to the local context including relevant policies such as Samoa National Policy on Gender Equality and Rights of Women and Girls 2021-2031 and Samoa National Policy on Inclusive Governance 2021-2031. The Project gained further traction in the latter half of its implementation, thus showing its relevance to Samoa. It had continued to be relevant to development in Samoa by addressing the problems that exist with reference to women's leadership in Samoa. Considering the leadership needs of women, the Project was crucial in the period post MTR.

During the reporting period, the main activities focused on the implementation of a contextualized leadership development programme for women, emerging leaders (both male and female youth leaders) and Language of Communication and Effective Campaign Strategy targeting current and potential female candidates in the lead-up to the April 2021 general elections. The women leaders and potential women leaders in the public and private sectors also benefitted from the same programme after the elections in 2021. The WILS partners OEC and MWCSO continued work on increased community and civic understanding of the electoral process and women's leadership respectively.

¹⁴ Spotlight Initiative Samoa Country Programme,



Activities implemented during this phase of the Project were of high relevance to the nation of Samoa and responded to social development needs on the ground. Work with the Samoa Institute of Directors to implement capacity-building programmes on directorship, deliver training on the Village Leadership Development Initiative (VLDI) for community women, support coalitions and collaborative efforts amongst women, and support for Break Through Initiatives were effective. Furthermore, work with the OCLA and the UNDP regional Strengthening Legislatures in Pacific Island Countries project to conduct Briefing Programmes for the MPs and support the MPs' knowledge exchange programmes were extremely relevant despite the implementation disruptions caused by the political impasse following the 2021 elections and the global pandemic. Also, earmarked activities to enhance women candidates' capacity through engagements with SNTA and were responsive to the times and context. Despite the circumstances that hampered the implementation, to plan to identify potential candidates, design and implement support programmes for candidates, and support the knowledge exchange was exceptional planning and indicated the Project's high-level relevance to the nation's development goals.

7.1.3 Partners involvement in Project Design

GOOD

The project partners during the MTR and post MTR remained relevant to the successful delivery of the Project by working very closely with the Government of Samoa and relevant ministries including:

- MoF
- MFAT
- MWCSO
- OEC
- OCLA
- Ministry of Public Enterprises.

It also engaged with:

- SIOD
- Non-Governmental Organisations (NGOs)
 - o WiNLA
 - o Samoa Rugby Union
 - o Samoa Netball Association
 - o SNTA
 - o Society of Private Sector Nurses and Midwives
 - o NOLA
 - o SNCW
 - o SUNGO



- District Development Committees (DDC),
- Civil society,
- Private sector (SAMPOD, Oceanic Sustineo) and
- Individuals.

The design of the project demonstrated the active participation of stakeholders providing clear guidance on the approach and potential reach of the project in Samoa. Consultations with the stakeholders throughout the life of the project verifies this engagement for the project design. The evaluation found the relevance of project partners and recognizes the flexibility of the project in taking on board new partners where relevant to ensure successful implementation. The EPE also reflected on the strong engagement of traditional partners in the Gender space however it noted the opportunity for engagement for new and influential actors and partners such as Faith Based Organizations (FBOs), CSOs and movement building by youth and young women leaders.

7.1.4 Addressing the needs of target groups

GOOD

The project results highlight interventions and programmes that address the needs of target groups.

Table 1: Summary of progress for WILS outcomes, outputs and indicators

PMF Indicator	Cumulative Target	Progress
Outcome 1: Strengthened opportunities for women’s participation in leadership pathways		
Outputs 1.1: Enhanced leadership capacity of women in communities		
Indicator 1.1.1: No. of districts that undertook leadership training for women (disaggregated by sex, disability, age, geographical location)	12 districts	75 districts 759 females, 513 males. 226 PWD 0 -17 years = 7 18 – 35 years = 489 36 – 55 years = 395 56+ years = 256 Age not disclosed = 102 23 in Upolu, 17 in Savaii



Indicator 1.1.2: Number of women trained under WILS and participating in village or district development committees (by sex, disability, geographical location)	15 women	20 women
Indicator 1.1.3: Number trainings offered by external organisations who incorporate WILS messaging and methodology into their programmes (disaggregated by sex, disability, geographical location).	10 trainings	19 trainings conducted
Indicator 1.1.4: Number of women in public sector boards who completed formal leadership trainings delivered by formal education sector institutions (SQA) supported by WILS.	10% increase	34/46 (74%) of women directors were supported by WILS trainings.
Indicator 1.1.5: Increased number of matai women actively participating in village councils (disaggregated by age, disability and geographical location)	700 women	700 women
Output 1.2: Improved community support and governance mechanisms.		
Indicator 1.2.1: No. of men trained under WILS who initiate positive change (disaggregated by disability, age, geographical location)	20 men	315 men
Outcome 2: Promoting political inclusivity and supporting women's political participation through a focus on development		
Outputs 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted		
Indicator 2.1.1: Parliamentarians improve their understanding of their parliamentary roles and the role of women in national development byMP reflected in legislation and policy	83%	82% (2 nd seminar). The EPE notes that the seminars scheduled for 2020 & 2021 did not take place due to the unavailability of MPs as well as the



		State of Emergency lockdowns and pre-election priorities & post-election impasse.
Indicator 2.1.2: No. of MPs who implementSDGs-oriented community projects (SDG 5)	16 MPs	At least 50 MPs have established District Development Councils with 50% female representation and progressed with DDPs - key to resource mobilization for community development projects for SDG implementation
Outputs 2.2: Enhanced capacity of potential candidates for 2021 elections		
Indicator 2.2.1: Number of women candidates who run in 2021 elections who receive WILS support	22	23
Indicator 2.2.2: Percentage of women elected in2021 who received WILS support	50%	100% supported through seminars, knowledge exchange, candidates' courses, multi-media publicity videos. 87% supported through language of communication & campaign strategy courses.
Outcome 3: Increased civic awareness and public engagement in inclusive and effective political participation		
Outputs 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation		
Indicator 3.1.1: Number of votes cast by women cumulatively in 2021	39,400	123,575
Outputs 3.2: Strengthened leadership capacity of young women and new matai titleholders		



Indicator 3.2.1: Public perception of women's leadership	TBC	EPE suggest that this be revised or removed since the community survey did not eventuate.
Outcome 4: Sharing knowledge of Samoa's experience in promoting women's leadership		
Outputs 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region		
Indicator 4.1.1: Number of knowledge products and project briefs published and disseminated	4 briefs	10 project briefs on project activities and 4 postcards on programme results published and disseminated. Also 6 pullup banners & 32 media articles on WILS activities and 4 Annual Reports published and disseminated.

Based on the planned targets the project has been on track with targeting and addressing the needs of its beneficiaries. However, the key factors that limit women's leadership and progression to decision making roles in Samoa remains in most parts. This is in reference to the shrinking spaces and resources that facilitate and incubate pathways for women, general understanding of village structures and the significant role of women's village committees in decision making and financial constraints and confusion over electoral rules averse actual practices that disadvantage women.

The potential WILS Phase II with its ideal alignment to the next general election in 2026 represents a significant opportunity to support the basic, village level shift of power dynamics, mind sets and attitudes at the root of inequality to systematically transform communities to elevate, encourage and support the leadership and contribution of women to development at all levels.

7.1.5. Collecting and using feedback for decision-making

PROBLEM

Efforts to enhance advocacy and outreach to encourage inclusive and effective political participation were on a par with national priorities. Implementing a media survey, a media training, a documentary, conducting advocacy and awareness-raising activities, developing a



training programme for young women in communities and in the public and private sector, directorship programmes, language of communication courses for 2021 female election candidates and potential women leaders as well as supporting new matai title holders to participate in village councils were hugely effective interventions. Strengthened civic awareness through collaborations with the OEC to implement civic education programmes. In addition, a critical component of Output 4 included the Sustineo led research which will inform interventions for women's leadership pathways for going forward.

Sourcing information from national partners and stakeholders was effectively conducted by the PMU. However, there is opportunity to improve the collection of feedback and human-interest stories from community stakeholders to further support decision-making and targeted interventions. The outcome of the review highlighted a gap in communication specifically for village level women and youth groups. Although BTI monitoring follow ups were conducted by the PMU and consultants, it was done in a bi-monthly basis and the participants felt it was not enough. The review noted that even though the PMU wrote stories on Project achievements, the Project could benefit from more direct engagement with community stakeholders in the context of information sharing, gauging feedback and responses and placing a spotlight on impacts and positive results.

The 98 village level stakeholders consulted during the EPE encourage a more accessible means of communication through which women can receive (in particular):

- Latest information on available Grant Schemes to support their BTIs;
- National awareness of their success stories and best practices;
- Peer Learning from other community examples that are making a difference with promoting the leadership of women; and
- National and regional examples of how communities are addressing the power struggles and dynamics that perpetuates limitations for women.

Overall, the visibility of community level impacts and the access of communities (women in particular) to those visibility mediums will improve the trail of feedback to support informed and relevant decision making for the project.

7.1.6 Stakeholder Engagement

GOOD

High stakeholders' participation and strategic partnerships utilised during this period are varied and inclusive. There were challenging circumstances in the third year of the Project outside of its control, but advances were made in the delivery of the Project that capitalised on stakeholder participation and the partnerships that existed. This Project had engaged a cross-section of



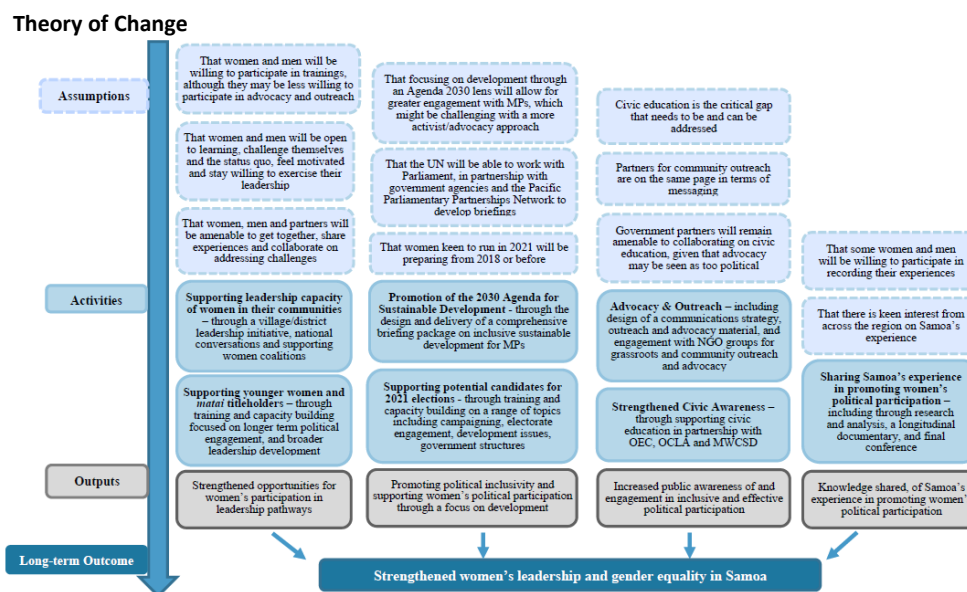
Samoa's society in the implementation of its activities and this was a strength and speaks to the multi-pronged approach utilised in the project. Consultations with partners and stakeholders enabled the high success of activity relevance in this time frame. Activities targeted community needs as partners' input was sought.

From the review, stakeholders except for SUNGO¹⁵ demonstrated satisfaction with engaging with the Project and the added value in the resources and technical guidance afforded by the WILS Project. Women / organisations at the national level due to the obvious reasons of access and location had more regular engagement with the project. There is room for stronger engagement with village / local level women / organisations when the relevant spaces and resources are created and resourced in the future.

7.1.7 Theory of Change

GOOD

The WILS Theory of Change (TOC) remains relevant for the purpose, objectives and desired outcomes of the Project. However, there is room to align the TOC with existing national frameworks and approaches that support efforts for Gender Equality. Alignment in these overarching approaches will streamline holistic interventions at all levels with an ecological approach to achieving equality for all.



The thorough understanding and application of the TOC would have a significant contribution to addressing the problems identified in the evaluation. The potential Phase II will promote a

¹⁵ SUNGO interviewee was recently recruited and was not able to confirm the level of engagement with the project.

coherent approach across outputs for a more impactful achievement of the overall long-term project outcome.

7.1.8 Reporting, Monitoring & Evaluation

PROBLEM

The revisions to the alignment of Outputs and Indicators to achieve the overall goal of the project with clear actors responsible as proposed by the MTR helped the PMU in achieving immediate and long-term results of the project. Therefore, reporting on the outcomes of the project was consistent, reflected in the positive outcomes of the EPE in majority of the key areas of the project.

However, there is room for the M&E role of the project to be strengthened to reflect impact and positive change and best practice in a more consistent manner. Responses from the EPE Mission reflect that post-training monitoring is scarce and far between. Access to information and a reliable source of communication was also weak in its execution. The MTR highlighted the same challenges with community informants assuming the MTR consultations were to distribute funds for the BTIs. The same reaction was received during the EPE and facilitating relevant and credible feedback was challenging. Nevertheless, with a more in-depth approach to discuss the realities at community level, significant impact was achieved and most is directly related to the learning, capacity building and exposure to the project.

Improving the M&E role of the project will sustain momentum of trainings and continue necessary community conversations and national level advocacy on women's leadership in Samoa. The Project Design, MTR and EPE are three significant milestones within the lifespan of the Project. Integrating a more practical M&E function for a more regular, hands on and routine monitoring of activities and engagement of stakeholders would have directly impacted the results and outcomes of the project.

7.1.9 COVID-19 and 2021 Elections Considerations

Despite the delays, WILS successfully managed the setbacks caused by COVID-19 restrictions for over two years as well as the political impasse post the general elections in 2021, which caused the delay in conducting the Media Survey and Training, Research on Leadership Pathways for Women in Samoa, shooting of the WILS Documentary as well as awareness campaigns by project partners. The Project Risk Management / Log did not identify a potential pandemic as a risk factor to implementation.¹⁶ Nevertheless, necessary precautions put in place by UNDP, UN Women and its partners enabled the continuation of the project “as best it could” under these difficult

¹⁶ UNDP considers COVID no longer a risk, but an issue.



circumstances. At the conduct of this EPE, COVID-19 restrictions still affected the implementation of the review, with online platforms used to communicate with other targeted participants.

The majority of BTIs were stalled due to COVID-19. There was a slight reluctance of communities to continue without motivation and the WILS acceleration efforts when COVID-19 conditions eased up definitely sparked new momentum for the Project. These efforts should be encouraged by the PMU to reaffirm and rekindle relationships with national and local stakeholders.

7.2. EFFECTIVENESS

7.2.1 Progress towards Outcome targets

GOOD

Results and impacts of activities and outcomes are showing progress and evidence of significant breakthroughs. Since this is the final evaluation of the project, reflected below is the cumulative progress towards targets since the project started. The main highlights from the project include the following:

1. 2021 saw the participation of 571 people (389 females, 180 males, 2 transgender) from 15 villages in 12 districts as well as the public and private sectors in Upolu and Savaii in the VLDI trainings. This resulted in the demonstration of leadership in action via the BTIs organized and led by the participants within their communities. Based on the expressed interest and need, WILS also initiated a leadership training for aspiring women directors. A comparison of progress to date, under Output 1: Strengthened opportunities for women's participation in leadership pathways, the WILS project since the project commencement resulted in the implementation of 40 community-based leadership trainings covering 75 districts (63 more compared to the target of 12 districts) and reached a total of 1,272 people (759 were females while 513 were males). Of this total, 226 were PWDs with the types of disability varying from physical and intellectual disability. When disaggregated by age, seven were aged between 0 to 17 years, 489 aged between 18 to 35 years, 395 aged between 36 to 55 years, 256 were aged 56 years and above and 102 did not disclose their age.
2. In addition, a total of 19 trainings were implemented by external organisations and partners promoting the WILS messaging of transformational leadership, equal opportunities, gender and social inclusion, which is an increase from the 10 trainings as the cumulative target.



3. There was a notable increase in the representation of women in the public sector boards from 24% in 2018 to 33% in 2022. 34/46 (74%) of women directors who completed formal leadership trainings delivered by formal education sector institutions (SQA) were supported by WILS.
4. A total of 315 males (men and boys) trained under the WILS initiated positive changes towards improved community support for gender equality and gender responsive governance systems at the community level. This is a major achievement compared to the 20 men as the target in the Performance Management Framework.
5. Output 2: Promoting political inclusivity and supporting women's political participation through a focus on development in the aspect of Briefing Programmes for Members of Parliament. Only 2 out of 7 seminars were implemented during the lifespan of the project as reported in the MTR. The EPE notes that the seminars scheduled for 2020 and 2021 did not take place due to the unavailability of MPs as well as the State of Emergency lockdowns and pre-election priorities as well as post-election impasse. However, at least 50 MPs have established District Development Councils with 50% female representation and progressed with District Development Plans (DDPs) which is crucial to resource mobilization for community development projects for SDG implementation.
6. Also, the effective communication and campaign strategy courses benefitted 20/23 female candidates in the general elections in 2021. 20/23 (87%) women candidates for the 2021 elections participated in an instrumental course on Language of Communication for the women leaders to master the Samoan oratory language in public speeches. A significant milestone is the project support to 23/23 female candidates in 2021 through MP seminars, knowledge exchange programmes, effective communication and campaign strategy course. Samoa has made history by having its first female Prime Minister and first female Minister of Finance after the 2021 elections.
7. In addition, Output 3: Enhanced advocacy and outreach to encourage inclusive and effective political participation, through the partnership with OEC, the implementation of civic awareness multi-media programmes contributed to increased public awareness on election related matters. 99% of Samoa was covered through radio and television programmes. Some key improvements noted as a result of the capacity building programmes for the OEC staff and polling officials included completion of the polling process before the 3pm closing time compared to long queues of voters and lengthy process in the past preventing some of exercising their right to vote due to the closing time. In addition, the results for 2021 general elections were relayed to the Election Operation Centre upon the completion of the preliminary count, hence reduced the number of complaints from the candidates and scrutineers. The increased awareness



contributed to the increased number of votes cast by women cumulatively in 2021 to 123,757 which is an increase from 39,400 in 2016.

8. Finally, for Output 4: Sharing knowledge of Samoa’s experience in promoting women’s leadership, the WILS team, with support from UN Women’s and UNDP’s communications units, saw the completion of the WILS research on Women’s Leadership Pathways in Samoa by Sustineo and the development of ten project briefs on project activities and four postcards on programme results published and disseminated. Furthermore, six pullup banners and 32 media articles on WILS activities and four Annual Reports were published and disseminated. One media survey implemented by SAMPOD, one media training and one documentary were successfully delivered in 2021 and 2022.

7.2.2 Budget Execution

PROBLEM

The project had been competent in its budget commitments during this period. The review notes that the budget had been well used for project implementation purposes.

Outcomes	Budget	Expenditure	Variance	Delivery (%)
UNDP	1,116,950.00	1,115,708.00	1,242.00	99.88%
UN Women	1,413,707.92	1,277,216.42	136,491.50	90.35%
TOTAL	2,530,657.92	2,392,924.42	137,733.50	94.56%

Table 2 shows the financial delivery by UNDP and UN Women from the start of the JP until December 2022, at 99.9% for UNDP and 90.4% for UN Women. Processing of limited further expenses is expected until the operational and financial closure of the project. During implementation, there was some reallocation of budgeted funds between outputs (mostly from Output 2 to Outputs 1 and 5) based on adaptive project management and approval from the Project Steering Committee.

Despite the utilization of 94.56% of the available resources, the review notes that the communication and awareness component of the JP under Output 3 and 4 was delayed and slowed down budget execution in the final years of the project, thus causing a delay in project completion and requiring an extension of the project duration. Measures were put in place to support the project in addressing the bottlenecks with support from a UN Women team member based in Fiji. The review notes that the restricted awareness and visibility efforts are also due to



participants not engaging with the platforms used by the project for visibility purposes, some due to Internet connectivity limitations. From the evaluation, it was noted that communications materials such as press releases take time to be approved and sometimes are released after an event happened. An effective communication strategy would facilitate sustained learning outcomes, awareness and promote ongoing dialogue about issues. The review points out the abundance of knowledge, experiences and best practice in promoting women's leadership in Samoa, which is valuable in informing, influencing and shaping the narrative, mindset and attitudes towards women in decision making roles and being prominent, credible and effective leaders at the village level and in the political space. The problem is therefore not the lack of stories, but the delay in executing JP communication and awareness systems and activities that promote positive outcomes for the project.

7.2.3 Capacities and Obstacles limiting project implementation

GOOD

The various risks identified have been managed well during the implementation period of the Project. There was a considerable effort taken to manage risks to communities and staff during this period and still maintain credibility in the programme. During the period assessed, risks to vulnerable individuals were factored into activities and informed the implementation approaches. Evidence of success in this area can be gleaned from results of civic awareness programmes during the national election campaign.

There are systemic obstacles addressed in 7.2.2 and 7.3.1, which would need to be addressed in a potential future Phase II. The institutional arrangements of the JP have proven effective as a mutual location to manage resources directed at supporting women in leadership advancement. Technical support and guidance from MWCSO remained critical in providing the strategic direction for the project especially for a potential Phase II if negotiations are successful.

In WILS as a JP, the PUNOs played a significant role to ensure delivery as one through WILS and the PMU Structure that was put in place to avoid agency driven implementation. Managing the different sources of funding for staff may have been tricky but with clear guidance and support in practice, the PMU can operate effectively to achieve its outcomes.

At the current staff capacity, the PMU is occupied by qualified and competent women leaders with effective management by the PM. This great team can excel further in achieving project outcomes when there is fine tuning and minor adjustments identified in the Recommendations.



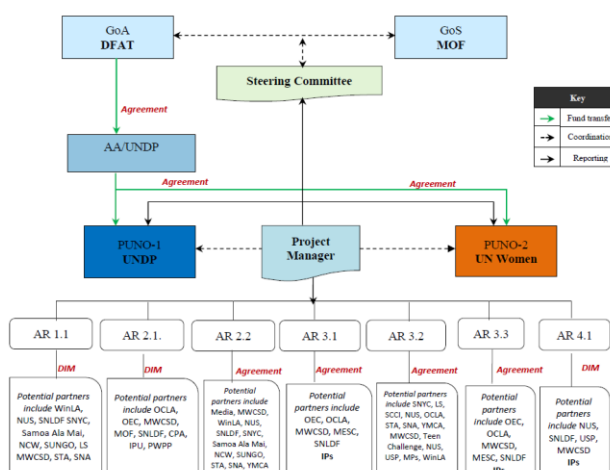
7.3. EFFICIENCY

7.3.1 Implementation mechanism

PROBLEM

WILS is a joint programme funded by DFAT and implemented through UNDP and UN Women with the leadership of the Government of Samoa. The implementation mechanism in the Prodoc clearly articulated the joint functions, roles and responsibilities at a strategic level. These strategic priorities were efficiently allocated between the two PUNOs relevant to their individual strengths and strategic mandates.

Therefore, the current structure requires the right balance between the two PUNOs to ensure the efficient implementation of the JP. This is also in alignment with the UN Reform of delivering as one and the emphasis on joint programmes as the way forward for development assistance.



The problem with this joint programme mechanism is the vast difference between the PUNOs institutional systems required to operationalize a project. Budget Execution 7.2.2 demonstrates that the UNDP system of procurement and disbursement of funds is more efficient compared to UN Women. However, the review notes that factors beyond the PMU's control also contributed to the delays and these include partnership agreements, COVID-19 and elections. Significant progress was made to streamline the two agencies' systems under the PMU throughout the life cycle of the JP to an extent. Decision making at the governance and advisory level can be streamlined based on the ProDoc and clear Outcome strategy for the project. However, at the operational level and via the implementing arm of the PMU, compliance with the individual systems remains separate and complicated. Based on the review, to accommodate these systemic issues, the JP leans more towards output driven implementation to suit the systems rather than Outcome focused delivery. It is a side-effect of the JP mechanism that will continue without concrete policy change and reform to streamline PUNO finance and procurement systems.



Based on the performance of the respective systems, the review noted that there is an obvious trend at the end of the WILS Phase I project of faster delivery of Output 1 & 2 under UNDP and slower delivery of Output 3 & 4 under UN Women. This difference in the speed of delivery is due to a number of factors including longer processes of UN Women and impacts of COVID-19, as well as de-prioritization of Outputs 3 and 4 at the latter stage of the project which coincided with National Elections, given that Output 3 and 4 focused on promotion, communication, advocacy and outreach.

The EPE found that although the PMU has developed and disseminated more than 30 knowledge products, in order to be more efficient, it is important to establish an appropriate platform/arrangement to promote two-way communication of stakeholders with the PMU with the purpose to encourage the visibility and awareness of interventions at the national and local level as a necessary prerequisite to supporting the achievement of Outputs 3 and 4.

For example: Highlight as a requirement of every BTI to have a communication component to document, share and build visibility of projects on the appropriate mediums accessible to the beneficiaries and PMU. The purpose is to continue awareness, conversations and dialogue at different levels on the issue of women in leadership and gender equality. Placing the communication role in the hands of the beneficiaries will eliminate the red tape PUNOs face when engaging with the media and bridge the language barrier that is often found in English only communication. At the same time, the PMU Communications Officer will provide the relevant support and capacity building for beneficiaries to take charge in sharing their stories and experiences.

Best Practice Case Study

- The SPNM TLDI Training established a Facebook Messenger Chat Room to sustain communication and follow up on BTIs. This platform is still active today and has become a source of motivation for the participants of the training in their leadership journeys.
- A similar approach was set up for the TLDI Young Women Entrepreneurs of the Private Sector and the communication is still very active today.
- The Salelologa Youth, Siumu Youth, Nofoalii Youth set up a Facebook Community Page to promote their BTI and the leaders of the group attest to this being the most effective way to prompt online conversations and mobilize communities.

In addition to media trainings for the media industry including journalism students, it is also to facilitate community-based Media Engagement and Dialogue with media practitioners, companies, bloggers and social media influencers to strengthen engagement with the media in Samoa and direct them to where the stories are. This requires decentralizing *Activity 3.1.3*.



*Conduct media outreach, advocacy and training*¹⁷ where the Media is engaged at the community level and reports from the source.

WILS did an exceptional job in documenting its media and communications products in the life span of the JP. It would be beneficial to utilize this same experience and system to promote media products not produced by WILS but by the beneficiaries such as the OEC, BTI groups and others. Shifting the source of communication from the beneficiary's perspective that is accessible to the beneficiary and supported by the PMU creates a paradigm shift in the ownership and claim of what is advocated and therefore sustainability of its impacts on a daily basis. This social / behavioural marketing approach will also encourage community level ownership of their stories and experiences in leadership.

7.3.2 Project Management

GOOD

In the period under assessment, the JP management structure worked relatively well although not at its most efficient. The complexities of the JP approach were evident in the delays experienced and inefficiencies that resulted in certain areas of implementation. Difference in leadership styles within the different implementing agencies contributed to some management inefficiencies. Despite the different procedural approaches adaptive management measures undertaken in this period, as a consequence of the MTR were introduced and factored into the implementation plan. Efficient adaptations to management of activities during this period led to the positive achievement of results.

As it stands the PMU is managed by a qualified and efficient staff. There is adequate institutional knowledge within the Samoan women's machinery, MWCSO and local village structures to have an appreciation of the bigger picture and where WILS can make the most impact. Relevant capacity building was also provided to the PMU to fully realize its functions.

Opportunities for improvement lies in putting in place a more regular engagement strategy with stakeholders to gauge feedback and monitoring of interventions, support with PUNO systems and compliance with JP mechanisms and to strengthen continued collaboration and support to MWCSO and SUNGO (CSOs) as key local partners.

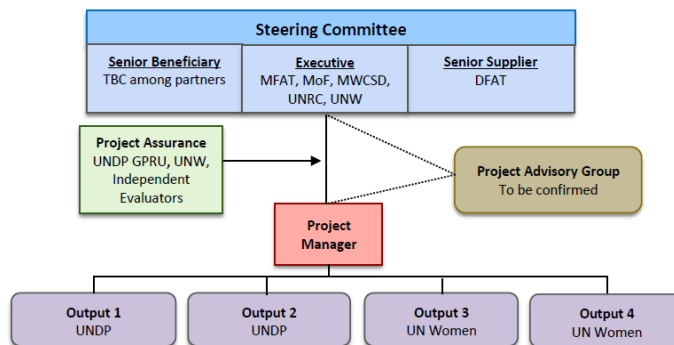
7.3.4. Project Governance

GOOD

¹⁷ WILS Project Design, Project Outcome page 45



The JP's Governance arrangements remained relevant. Throughout implementation, the governance of the JP at all levels had promoted best practice and emphasis on a human rights approach to the project strategy and implementation. The leadership at the different governance levels was also beneficial for the JP in maintaining its alignment to its initial strategic outcome and focus on women in leadership. The governance mechanism / arrangement facilitated space for equal participation of the relevant stakeholders to the decision making of the JP.



7.3.5. Project Steering Committee

GOOD

The PSC membership and TOR remained relevant. For efficiency, the inclusion of a Senior Beneficiary member (CSO member) would be added value to the Committee in its decision making and strategic outlook. However, the review notes that as per recommendation from the Government of Samoa to have all projects under the UN Joint Steering Committee, it recommends that this option be considered if there is a Phase 2.

Addressing the problems identified in the review further supports the role of the PSC in steering the direction of the project forward so it remains relevant to supporting women and responsive to their leadership needs and situations.

Dedicated effort to engage national stakeholders within the PSC is critical. Representation from one or two is insufficient to support decision making in particular reflecting the realities on the ground so interventions are targeted and resources are going to where it is most needed.

In the work on Gender Equality, a prominent space, voice and participation of civil society – in particular leading women's movement organizations – is fundamental. Especially entities who are heavily engaged in the daily political role of women as mothers, care takers, producers and healers in the basic of village settings. They are the most influential in the political direction of communities and the epicentre for sustainable interventions if adequately supported.

7.4. SUSTAINABILITY

7.4.1 Mechanism & Tools for sustainability

GOOD

The JP complied with the objectives and requirements of UNDP and UN Women's relevant policies and procedures on Social and Environmental Standards. As such, the Project should not have any adverse impacts on the environment as well as on the human rights of individuals and groups.

WILS had a finite lifespan and did not envisage continuing any activities beyond those outlined and agreed to in its ProDoc. However, both UNDP and UN Women worked and will continue to work with their Pacific and global partners to mobilize resources to continue to carry out similar programmes to support women political participation post-2021 through a potential Phase II.

There is an expectation that on-going regional and relevant global programmes on women and parliaments will help maintain the momentum continued under the project. For example, as a complement to this Project, UNDP and UN Women could explore the implementation of a social impact fund to further support gender equality and women empowerment in Samoa.

The national infrastructure to sustain WILS is evident. It exists in related UN projects on Gender and EVAWG and Social Protection as well as the Government of Samoa Pathway for Development. The task at hand is to find the linkages to support a more coherent and coordinated approach to Gender Equality and Human Rights of Women and girls in Samoa.

7.4.2 Capacity of national partners to sustain the project

PROBLEM

There is no guidance in the ProDoc for national partners to sustain the project. Sustainability is placed in the wheelhouse of the UN system and Development Partners according to the design and MTR outcomes. The alignment, however, of existing efforts by government on Gender Equality stipulated in the National Policy for Gender Equality and Human Rights for Women and Girls 2021 – 2026 recognizes complementary efforts at national and local level for advancing the leadership and political roles and aspirations of women at all levels. The CSO sector are also engaged in complementary efforts particularly in the EVAWG space with leadership by the same CSOs identified as core partners in the WILS ProDoc.



In the review period, MWCSO did not have an existing and or potential budget to sustain the WILS Project. Absorbing a PMU with a USD 200,000 annual budget is not feasible at present. SUNGO as the CSO primary beneficiary of the project also does not have the relevant institutional infrastructure to host a national project such as WILS.

8. KEY RECOMMENDATIONS

The EPE recommendations will specifically focus on the five problem areas identified in the evaluation. The recommendations are also framed to provide practical solutions to the problem area especially for a potential Phase II without requiring a significant change to the project design and strategy.

8.1 Reporting, Monitoring & Evaluation Functions of Stakeholders and PMU

8.1a Co-shared monitoring of results. The PMU did not have the human resource to address the consistency required for follow and monitoring of beneficiaries. However, the WILS Stakeholders and core partners had established systems with the relevant human resource to co share the monitoring functions of the project and feed the information back to the PMU for analysis. To strengthen the Performance Results Framework of the project it is recommended to explore opportunities to co support these existing networks, mechanisms and contacts to improve project monitoring and reporting.

For example: MWCSO through the Sui Tamaitai of Nuu STN Sui o Nuu SN or Sui o le Malo SM mechanism can play a vital role in supporting the monitoring and follow up role of the project. It is an established mechanism that supports not only village development but the District Development Plans that is the framework for community level development for the next 5 years. STN, SN & SM reside within the communities with day-to-day contact and communication with beneficiaries.

SVSG also has established representatives in all villages who are focal points for SVSG with regards to responding to family violence. They had been adequately trained to report to the SVSG database on situations affecting communities and trigger responses from essential services. NHRI completed 6 pilot villages¹⁸ with established Village Safety Committees focusing specifically on the prevention of violence and the establishment of necessary village by-laws to hold perpetrators accountable for their actions.

SNCW has 15¹⁹ registered Komiti a Faletua ma Tausi, Saoao ma Tamaitai ma le Aumaga in Upolu and Savaii advocating for good governance, the economic empowerment and

¹⁸ Savaii - Taga, Asau, Saleia and Upolu -Vaiee, Lotopue, Lalovi-Mulifanua.

¹⁹ SNCW – Upolu – Siumu, Saaga, Tafitoala, Lotofaga, Vavau, Faleapuna, Vailele, Samatau. Savaii – Satupaitea, Siutu, Taga, Sapapalii, Asaga, Lano, Safotu



political participation of women as well as primary health care on a daily basis. These Komiti are the backbone of elections and support systems for candidates and their constituencies.

Best Practice Case Study

It is recommended to consider tapping into these existing mechanisms to support the monitoring role of the PMU. Facilitate with the MWCSO how monitoring BTIs funded by WILS can be incorporated in the STN SN SM Terms of Reference with clear reporting lines to the Ministry and to WILS.

The WST 1 million development initiative by the Government established well-resourced District Councils to manage district development and play an intermediary role for government and development partners. This system promotes the engagement of district people to plan, lead and monitor their internal developments. Consider linking with the MWCSO to facilitate DC engagement for villages / communities that are beneficiaries of WILS. Through this approach, it will also instill a support system for potential women candidates who decide to part take in the next general election. The monitoring component means there is regular, “familiar” and consistent follow up of interventions that is led and sustained by communities.

Strengthen M&E Functions of PMU staff. It is recommended to strengthen the M&E functions of the WILS Project staff to better capture the results of the project. It is beneficial to translate the Performance and Results Framework to practical M&E Tools that staff and beneficiaries can utilize on a consistent basis to feedback results and impacts. It also benefits the project to form linkages with existing M&E resources and human resource within the two PUNOs to mainstream M&E approaches, methodology and the storage and sharing of data.

8.2 Budget Execution

8.2a Budget allocation based on delivery and technical expertise by the PUNOs. It is recommended the Phase II Budget allocation for the project is not only determined by the technical expertise of the PUNOs but is also determined by the experience of PUNOs with favourable and efficient systems that promotes the execution of resources without the systemic barriers of complicated financial processes. This recommendation is based on the understanding both UNDP and UN Women have robust and credible systems to manage and process the project budget. However, strong consideration is needed for staffing allocations for Phase 2 for both agencies so that the delivery and expenditure rates are consistent for both PUNOs.

For example: UNDP systems and processes although equally complicated and lengthy has had a much higher success rate with delivery / expenditures and user friendly



compared to UN Women. This may be a result of having a dedicated WILS Project Associate under UNDP and the fact the UNDP Samoa MCO has all the core staff in country compared to the coordination load placed on the one UN Women staff. For Phase 2 the recommendation is to have two dedicated staff under UN Women (Project Associate and Project Coordinator) and three under UNDP (Project Associate, Project Coordinator and Project Manager) for effective project delivery.

Promote an equitable allocation of the project budget based on:

- the existing capacities/technical expertise of PUNOs and PMU staff;
- agency mandates and strategic functions;
- availability of in country support services and personnel; and
- institutional systems and mechanisms for disbursing funds.

Best Practice Case Study

The Spotlight Initiative Samoa Country programme is administered by 5 Recipient UN Organisations (RUNOs) focusing on 6 pillars that interlink with the overarching strategic outcome of Ending Violence Against Women and Girls. Pillar 6 focuses on Women's Movements and the critical engagement of CSOs by making available grants to support CSO initiatives on EVAWG. Due to the complex nature of internal systems for engaging partners in particular CSOs for UN Women, UNFPA, UNESCO and UNICEF, the allocation for Pillar 6 is placed under UNDP. The systems and support staff within UNDP enable a more efficient disbursement of funds to beneficiaries with known experience in Samoa and its development efforts post UN Reform.

This is an example WILS can adopt to reflect the best system to ensure the efficient and effective delivery of its project outputs and in meeting the needs of women in Samoa. It will be problematic to continue with a current system that limits the successful delivery of the project when the alternative is available.

8.2b PUNO focus on project Outputs. In line with recommendation 3.2a, the specific allocation of PUNO per project Output remains the more effective approach for budget allocation. Recommendation 4.1a recommends better alignment and coherence of Outputs but the executing authorities remain. However, it is recommended to allocate a higher portion of the budget to UNDP and identify key strategic outputs that can be accommodated by UN Women in consideration of the project timeframe, human resource needs, technical expertise and existing partnerships and engagements with the stakeholders. This also aligns to the current structure with a dedicated UNDP Project Associate staff managing UNDP specific expenditures and delivery rate.



8.2c The EPE notes that the Communications Coordinator as the only one who has access to UN women systems, spends most of her time doing finance work for the UN Women outputs. Hence, reduces the time for her to focus on her communications work. **Therefore, it is recommended that the UN Women Project Associate Staff for WILS for Phase 2.** If there are challenges with an equitable distribution of the project budget, it is recommended to explore a dedicated UN Women Project Associate staff. The TOR for this individual will concentrate on the UN Women financial and procurement systems and Output delivery. This will also free up the Communications officer to focus on communication and to secure staff support in country that is currently provided partially by a UN Women team member in Fiji.

8.3. It is recommended that a Second Phase be done to sustain Phase 1 results but to maintain Phase 1 overall project design

8.3a If the project has a Phase 2, it is recommended to maintain the overall project design. The high relevance of the project design and alignment to national and international frameworks and instruments, active engagements of partners and flexibility towards working with new partners throughout the project, addressing the needs of the target groups, the EPE recommends that the overall project design of Phase 1 be maintained if there is a Phase 2.

8.3b The Theory of Change in the current phase remains relevant but can be better aligned with national frameworks and approaches for more holistic interventions towards achieving gender equality.

8.4. Capacity of National partners to successfully deliver the project activities

If there is a Phase 2, the project needs to work very closely with implementing partners to ensure their commitment and action to implement project activities with agreed timeframes to reduce possibilities of delayed implementation.

8.5. Phase 2 Project Steering Committee to be subsumed under the ONE UN Joint Steering Committee.

If the UNDP and UN Women are successful in negotiating a Phase 2, the EPE recommends for the Project to be subsumed under the ONE UN Joint Steering Committee.

8.6. Capacity of National partners to sustain the project

8.6a If the project has a Phase 2, it is recommended to develop a Sustainability Strategy for national partners. It is recommended to develop a Sustainability Strategy specific for national partners beyond DFAT support and Phase 2 to ensure the results from Phase 2 are continued and sustained. This process will require a prominent role by the Government of Samoa



stakeholders mainly MWCSD, MFAT, MPMC and MoF with the meaningful engagement of CSOs, Women’s Movements and Human Rights advocates.

END OF REVIEW



Annex 1: SMART Assessment of Project Indicators	SMART					
Indicator	Specific (3) uses clear language describing a future specific condition (change)	Measurable (3) possible to assess whether they were achieved or not	Achievable (3) within the capacity of the partners to achieve	Relevant (3) contributes to selected priorities of the national development framework	Time-Bound (3) not open ended, has expected date of accomplishment	Total Score /15
Output 1.1: Enhanced leadership capacity of women in communities						
Indicator 1.1.1: No. of districts that undertook leadership training for women	3	3	3	3	3	15
Indicator 1.1.2: Number of women trained under WILS and participating in village or district development committees (DDP, Education, Water, Infrastructure, etc.)	3	3	3	3	3	15
Indicator 1.1.4: Number trainings offered by external organizations who incorporate WILS messaging and methodology into their programmes	3	3	3	3	3	15
Indicator 1.1.5: Number of women in public sector boards who completed formal leadership trainings delivered by formal education sector institutions (SQA) supported by WILS	3	3	3	3	3	15
Indicator 1.1.6: Increased number of matai women actively participating in village councils	2	1	1	3	3	11
Outputs 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted						
Indicator 2.1.1: Parliamentarians improve their understanding of their parliamentary roles and the role of women in national development by MP reflected in legislation and policy	1	1	1	3	3	9
Indicator 2.1.2: No. of MPs who implement SDGs-oriented community projects (SDG 5)	2	2	3	3	3	13
Outputs 2.2: Enhanced capacity of potential candidates for 2021 elections						
Indicator 2.2.1: Number of women candidates who run in 2021 elections who receive WILS support	3	3	3	3	3	15
Indicator 2.2.2: Percentage of women elected in 2021 who received WILS support	3	3	3	3	3	15
Outputs 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation						
Indicator 3.1.1: Number of votes cast by women cumulatively in 2021	2	3	3	3	3	14
Outputs 3.2: Strengthened leadership capacity of young women and new matai titleholders						
Indicator 3.2.1: Public perception of women's leadership	3	3	3	3	3	15
Outputs 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region						

Indicator 4.1.1: Number of knowledge products and project briefs published and disseminated	3	3	3	3	3	15
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Annex 2: WILS EPE Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
1. Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
<p><i>Project design:</i> How does the project address the problem and are the underlying assumptions accurate? How is the project relevant or aligned to:</p> <ul style="list-style-type: none"> - UNDP priorities? - UN Women priorities? - DFAT priorities? - GoS priorities? <p>How does the project support sector development priorities and plans of Samoa? Is the project country-driven? What is the level of country-ownership? What was the level of stakeholder involvement in project design? Were perspectives of those who would be affected by the project taken into account during project design?</p>	<p>Existence of a clear relationship between Project components – Theory of Change.</p> <p>Existence of a clear relationship between project objectives and UNDP, UN Women, DFAT and GoS priorities.</p> <p>Level of involvement of Government officials and other partners in the project design.</p> <p>Level of involvement and inclusiveness of stakeholders in project design.</p> <p>Extent to which relevant gender issues were included in the project design.</p>	<p>Project Documents Project Staff UNDP Website UN Women Website National strategies, policies and plans</p>	<p>Review and analysis of documents. Interviews with Project Staff. Interviews with UNDP, UN Women, DFAT and GoS.</p>



<p>What is the extent to which relevant gender issues were raised in the project design? Is the project internally coherent in its design? Are there any major areas of concern that require improvement?</p>	<p>Level of coherence between expected results and project design internal logic. Level of coherence between project design and project implementation approach.</p>		
<p><i>Performance Monitoring Framework:</i> Has the Project been effective in achieving expected outcomes and objectives? What is the extent of progress made to date and how will this progress lead to beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...)? How well have Project activities and progress been monitored and reported on? How well have aspects of broader development and gender been monitored and reported on?</p>	<p>Extent to which indicators in the project document performance monitoring framework have been achieved. Level of monitoring activities. Consistency and level of reporting.</p>	<p>Project Documents Project Team Project progress reports Project Stakeholders</p>	<p>Review and analysis of documents. Interviews with Project Staff. FDGs with trainees. Key Informant Interviews Observations</p>
<p>2. Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?</p>			
<p><i>Progress Towards Outcomes Analysis:</i> What is the level of progress made for each of the activities?</p>	<p>Level of progress made against planned activities and timeframes.</p>	<p>Project Documents Project Team Project Trainers</p>	<p>Review and analysis of documents.</p>



<p>How likely will the expected outcomes and objectives be achieved? How can the Project further expand or maximise results already achieved? What are key barriers to achieving the project objective(s)?</p>		Project Stakeholders	Interviews with Project Staff. FDGs with trainees. Key Informant Interviews Observations
<p>3. Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?</p>			
<p><i>Management Arrangements:</i> How effective has project management implemented the work plans/update plans to match modified conditions? How efficient are partnership arrangements for the project? Did the project efficiently utilise local capacity in implementation? To what extent have UN Partner Agencies ensured oversight and guidance? How can project management be improved?</p>	<p>Rate of delivery on AWP. Achievements against targets. Specific activities conducted to support development of cooperative arrangements between partners. Evidence that partnerships are effective and will be sustained. Level of national expertise utilised in implementation. Extent of oversight and guidance.</p>	<p>Project Documents Project Team Project Trainers Project Stakeholders</p>	<p>Review and analysis of documents. Interviews with Project Staff. FDGs with trainees. Key Informant Interviews Observations</p>



	Lessons learned from activities implemented so far.		
<p><i>Work Planning:</i> Were there any delays in project start-up and implementation? Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?</p>	<p>Number of delays in project start up and implementation. Extent to which delays impacted implementation.</p>	<p>Project Documents Project Team</p>	<p>Review and analysis of documents. Interviews with Project Staff.</p>
<p><i>Finance and co-finance:</i> How did the Project address its financial and economic sustainability in the medium to long run? Were there changes to fund allocations as a result of budget revisions? If so were these changes appropriate and relevant? How did this impact project implementation? Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?</p>		<p>Project Documents Project Team</p>	<p>Review and analysis of documents. Interviews with Project Staff.</p>



How effective is the co-financing arrangements?			
<p><i>Project-level Monitoring and Evaluation Systems:</i></p> <p>How well has monitoring and evaluation been linked to the management processes.</p> <p>How effective are the project monitoring tools being used?</p> <p>Have sufficient resources being allocated to project monitoring and evaluation?</p>	<p>Existence of baseline data.</p> <p>Evidence that monitoring and evaluation systems are set up and updated.</p> <p>Availability of progress reports.</p> <p>Quality, comprehensiveness and consistency of reporting.</p> <p>Degree of use of data from monitoring and evaluation to inform decision making.</p> <p>Level of resources allocated to project monitoring and evaluation.</p>	<p>Project Documents</p> <p>Project Team</p> <p>Project Partners</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p>
<p><i>Stakeholder Engagement:</i></p> <p>Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</p> <p>Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project</p>	<p>Level of engagement and inclusiveness of stakeholders.</p> <p>Level of stakeholder awareness of project objectives and activities.</p>	<p>Project Documents</p> <p>Project Team</p> <p>Project Partners</p> <p>Project Trainers</p> <p>Project Stakeholders</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p> <p>FDGs with trainees.</p> <p>Key Informant Interviews</p>



<p>decision-making that supports efficient and effective project implementation?</p> <p>Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?</p> <p>Are there risks (social, political, economic, etc) or structural barriers that have jeopardized the full participation of women and girls in the project? How has the project addressed these? Suggest ways to minimize/remove these risks and barriers.</p>			
<p><i>Reporting:</i></p> <p>Was adaptive management used or needed to ensure efficient resource use?</p> <p>Have project reports been produced accurately, timely and responded to reporting requirements? Assess how well the Project Team and partners undertake and fulfil UNDP funded reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)</p>	<p>Evidence that adaptive management was used during project implementation.</p> <p>Consistency and quality of project reports.</p> <p>Evidence that lessons learned have been documented and shared.</p>	<p>Project Documents Project Team Project Partners</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p>



<p>Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.</p>			
<p><i>Communications:</i> Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? Are proper means of communication established or being established to express the project progress and intended impact to the public</p>	<p>Evidence of proper means of communication in place. Degree of communication with stakeholders throughout project implementation. Level of stakeholder awareness of project progress. Level of outreach and public awareness campaigns.</p>	<p>Project Documents Project Team Project Partners Project Trainers Project Stakeholders</p>	<p>Review and analysis of documents. Interviews with Project Staff. FDGs with trainees. Key Informant Interviews</p>
<p>4. Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			



<p><i>Sustainability:</i> Are the identified risks the most important ones in this Project? Are the risk ratings that are being applied appropriate and up to date?</p>	<p>Evidence that project risk log has been regularly updated.</p> <p>Relevancy of risks and risk ratings.</p>	<p>Project Documents Project Team Project Trainers Project Stakeholders</p>	<p>Review and analysis of documents. Interviews with Project Staff. FDGs with trainees. Key Informant Interviews</p>
<p><i>Financial risks to sustainability:</i> What are the financial risks to sustaining long-term project results?</p>	<p>Degree of impact of financial risks on long term project results.</p>	<p>Project Documents Project Team</p>	<p>Analysis of documents. Interviews with Project Staff.</p>
<p><i>Socio-economic risks to sustainability:</i> What are the social-economic risks to sustainability of project outcomes? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Are lessons learned being documented and shared continually by the Project Team?</p>	<p>Degree of impact of social-economic on project outcomes.</p> <p>Level of stakeholder awareness and understanding of project benefits.</p> <p>Evidence of lessons learned being documented and shared.</p>	<p>Project Documents Project Team Project Trainers Project Stakeholders</p>	<p>Review and analysis of documents. Interviews with Project Staff. FDGs with trainees. Key Informant Interviews</p>



<p><i>Institutional Framework and Governance risks to sustainability:</i> Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? Are there systems/mechanisms for accountability, transparency, and technical knowledge transfer in place?</p>	<p>Evidence of systems and mechanisms in place.</p>	<p>Project Documents Project Team</p>	<p>Review and analysis of documents. Interviews with Project Staff.</p>
<p><i>Environmental risks to sustainability:</i> Are there any environmental risks that may jeopardize sustenance of project outcomes?</p>	<p>Environmental risks to sustainability identified and documented.</p>	<p>Project Documents Project Team</p>	<p>Review and analysis of documents. Interviews with Project Staff.</p>



TERMS OF REFERENCE

End of Project Review (EPR) of the Women in Leadership in Samoa (WILS) Project

A. Introduction:

The project started in April 2018 and is in its final year of implementation. In line with the UNDP-Guidance on End of Project Reviews (EPR), this EPR process is initiated before the project closure. This ToR sets out the expectations for this EPR. The EPR process must follow the guidance outlined in the document Guidance For Conducting End of Project Reviews of UNDP-Supported, Financed Projects.

B. Project Description or Context and Background:

The UNDP and UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

Through the Governance and Poverty Reduction Unit (GPRU) of the UNDP and the Women's Political Empowerment and Leadership Programme (WPEL) of the UNWomen, the WILS joint programme works with regional partners to address country-specific barriers to women's full political participation. It works with government, non-governmental organizations, state-owned corporations, civil society organizations and communities to help create an institutional and social environment that welcomes and supports women's participation in leadership and decision making, political participation, increasing the number of women candidates and enhancing their support networks.

The WILS Project seeks to build and reinforce progress already made on gender equality and women's leadership in Samoa. It is Phase II of the Increasing Political Participation of Women in Samoa (IPPWS) Project and builds on the work completed since the project began in 2015.

WILS targets the 'leadership' development of women as individuals and as a group, to work together to address women's leadership and gender equality issues, and to enhance their exercise of leadership. The Women in Leadership in Samoa (WILS) Project is a three-year joint programme implemented by the United Nations Development Programme (UNDP), UN Women with funding from the Australian Government in partnership with the Government of Samoa under the overall leadership of the WILS Steering Committee. The Steering Committee comprises of representatives from the Government of Samoa (Ministry of Women, Community & Social Development, Ministry of Finance and Ministry of Foreign Affairs and Trade), community (SUNGO), DFAT and participating UN agencies (UNDP and UN Women).

Recent achievements for gender equality progress in Samoa included the 2013 Constitutional 10 per cent quota for women parliamentary seats, establishment of the Family Court Act (2014), Family Safety Act (2013) and the National Policy for Gender Equality (2016-2020), the 2017 Ombudsman Inquiry into Domestic Violence, the Samoa Law Reform Commission's 2016 Report into CEDAW Compliance, as well as the 2017 Samoa Family Safety Study.

However, despite significant advances made in promoting and addressing gender equality in Samoa, there remain enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, and including boards of public enterprises (see Table1 of the project document). Women's leadership contribution at all levels of society needs encouragement, support and acknowledgement. Working with men and youth across different levels to address these barriers is also needed to address gender equality issues.

Within its limited scope, resourcing and timeframe, this project will not address all those barriers, most of which are deeply rooted in societal belief systems and practices. Social change takes time and requires sustained leadership, partners' cooperative commitment and stakeholders' support. A key lesson from the IPPWS is that the work to increase the number of women representation needs sustained and long-term investment and support. Within a targeted focus on 'Women in Leadership, this Project is one stepping stone to building and encouraging such a long term process of looking at addressing some of the key women representation issues in Samoa. Effective implementation of initiatives under this Project relies on genuine collaboration amongst key partners and stakeholders. It seeks to give more emphasis and recognition to women's leadership in all forms, not just formal political leadership, but also women's leadership (current, potential and emerging) in families, villages, communities, businesses, and the government, as well as the private sector.

The Project Theory of Change and a set of indicative activities and partnerships were validated by partners and stakeholders in August 2017. The Project has four major outputs and a long-term outcome: strengthened women's leadership and gender equality in Samoa.

Three concepts: women in leadership, theory of change, and Samoanisation guide the conceptual underpinning of this Project. These are defined below.

The Project targets the 'leadership' development of women as individuals and most importantly as a group - to try and work together to address women's leadership and gender equality issues and to enhance their exercise of leadership for the common good of their villages, constituencies and the country. This Project adopts the following definition in its 'Women in Leadership' focus:

A political process of women mobilising people and resources in pursuit of shared and negotiated goals within government, private sector, and civil society (Kenway, Bradley & Lokot, 2013, p. iii)

Samoa's system of governance is a blend of neo-traditional and contemporary systems of governance. The Project has adopted a Samoanisation concept where learning from international best practices is valued, but local involvement and partnerships facilitate a participative process for the Project to have value-added. Samoanisation is about localization – making interventions relevant to local context and seeking locally driven strategies. Specialist and technical expertise are provided when needed, complemented with the involvement of partners and local counterparts to provide local insights and contextual knowledge. This Samoanisation hopes to contribute to the sustainability and continuity of initiatives and activities beyond the Project's timeframe.

The project is implemented over the course of 3.5 years and started in 2018 and ends in June 2022. WILS is a joint programme between UNDP and UN Women, with funding from the Australian Government in partnership with the Government of Samoa.



Project monitoring and evaluation is conducted in accordance with established UNDP and UNWomen procedures and is provided by the project team and the UNDP Multi-Country Office (UNDP-MCO) in Apia with support from the UNDP Regional Bureau for Asia-Pacific (RBAP) region in Bangkok.

The total funds for this project is AUD3 million.

C. Objectives of the EPR:

The objective of this consultancy is to undertake the end of project review of the WILS Phase 1 joint programme.

The EPR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess signs of project success or failure with the goal of making key recommendations to be made for a Next Phase of the WILS Project so that results are produced in Phase 1 of the WILS project are sustained. The EPR will also review the project's strategy, its risks to sustainability.

D. Approach and Methodology

The EPR must provide evidence-based information that is credible, reliable and useful. The EPR consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. the Project Document, Mid Term Review Report & Recommendations, project reports including Annual Project Review/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 review).

The EPR consultant is expected to follow a collaborative and participatory approach²⁰ ensuring close engagement with the Project Team, government counterparts, the UNDP Country Office(s), UNDP Technical Adviser, UN Women and other key stakeholders.

The engagement of stakeholders is vital to a successful EPR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the WILS stakeholders and agencies including Government, NGOs, Private Sector and Community Representatives, Project Management Unit, executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the EPR consultant is expected to conduct field missions in Samoa including the selection of the project sites on Samoa.

The final EPR report should describe the full EPR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. A list of documents that the project team will provide to the evaluator for review is included in Annex A of this Terms of Reference.

²⁰ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.



E. Detail Scope of the EPR:

The EPR consultant will assess the following four categories of project progress. See the *Guidance For Conducting End of Project Reviews of UNDP-Supported*, for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions especially women and girls, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, Financed Projects* for further guidelines.
- If there are major areas of concern, recommend practical areas for improvement for the remaining lifespan of the project.

Performance Monitoring Framework:

- Undertake a critical analysis of the project's Performance Monitoring framework indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- 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.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the Performance Monitoring Framework (revised by the WILS MTR and approved by the WILS Steering Committee) indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting End of Project*



Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

- Propose a new Performance Monitoring Framework for Project Phase 2.

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ²¹	Baseline Level ²²	Level in 1 st PIR (self-reported)	Midterm Target ²³	End-of-project Target	Midterm Level & Assessment ²⁴	Achievement Rating ²⁵	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
-----------------	----------------------------------	-----------------------------------

In addition to the progress towards outcomes analysis:

- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review the overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the Partner Agency (UNDP) and recommend areas for improvement.
- Review the PMU implementation and reporting in 2021 to assess if the recommendations from the WILS MTR were implemented, if not, why?

²¹ Populate with data from the Logframe and scorecards

²² Populate with data from the Project Document

²³ If available

²⁴ Colour code this column only

²⁵ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU



Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since the project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?
- Are there risks (social, political, economic, etc) or structural barriers that have jeopardized the full participation of women and girls in the project? How has the project addressed these? Suggest ways to minimize/remove these risks and barriers.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil UNDP-UNW funded reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)



- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- Propose recommendations for the sustainability of the WILS Phase 1 project results.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income-generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize the sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize the sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:



- Are there any environmental risks that may jeopardize the sustenance of project outcomes?

Conclusions & Recommendations

The EPR consultant will include a section of the report setting out the EPR’s evidence-based conclusions, in light of the findings.²⁶

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. See the *Guidance For Conducting End of Project Reviews of UNDP-Supported, Financed Projects* for guidance on a recommendation table.

The EPR consultant should make no more than 15 recommendations total.

Ratings

The EPR consultant will include its ratings of the project’s results and brief descriptions of the associated achievements in an *EPR Ratings & Achievement Summary Table* in the Executive Summary of the EPR report. See Annex E for rating scales. No rating on Project Strategy and no overall project rating is required.

Table. EPR Ratings & Achievement Summary Table for WILS Project

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

F. Duration of assignment:

The total duration of the EPR will be approximately 30 days over a time period of 20 weeks starting 2 May 2022, and shall not exceed six months from when the consultant(s) are hired. The tentative EPR timeframe is as follows:

²⁶ Alternatively, MTR conclusions may be integrated into the body of the report.



TIMEFRAME	ACTIVITY
9 April 2022	Application closes
29 April 2022	Select EPR Consultant
2 May 2022: 1 day	Prep the EPR Consultant (handover of Project Documents)
3 – 9 May 2022 : 5 days	Document review and preparing EPR Inception Report
17 – 18 May 2022 : 2 days	Finalization and Validation of EPR Inception Report- latest start of EPR mission
21 – 31 May 2022: 8 days	EPR mission: stakeholder meetings, interviews, field visits
9 June 2022: 1 day	Presentation of initial findings to UNDP & UN Women management & Steering Committee
13 - 17 June 2022: 5 days	Preparing draft report
24 – 25 June 2022: 2 days	Incorporating audit trail from feedback on draft report/Finalization of EPR report
27 - 28 June 2022 – 2 days	Preparation & Issue of Management Response
29 - 30 June 2022: 2 days	Expected date of full EPR completion

G. Expected Deliverables:

#	Deliverable	Description	Timing	Responsibilities
1	EPR Inception Report	EPR consultant clarifies objectives and methods of End of Project Review	No later than 2 weeks before the EPR mission:	EPR consultant submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of EPR mission:	EPR consultant presents to project management and the Commissioning Unit
3	Draft Final Report	Full report (using guidelines on the content outlined in Annex B) with annexes	Within 3 weeks of the EPR mission:	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit,
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final EPR report	Within 2 weeks of receiving UNDP comments on draft:	Sent to the Commissioning Unit

*The final EPR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

H. EPR arrangement:

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

The commissioning unit will contract the consultant and ensure the timely provision of per diems and travel arrangements within the country for the EPR consultant. The Project Team will be responsible for liaising with the EPR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

I. Team Composition:

An independent national consultant/ usually from the country of the project will conduct the EPR. The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with the project's related activities.



The selection of consultants will be aimed at qualities in the following areas:

- At least a Post-graduate degree in political science, development studies, law, legislative studies, public administration or related field; 20%
- Minimum of 5 years experience in project evaluations, results-based monitoring, and/or evaluation methodologies; 25%
- Sound understanding of the UNDP Project Cycle Management, with demonstrated experience in designing and facilitating processes to enhance project implementation and its adaptive management through the application of M&E tools, including results-based management logical frameworks; 20%
- Experience working in engaging with parliamentary development, gender equality, community development and women in leadership and in the Pacific region; 25%
- Fluency in English (oral and written) is a requirement, with excellent written and presentation skills; 10%

J. Term of Payments and Specifications:

30% of payment upon approval of the final EPR Inception Report
30% upon submission of the draft EPR report
40% upon finalization of the EPR report

K. Application Process:

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)²⁷ provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#))²⁸;
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** 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.

All application materials should be submitted to the address Resident Representative, UNDP Samoa in a sealed envelope indicating the following reference “Consultant for WILS End of Project Review” or by email at the following address ONLY: procurement.ws@undp.org by **TBC**. Incomplete applications will be excluded from further consideration.

²⁷

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

²⁸ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc



Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

Queries about the consultancy can be directed to the UNDP Procurement Unit
procurement.ws@undp.org

ANNEXES:

ANNEX I – Annex A-E for TOR

ANNEX II - INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

ANNEX III- Offeror's letter to UNDP Confirming Interest and Availability

ANNEX IV - P11 form

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

This TOR is approved by: Assistant Resident Representative for Governance and Poverty Reduction Unit (GPRU)

Signature: _____

Name and Designation: Christina Mualia-Lima, ARR GPRU

Date of Signing: _____



Annex 4: WILS EPE Report Audit Trail
NOT PUBLISHED – INTERNAL DOCUMENT



Australian
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Annex 5 List of Informants for the EPE

List of people consulted: INDIVIDUAL INTERVIEWS

		Sex	Organization/Village
1	Representative	M	Government of Australia, DFAT
2	Representative	F	Government of Australia, DFAT
3	Representative	F	Vaitele Fou/Private Sector
4	Representative	F	Vaitele Fou/BSP
5	Representative	F	Matautu/SNCW
6	Representative	F	Matautu/SIOD
7	Representative	M	Fatuaiupu Consult
8	Representative	M	Lelata/SAMPOD
9	Representative	M	Tapatapao/WT Media
10	Representative	M	Moamoa/WT Media
11	Representative	F	Lepea/SAMPOD
12	Representative	F	Vaitele
13	Representative	F	ONE-Consult
14	Representative	F	T & T Consult
15	Representative	F	MWCSD
16	Representative	M	SUNGO
17	Representative	F	T & T Global
18	Representative	F	Sustineo
19	Representative	F	Saoluafata
22	Representative	F	UN Women
23	Representative	F	UNDP
24	Representative	F	UN Women
25	Representative	F	UNDP/UN Women
26	Representative	F	UN Women
27	Representative	F	UNDP/UN Women

List of people consulted: Focus Group Discussions UPOLU

		Sex	Organization/Village
28	Representative	F	Solosolo
29	Representative	M	Solosolo
30	Representative	M	Siumu
31	Representative	M	Siumu
32	Representative	M	Siumu
33	Representative	M	Siumu
34	Representative	M	Siumu
35	Representative	F	Siumu
36	Representative	F	Siumu
37	Representative	F	Siumu
38	Representative	F	Leulumoega



39	Representative	F	Leulumoega
40	Representative	F	Leulumoega
41	Representative	F	Leulumoega
42	Representative	F	Saoluafata
43	Representative	F	Saoluafata
44	Representative	F	Fausaga
45	Representative	F	Fausaga
46	Representative	F	Fausaga
47	Representative	F	Poutasi
48	Representative	M	Nofoalii
49	Representative	M	Nofoalii
50	Representative	M	Nofoalii
51	Representative	M	Nofoalii
52	Representative	M	Nofoalii
53	Representative	F	Nofoalii
54	Representative	F	Nofoalii
55	Representative	F	Apia
56	Representative	F	Matautu
57	Representative	F	Lalovaea
58	Representative	F	Tulaele

List of people consulted: Focus Group Discussions: SAVAI

		Sex	Organization/Village
59	Representative	F	Siutu
60	Representative	F	Siutu
61	Representative	F	Siutu
62	Representative	F	Siutu
63	Representative	F	Siutu
64	Representative	M	Siutu
65	Representative	M	Siutu
66	Representative	F	Siutu
67	Representative	F	Siutu
68	Representative	F	Siutu
69	Representative	M	Siutu
70	Representative	F	Vaiafai
71	Representative	F	Vaiafai
72	Representative	F	Vaiafai
73	Representative	F	Vaiafai
74	Representative	F	Vaiafai
75	Representative	F	Vaiafai
76	Representative	M	Sagone
77	Representative	M	Sagone
78	Representative	M	Sagone



79	Representative	M	Sagone
80	Representative	M	Sagone
81	Representative	M	Sagone
82	Representative	M	Sagone
83	Representative	M	Saleaula
84	Representative	F	Saleaula
85	Representative	F	Saleaula
86	Representative	F	Saleaula
87	Representative	M	Saleaula
88	Representative	M	Saleaula
89	Representative	F	Saleaula
90	Representative	F	Saleaula
91	Representative	M	Saleaula
92	Representative	F	Saleaula
93	Representative	F	Saleaula
94	Representative	F	Sili
95	Representative	F	Sili
96	Representative	F	Sili
97	Representative	F	Sili
98	Representative	F	Sili
99	Representative	F	Sili
100	Representative	F	Sili
101	Representative	F	Sili
102	Representative	F	Sili
103	Representative	F	Saasaai
104	Representative	F	Saasaai
105	Representative	F	Saasaai
106	Representative	F	Saasaai
107	Representative	F	Saasaai
108	Representative	F	Saasaai
109	Representative	F	Saasaai
110	Representative	F	Saasaai
111	Representative	F	Saasaai
112	Representative	F	Saasaai
113	Representative	M	Salelologa
114	Representative	F	Salelologa
115	Representative	F	Salelologa
116	Representative	F	Salelologa
117	Representative	F	Salelologa
118	Representative	F	Salelologa
119	Representative	M	Salelologa
120	Representative	F	Fusi
121	Representative	F	Lano



122	Representative	F	Puapua
123	Representative	F	Saleaula
124	Representative	F	Safua
125	Representative	F	Safua

