



Mid Term Evaluation Report

FINAL

Women in Leadership in Samoa

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Acronyms

BTI	Break Through Initiative
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DDPs	District Development Plans
DFAT	Department of Foreign Affairs & Trade (Government of Australia)
FGDs	Focus Group Discussions
GLOW	Girls Leading Our World
GPRU	Governance and Poverty Reduction Unit
IPPWS	Increasing Political Participation of Women in Samoa Project
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 for Women, Community and Social Development (Government of Samoa)
OEC	Office of the Electoral Commission
OCLA	Office of the Clerk for 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

1. Introduction

1.1 Background

Samoa is located in the South West Pacific, between latitudes 13 and 15 degrees south and longitudes 168 and 173 degrees west and consists of two main islands and eight smaller ones. There are 43 districts with about 340 villages. The Capital Apia is located on the second largest island, Upolu which has a population of 151,439 people, representing 77 percent of the total population¹ while the rest of the population resides in Savaii (43,560;22%) and Manono and Apolima (980; 0.5%). Total population for Samoa is 195,979 with an average household size of about 7 people. The population density is about 70 persons per square kilometre and the gender composition is 52% males and 48% females. The dependency ratio of 75.5 % is regarded as relatively high due to the large portion of the young population as evidenced by the median age of 23 years old.

Although traditional lifestyles in the village communities are continuously changing, adherence to the faamatai system remains intact. The roles of women in the village are mainly determined by their status as “daughters of the village” (tamaitai or teine o le nuu) or “in-laws” (faletua, tausi or ava a taulelea), also known as “nofotane”, a more stigmatized term. These two groups of women operate socially in the aggregates of aualuma for daughters of the village and komiti o faletua ma tausi ma ava a taulelea for the in-laws. The status of women depends and varies according to the status of their men – fathers for the daughters of the village and husbands for the in-laws. As young men acquire matai titles as a result of serving the village well, the status of their wives change.

Only 10% of total matai title holders in Samoa are females². In order for a female to sit in the fono a matai (village council), the highest decision making body in a village, she needs to hold a matai title which is normally acquired through direct appointments by their families if they so wish and have served their family well. It is very difficult and not of usual practice that a female acquires a matai title in her husband’s family, although it has been known to happen. One of the pre requisites for entering Parliament is that one must be a matai which means that females who aspire to participate in parliament must acquire a matai title. In addition, one is required to serve their families and their village through their monotaga or contributions of money, in kind and active involvement in family and village activities.

¹ 2016 Population Census

² 2016 Population and Housing Census: Samoa Gender Dynamics Monograph

Samoa, in its commitment to the equal status of women, became the first Pacific Country to ratify the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in September 1992. The Convention defines what constitutes discrimination against women and sets out an agenda for national action to end such discrimination and the implementation framework defines the gaps mainly in legislation in order to best address specific needs of women and ensure elimination of discrimination³. The constitutional amendment in 2013 requires parliament to have at least five women parliamentarians starting from the 2016 general elections. Other recent achievements relating to women's leadership and gender equality issues include the 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. Women's leadership contribution at all levels of society need encouragement, support and acknowledgement. Working with men and youth across different levels to address these barriers is also critical to addressing gender equality issues.

1.2 Project Description

Through the Governance and Poverty Reduction Unit (GPRU) of the UNDP and the Women's Political Empowerment and Leadership Programme (WPEL) of the UN Women, the WILS project aims to 'strengthen 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. The Project works with regional partners to address country specific barriers to women's full political participation. It works with government, non-governmental organisations, state owned corporations, civil society organisations 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.

³ <https://www.un.org/womenwatch/daw/cedaw/>

The WILS Project is a three-year project which started in 2018 and is implemented jointly 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 Australian Government in partnership with the Government of Samoa. The Project Steering Committee (PSC), which provides overall oversight and guidance to the project is made up of three representations – the Executive comprising of representatives of UNDP and UN Women and representatives of the Government of Samoa; the Senior Supplier being the Government of Australia and the Senior Beneficiary being the SUNGO.

WILS seeks to build and reinforce progress already made on gender equality and women's leadership in Samoa. It builds on the work from the Increasing Political Participation of Women in Samoa (IPPWS) Project (2014-16) and 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.

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 in leadership positions 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's representation's 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 total funds for this project is AUD \$ 3 million.

1.2.1 Project Objectives and Outcomes

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 the following four major outputs and a long-term outcome: strengthened women's leadership and gender equality in Samoa:

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)

Output 4: Sharing knowledge of Samoa’s experience in promoting women’s leadership (UN Women)

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)

1.2.2 Alignment with key strategies and policies

WILS aimed to support the achievement of SDG 5.5 in Samoa. It aligns well with the United Nation’s Pacific Strategy (UNPS) 2018 - 2022 Strategic Priority Areas, Outcomes 2 and 5: Gender equality; and Governance and Community Engagement, particularly the Results Framework’s Targets 2.5 and 5.1: the number of Pacific Islands Countries and Territories (PICTs) in which the proportion of seats held by women in national parliaments has increased throughout the cycle of the Strategy. The UNPS seeks to improve women’s political participation, to contribute to working with national institutions, regional organisations, and civil society to advocate for the legal and policy reforms needed to increase the number of women represented in national and local legislatures and institutions, and to address cultural and social barriers to women’s political participation by developing strategies to encourage behavioral changes and community support and to realise the benefits of gender-inclusive decision making. The UNPS supports the “empowerment of youth and women by providing

opportunities for policy dialogue as well as potential areas for joint programming that supports inclusive political participation focusing on elections, parliament, constitutional making and women's political participation, engagement to promote dialogue and to advocate for more inclusive societies, and strengthening the capacity of civil society organisations to engage with and hold government accountable”.

The Project also aligns with the SIDS Accelerated Modalities of Action (S.A.M.O.A) Pathway paragraph 27(h) which looks at promoting and enhancing gender equality and women's equal participation, including in policies and programmes in the public and private sectors in Small Island Developing States.

Furthermore, the Project supports DFAT's Strategy for Samoa's Gender Country Program to improve gender equality in Samoa.

1.2.3 Project Work Plans, Budgets and Reporting

The Project Work Plans and budget served as the primary reference documents for the purpose of monitoring the achievement of results. The PUNOs with support of the Project Manager were tasked with the responsibility of ensuring implementation of the project in accordance with these documents.

A budget of AUD\$3 million was provided for project outputs. Annual Project Reports were prepared by the Project Manager and submitted to the PSC at its annual meetings. The MTR was advised that WILS was one of the selected UNDP projects for the Spot Check this year.

1.2.4 Project Implementation

1.2.4.1 Project Timelines and Coverage

WILS was launched in April 2018 and held its first PSC Meeting in May with funding becoming available in June. Following recruitment of the Project Management Unit Staff the first project activity took place in August 2018.

At the time of this MTR, WILS has carried out leadership trainings in 47 districts, five professional trainings and one promotional programme through the Samoa Institute of Directors, a Transformational Leadership project by the Samoa National Council of Women (SNCW), five training and support programmes for the 2021 election female candidates, two Girls Leading Our World (GLOW) conferences, two seminars for current MPs and a range of civic awareness programmes and media advertisements. The Project has directly reached a total of about 5,000 individuals,

excluding those who were reached via media programmes, campaigns and advertisements.

1.2.4.2 Project Advisory Group (PAG) and Project Steering Committee (PSC)

At the time of the MTR, the PAG had not yet convened a meeting. On the other hand, the PSC held regular meetings in which the allocation of resources, project revisions and work plans were reviewed and approved. Regular progress reports including Annual Project Reports were tabled and discussed.

1.2.4.3 Project Management Unit (PMU)

The PMU consists of a Project Manager who manages the project on a day to day basis on behalf of the PUNOs, within the constraints laid down by the PSC (WILS Project Document, page 26). The Project Manager and three staff of the PMU are from UNDP and the UN Women.

1.2.5 Key Partners

Key Partners other than the Australian Government DFAT, UNDP and UN Women involved in project implementation include MWCSD, MFAT, MoF, OEC, OCLA, MESC, SNCW, SUNGO, WinLA, SIOD, SNTA and media outlets.

2. Project MTR

2.1 MTR Purpose & Objectives

The TOR makes reference to the “Guidance for conducting midterm reviews of UNDP-Supported, GEF Financed Projects” although WILS is NOT a GEF Financed Project while the Project Document specifies that project evaluation is to be conducted in accordance with established UNDP and UN Women procedures. In this regard, and for practical reasons, the MTR draws upon the UNDP Handbook on Planning, Monitoring and Evaluation for Development Results. The purpose of this MTR is “to improve implementation, to re-direct future projects in the same area, or to allow for up scaling of project”

As outlined in the TOR, the main objectives of the MTR are to:

- i. assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document;
- ii. assess early signs of project success or failure with the goal of identifying the necessary realistic practical changes to be made in order to set the project on-track to achieve its intended results within the remaining lifespan of the project;

- iii. review the project's strategy and its risks to sustainability.

2.2 Scope

The MTR scope is specific to project objectives, inputs, outputs and activities and will also consider relevance and continued linkage with the expected outcome. The MTR will assess 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 MTR will cover the period commencing April 2018 when WILS was launched up to October 2020 when the MTR was conducted.

2.3 MTR Criteria

To assist the MTR in assessing the above four categories, the key criteria that has guided it include Relevance, Efficiency and Effectiveness. This recognizes the fact that it is too early to assess impact and sustainability at this stage given the nature and scope of the project outcomes. However, given the future-focused nature of the MTR and to meet the requirements for reporting, consideration has been given to the likelihood of impact and what needs to take place to ensure both impact and sustainability beyond the current life span of the Project.

2.4 MTR Evaluation Questions

The ToR, ProDoc and 'Guidance for conducting midterm reviews of UNDP-Supported, GEF Financed Projects' provides the basis for the MTR evaluation questions. A key question together with sub-questions is presented for each of the four categories of project progress. These have been further aligned to the evaluation criteria used by the MTR. The MTR findings have then been structured and organised around these evaluation questions. The Evaluation Matrix attached as Annex 1 contains these key and sub questions and was included in the MTR Inception Report that UNDP approved.

2.5 MTR Approach and Methodology

The overall approach is guided by the MTR's purpose, objectives, the key evaluation questions and UNDP's expectation for a collaborative and participatory approach⁴ ensuring

⁴ UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

close engagement with the Project Team, government counterparts, the UNDP Country Office(s), UNDP Technical Adviser, UN Women and other key stakeholders. The principles of impartiality and independence, credibility, usefulness, partnership and stakeholder engagement were embedded into the MTR process.

2.5.1 Data Sources

The sources of information used for this report have been:

- United Nation's Pacific Strategy (UNPS) 2018 – 2022;
- All project documents made available by the PMU;
- Strategy for the Development of Samoa (SDS);
- Desk Research conducted by the MTR Consultant;
- Interviews with the Project Manager;
- Interviews and Focus Group Discussions (FGDs) with project stakeholders and partners.

The MTR notes “List of Documents to be Reviewed by the MTR Team” as per “Guidance for conducting midterm reviews of UNDP-Supported, GEF Financed Projects”. The Project Manager informed the MTR that some of the listed documentation were not relevant given the specificity to GEF financed projects. However, documents such as the list of contracts and procurement items over USD5,000 and Oversight Mission Reports were not provided. The MTR notes that this did not compromise the credibility of information that was utilized although it would have provided further information to support the MTR findings.

2.5.2 Methods for data collection and analysis

2.5.2.1 Desk Review

The MTR Evaluator conducted an initial desk review of project documentation provided by the PMU together with other related material obtained through internet research.

2.5.2.2 Interviews and Focus Group Discussions (FGDs)

Interviews took place with UNDP staff, UN Women Staff, Australian Government (DFAT), PMU and with stakeholders. These included: Government Ministries, Implementing Partners, NGOs, project beneficiaries and other relevant stakeholders. In addition, FGDs were held with trainees from selected communities. A total of 120 individuals were consulted through

eight FGDs, 24 face to face interviews and 6 virtual interviews. A list of individuals consulted is attached as Annex 3.

2.5.2.3 Data analysis

Utilizing a mixed methods approach has allowed for triangulation of data analysis

2.5.3 Evaluation Process

The following key steps were taken for the MTR:

1. Desk Review
2. Inception Meeting with Project Manager
3. Inception Report
4. Stakeholder Engagement
5. Presentation of Preliminary Findings
6. Data Analysis
7. Preparation of Draft Report
8. Preparation of Final Report (The MTR Audit Trail is presented as Annex 2 to this Report.)

2.6 Underlying assumptions, challenges, strengths

The underlying assumption of this approach and methodology is that stakeholders, particularly the project beneficiaries are willing and available to participate and that they are able to accurately recall details of their involvement with project activities.

The main limitation for the MTR was the impact of the State Of Emergency that is in effect in Samoa since March 2020 due to the COVID-19 pandemic on the availability of stakeholders, particularly the Government Ministries. In addition, a number of stakeholders who had initially confirmed availability were unable to make their arranged timeslots. This required flexibility to reschedule these 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 also allowed for verification as well as feedback for the draft report.

- **PMU Involvement:** The PMU staff, particularly 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 high attendance to the consultations. She was present to greet the stakeholders and introduce the MTR Evaluator before removing herself. This is important given cultural protocols.
- The arrangements by the PMU to have the Upolu consultations in one location meant that the MTR could get more meetings into a day instead of spending time travelling in between meetings. This is critical given that it was necessary to speak to as many key stakeholders as possible within the allocated timeframe.

3. MTR Findings

3.1 Relevance

The Key Evaluation Question (KEQ) sought to answer the question: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?

How does the project address the problem and are the underlying assumptions accurate?

Conceptual Framework: The MTR finds that the three concepts of women in leadership, theory of change, and Samoanisation underpinning the conceptual framework of WILS remain appropriate and relevant to strengthening women's leadership and gender equality in Samoa. The Project Strategy is built on an exhaustive literature review and situational analysis and has drawn on lessons learnt from the IPPWS.

Women in leadership: While the Project was guided by the broad definition of women in leadership, the MTR finds that active engagement of stakeholders took place, particularly at the project management level on what is required for and from them as individuals and as a group to exercise leadership in Samoa's context. This is seen in the level and type of training programmes offered such as the SIOD trainings, Methods of Communication and Developing an Effective Campaign Strategy.

TOC: The MTR finds that the multi-faceted approach to building leadership pathways at different levels as reflected in the TOC is appropriate to achieving WILS overarching goal. The emphasis on the need for wide representation from the community and having in place the necessary partnerships is key to ensuring an extended outreach of WILS to as much of the

community as possible. This is being achieved through WILS working in close partnership with the key partners to identify potential participants for training programmes as well as identify areas where WILS can support, within the confines of the Project objectives. The underlying assumptions are to a great extent accurate.

Samoanisation: Contextualizing learnings and best practices from international experiences is critical to ensuring WILS has value added and that it contributes to the continuity of initiatives and sustainability of results even after the Project's lifespan. The contextualization and ongoing refinement of the leadership training modules and manual takes into consideration the sub-contexts within the Samoan context. For instance, different leadership trainings take place for different groups of individuals (men, women and youth) with trainers integrating appropriate and relevant content including examples that these groups can better relate to. Engaging a male trainer to deliver the leadership training to the men is particularly important to overcome cultural barriers. Similarly, having female trainers work with women participants greatly facilitates progress towards results.

"...an international manual being contextualized and this allowed us to use some sections and not others based on relevancy of the content to different cohorts, for example the working and non-working women" Trainer

How is the project relevant or aligned to National priorities? How does the project support sector development priorities and plans of Samoa?

The MTR confirms that WILS is clearly aligned to Samoa's national priorities. Firstly, WILS built upon the IPPWS Project which was initiated in response to the 2013 Constitutional Amendment that introduced quotas for women in Parliament. Secondly, the Project contributes to the achievement of the Strategy for the Development of Samoa (SDS) 2016-2020 and in particular Outcome 8.1 - Inclusion of vulnerable groups (women, youth, people with disabilities, children, elderly and disadvantaged people) in community planning and governance activities will be enhanced. WILS is also aligned to Samoa's Community Development Plan (2016-2021) Outcome 1: Improved Inclusive Governance at all levels and Community Development as well as Samoa National Policy for Gender Equality (2016-2020)

Policy Priority Outcome 4: Increased participation of women in public leadership and decision making. The strategic actions identified under this national policy to which WILS is relevant to includes community advocacy, media campaigns and partnerships encouraging and supporting women's engagement in village planning and decision making.

What is the level of usefulness of WILS activities?

[“This (WILS) is an excellent initiative as it really changes people.....the training I attended inspired me to develop my own version of the VLDP training and I started to do training in our local church...this gives me a lot of satisfaction to serve one of the purposes of my life while making a difference in the lives of other people”] Trainer

[“Participants according to evaluations during the training seem to have picked up new knowledge and skills”] Trainer

[“The Project has been very useful as it has supported us to improve our leadership functions and initiatives for example to address domestic violence.....it also allowed for the review of our constitution”] Implementing Partner

[“The support from WILS was extremely useful as it allowed us to expand our reach – reach more women and have them trained in important aspects relating to women in leadership. Most of these women cannot afford the fees but the support from WILS meant that their fees were covered”] Implementing Partner

[“Attending the programme for potential women directors really helped me understand things like financial reports and the responsibilities of a director. I feel that in the future I may apply to be a director because I now have some understanding of what is expected”] Trainee

The MTR finds that the level of usefulness of WILS activities is high. During the consultations, stakeholders noted the usefulness of the Project.

Further feedback from community stakeholders indicates positive steps towards long term changes in social norms, behaviors and perceptions which in turn have caused changes in leadership at individual and community levels. For instance, several individuals and village communities, having been trained under WILS have applied their new found skills and knowledge by advocating for and instituting changes not only at individual levels but within the village governance level. Some of these stakeholder reflections and experiences are captured below:

“During the training when we were tasked with coming up with a BTI, our team decided that we would propose to our village that the traditional triangle of the village governance (tafatolu o faiganu’u) be changed to a ‘square’ and that the social aggregate of faletua, tausi ma ava a taulelea (inlaws) are given a recognized placing in our village seating so that they are part of our decision making process. When we presented our proposal to our village council, there was good support as they all knew and understood the value these women bring into our village. This is a very big change for us especially when we know that others may question why we are changing the foundation of village governance but I thank God for helping our matai to make this big decision. Today, when we have our village meetings, we have a representative from this group of women sitting in and contributing to our discussions” Male Trainee

Participant Reflection

[“It has always been the normal practice in our village that women who marry into our village are strictly prohibited from doing certain things. For example, they are not allowed to wear earrings, wear skirts or even put their hair up in a high bun. If they wish to wear a sei (flower behind the ear) they are to use the ‘tauvela’ (dried leaves used in the umu). They also do not have a say in our Committee meetings. If they are told off – sometimes for no good reason, they are not allowed to speak and are expected to just sit there and accept the telling off, whether they are right or wrong. During the training, I and my fellow women discussed this situation and decided that it was time for a change in order to make a positive change. We came back to our village and in our Committee meeting we raised the issue and moved a motion that these long standing practices be stopped. That our in laws be treated with respect, love and compassion. That they be treated equally. Although we initially received opposition because this has been a normal practice for years, we were able to apply the knowledge and skills we received from the training to continue the discussion until our leaders were able to understand why we needed to change. A decision was made that day to stop treating our in laws as we have been doing so for a very long time. Today everyone is happy. We respect each other and all women are treated equally. This is a big change for us but we see the good it has brought our Committee, our village and our families”] Female Trainee

Participant's Reflections

[“The programme has been very useful for me. At first I was skeptical but by the end of the training I saw some weaknesses in myself that I needed to change in order to become a better leader. There were mindsets and behaviors that I realized were not positive and did not contribute to encouraging others. For example, when it comes to activities that require contribution of money and other items I have the tendency to want my members to contribute what they are being told to do and I expect very high standards of things being contributed because I do not want other groups to be better than us. When the women do not meet my expectations, I would give them a big telling off in front of everyone. I don't think about the effects of my behavior on their self-esteem and morale. During the training I was reminded of the true values of a good leader (agatausili) and I deeply felt that I needed to change the way I treat these women. So after the training when we had an activity that required women's contribution, I decided that I would not put pressure on the women and just encourage them to do their best. On the day, I spoke positive and encouraging words even though in my sight their contributions were not up to my usual expectations. I overcame my weaknesses and in return I saw the positive impact it had on the women as they felt appreciated and valued. I have been transformed because of the programme and now I am in a better position to help other women change for the better”] Female Trainee

[“Our BTI looked at reducing the financial burden on families within our community especially given the current situation that our country is in. Our proposal was tabled at our village council meeting and was accepted. We have now replaced the usual monetary and food fines administered on those who misbehave with hours or days of rendered service. The majority of the offenders are our youth yet the burden is placed on parents and other family members but during this time, everyone is finding it difficult to make ends meet. Now, when a youth is fined, he is now required to do things such as clear land and plant taro or bananas under the supervision of matai. We also made a rule that Church Ministers attend funerals or birthdays of their congregational members only. This relieves the burden from families having to present envelopes (containing money) to every single Minister in our village.”] Male Trainee

["One of the changes that we have been able to make as a result of participating in this programme and as part of our BTI is that we (village council) have put in place a policy that there will be no more village delegations to family court cases. We gather at our meeting house in the morning to say a prayer and wish the family well but we no longer go down to the court house. This means that families are relieved from the cultural responsibility of giving the delegation a pasese (bus fare)"]

Male Trainee

["This training was very useful for me as a person. It has helped build my confidence to speak in public and has made me realize that I can also be a good leader in the work that I am already doing in my family and my village"]

Male Trainee

["For our BTI we wanted to make a good change at our governance level so we look at changing our policy on fines. Before the training the lowest fine was SAT500 and this is not a small amount. It is often the youth that are the wrongdoers yet the parents who don't have well paid jobs are made to pay. So we decided to remove the monetary fine. If one is caught in the wrong we arrange for him to do some supervised community work for a day or two depending on the wrongdoing."]

Male Trainee

Despite these substantial changes that have occurred at individual and village leadership levels as a direct result of WILS, the MTR is of the view that the Project has not been able to fully capture and document them. It is recommended that these success stories be documented either in written or visual form and be shared widely as advocacy and communication materials or used as part of the training materials. In addition, WILS could engage these individuals and communities to share their experiences with participants during future trainings.

Furthermore, the MTR is of the view that such changes at individual and community levels are key to ensuring pathways for women in leadership and that more of such activities should be encouraged moving forward. One Senior Government Official states that:

["The focus of WILS should be directed to the village level. That is where leadership starts and that is where the support is needed"]

Is the project country-driven? What is the level of country-ownership?

The MTR is of the view that the Project, although directly implemented by UNDP and UN Women has been developed based on the engagement of local stakeholders in the design and implementation. There are several cases where trainees have been able to further modify the training modules and carry out training in their communities. The engagement of local experts through the recruitment of local trainers and consultants and the strong partnerships developed with local stakeholders such as Government Ministries, NGOs and Communities also contributes to increasing 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?

The WILS Project Strategy was informed by and developed from the lessons learned during the IPPWS. A key lesson learned was that a more participatory approach and stakeholder involvement in design phase was required and critical to project success. The Project's TOC as per ProDoc was developed based on stakeholder consultations and an exhaustive analysis of the cultural and social situation in Samoa particularly in terms of women's participation at leadership and decision making levels. Once drafted, the TOC was verified by stakeholders before being reviewed and finalized. A Senior Government Official confirmed involvement in the project design by stating that she *“was heavily involved during the design of the project, especially the design of the leadership programme. This is important because it ensured that an appropriate programme is in place that best suits our Samoan context”*:

What is the extent to which relevant gender issues were raised in the project design?

The ProDoc addresses how WILS will contribute to improving gender equality and empowerment of women. Its contribution to Samoa's national and sector plans and policies as well as to the UN Pacific Strategy, UNDP and UN Women's strategic plans and the Australian Government's strategy relates directly to improving the areas of social inclusion and gender equality. This is further supported by the four key outputs and the outcome indicators that take into consideration the relevant gender issues. Furthermore the 'Social and Environment Risk Screening Checklist' for the WILS included an assessment of the potential risks to gender equality and women's empowerment. The MTR notes that a key feature of the WILS that was less noticeable in the IPPWS Project is the extended reach to include youth and men's group.

Performance Monitoring Framework

Analysis of Project Objectives and Outcomes

The Project objectives is to ‘strengthen women’s leadership and gender equality in Samoa’ through i. Strengthened opportunities for women’s participation in leadership pathways, ii. Promoting political inclusivity and supporting women’s political participation through a focus on development, iii. Increased civic awareness and public engagement in inclusive and effective political participation and iv. Sharing knowledge of Samoa’s experience in promoting women’s leadership. The ProDoc clearly states that WILS will not address all the barriers that continue to prevent women from engaging effectively in leadership at all levels and acknowledges that most of these barriers are deeply rooted in societal belief systems and will require sustained and long term investment and support. The multifaceted approach allows for the Project to be a stepping stone to supporting this long term process. Therefore, the MTR is of the view that the Project Objective and Outcomes are clear, practical and ideal as a strategic approach to addressing the issues pertaining to women leadership and gender equality in Samoa. The Project Objectives and Outcomes are also fairly specific in terms of what UNDP and UN Women are contributing through WILS, while still being broad enough to capture the efforts of other partners such as the Australian Government and the Government of Samoa who are also working towards strengthening women’s leadership and gender equality in Samoa.

The long term focus of WILS and the fact that it endeavors to change social norms and societal believe systems means that a longer timeframe is required in order for expected outcomes to be fully realised. The MTR finds that WILS has successfully built upon the lessons learned from the IPPWS Project and that it provides a good stepping stone for sustained long term results. The MTR is of the view that the project timeline is insufficient for the expected outcomes to be realised particularly given the timing of project implementation. There has not been enough time for WILS to effectively deliver on its expected outcomes and sustaining the results already achieved will require an extended timeframe.

The UNDP Handbook on Planning, Monitoring and Evaluating for Results states that outcome statements should contain change language that describe a change in a national process or behaviour or quality of life for people. Furthermore, outcomes “should ideally use

a verb expressed in the past tense” such as “strengthened”, “increased”, “reduced”, “improved” and “enhanced”. The MTR is of the view that Outcomes 1 and 3 meet this criteria while Outcomes 2 and 4 could be improved to better reflect the intended change that the Project envisages.

Analysis of Project Indicators and Targets

The Project’s Performance Monitoring Framework was last revised in June 2020 by the PMU with the technical assistance of the UN Women’s Programme Specialist – Monitoring, Evaluation & Reporting based in Suva. It articulates specific outputs, indicators and targets for each of the Project Outcomes and generally allows for progress to be measured and verified when they have been achieved. The MTR is of the view that outputs ought to be revised to accurately reflect the extent of work carried out by WILS and the broad focus of the Project. For instance, Outcome 1: ‘Strengthened opportunities for women’s participation in leadership pathways’, has the single Output of “Enhanced leadership capacity of women in communities” yet a lot of activities completed to date have involved men and youth. The MTR is of the view that including men and youth in initiatives that aim to strengthen women’s leadership and gender equality is a crucial factor to providing the necessary support and governance mechanisms for women participation in leadership at all levels. It is recommended that appropriate outputs and indicators be developed to capture and report on these activities. These indicators should further be disaggregated by sex, age, disability and geographical location to ensure that disparities are recognized and adequately addressed. This can easily be reported on given that the information is currently being collected by the PMU.

In accordance with the ToR, the MTR has carried out the following ‘SMART’⁵ assessment of the Project’s Indicators and Targets. The Guidance for Conducting Midterm Reviews of UNDP-GEF Supported, Financed Projects and the UNDP Handbook on Planning, Monitoring and Evaluating for Results have been referenced for this assessment.

⁵ SMART – Specific, Measurable, Relevant and Time-Bound

Table 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	2	3	3	3	3	14
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	2	3	3	12
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	1	3	3	13
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	1	1	1	3	3	9
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

Table 1: SMART Assessment of Project Targets		SMART				
Targets	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
Outputs 1.1: Enhanced leadership capacity of women in communities Indicator 1.1.1: No. of districts that undertook leadership training for women						
Targets: Cumulative 12 districts by 2021 Value: 4 Target Year: 2019 Value: 4 Target Year: 2020 Value: 4 Target Year: 2021	2	3	3	3	3	14
Indicator 1.1.2: Number of women trained under WILS and participating in village or district development committees (DDP, Education, Water, Infrastructure, etc.)						
Target: Cumulative 15 women by 2021 Value: 5 Target Year: 2019 Value: 10 Target Year: 2020 Value: 15 Target Year: 2021	2	3	3	3	3	14
Indicator 1.1.4: Number trainings offered by external organizations who incorporate WILS messaging and methodology into their programmes						
Targets: Cumulative 10 trainings by external organisations Value: 3 Target Year: 2019 Value: 4 Target Year: 2020 Value: 3 Target Year: 2021	2	3	3	3	3	14
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						
Target: Value: 10% increase of baseline Target Year: 2021	1	3	3	3	3	13
Indicator 1.1.6: Increased number of matai women actively participating in village councils						
Target: Value: 690 Target Year: 2020 Value: 700 Target Year: 2021	1	1	1	3	3	9
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						
Targets:	1	1	1	3	3	9

Value: 83% Target Year: 2020 Value: 83% Target Year: 2021						
Indicator 2.1.2: No. of MPs who implement SDGs-oriented community projects (SDG 5)						
Targets: Value: 5 Target Year:2019 Value: 8 Target Year: 2020 Value: 3 Target Year: 2021	1	2	2	3	3	11
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						
Targets: Value: 24 Target Year:2021	1	3	1	3	3	11
Indicator 2.2.2: Percentage of women elected in 2021 who received WILS support						
Targets: Value: 50% of women elected to parliament participated in WILS training Target Year: 2021	1	3	3	3	3	13
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						
Targets: Value: 39,400 Target Year: 2021	1	3	3	3	3	13
Outputs 3.2: Strengthened leadership capacity of young women and new matai titleholders						
Indicator 3.2.1: Public perception of women's leadership						
Targets: Value: TBD Target Year:2020	0	0	0	0	0	0
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						
Targets: Value: 1 brief Target Year:2019 Value: 1 brief Target Year: 2020 Value: 2 briefs Target Year: 2021	1	2	3	3	3	12

Revised Performance Monitoring Framework (PMF)

In accordance with the MTR ToR, a revised PMF is presented in Annex 3. The two key principles that have guided the revision of the PMF are i) it is necessary that the PMF is able to accurately capture and report on progress of all activities carried out under WILS and ii) to provide suggestions on SMART outcomes, outputs, indicators and targets. The MTR however, is of the view that setting or revising project outcomes, outputs, indicators and targets should be a participatory process involving the key partners. This is important to ensuring ownership, transparency and effectiveness of outputs, indicators and targets. It is therefore recommended that UNDP and UN Women further revise the PMF to confirm the project outcomes, outputs, indicators and targets for the remainder of the project life.

3.2 Effectiveness

The KEQ sought to answer the question: To what extent have the expected outcomes and objectives of the project been achieved thus far?

What is the level of progress made for each of the activities?

Table 1 below provides an overview of the level of progress made for each of the Project outcomes, outputs and indicators as per the Performance Management Framework (PMF) provided to by the MTR. As noted above, this PMF does not fully capture the scope of activities that have been or are planned to be carried out and therefore needs to be updated accordingly to reflect all the work carried out. A revised PMF is presented as Annex 2 to this Report but as noted above, it is recommended that UNDP and UN Women further revise this immediately following the MTR. Some of the activities that have been conducted but cannot be captured in the original PMF include:

- the considerable amount of leadership training has been conducted for men that has resulted in substantial changes that support pathways for women's empowerment and leadership;
- the work that has taken place with youth through leadership training that supports pathways for women's empowerment and leadership;
- the activities carried out under the partnership with the OEC that has increased civic awareness and public engagement in inclusive and effective political participation;
- the activities carried out under the partnership with the MESC that contributes to increased civic awareness and public engagement;

- the GLOW conferences which have provided a platform for young girls to get together on an annual basis to develop their leadership skills and confidence;
- the research activity under Outcome 4 which aims to capture the experience of Samoan Women at all levels of leadership.

Table 1: Summary of progress for WILS outcomes, outputs and indicators		
PMF Indicator	Cumulative Target	Current 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	12 districts	47 districts
Indicator 1.1.2: Number of women trained under WILS and participating in village or district development committees	15 women	About 400 women
Indicator 1.1.3: Number trainings offered by external organisations who incorporate WILS messaging and methodology into their programmes	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	28/42 (66%) of women directors were supported by WILS trainings.
Indicator 1.1.5: Increased number of matai women actively participating in village councils	700 women	Progress will be documented once the upcoming Research (early 2021) under Outcome 4 is completed.
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	83%	82% (2 nd seminar). The MTR notes that the

the role of women in national development by MP reflected in legislation and policy		seminars scheduled for 2020 did not take place due to the unavailability of MPs as well as the State of Emergency. This activity is expected to continue in 2021 after the General Elections.
Indicator 2.1.2: No. of MPs who implement SDGs-oriented community projects (SDG 5)	16 MPs	At least 23 MPs have 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	24	16
Indicator 2.2.2: Percentage of women elected in 2021 who received WILS support	50%	Progress will be documented after the 2021 General Elections and after training support is rendered.
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	Progress to be documented following the 2021 General Elections but registered female voters stands at

		62,298. With the \$2000 fine in place, a high number of votes cast by women in the 2021 elections is expected to be high.
Outputs 3.2: Strengthened leadership capacity of young women and new matai titleholders		
Indicator 3.2.1: Public perception of women's leadership	TBC	TBC Suggest that this be revised.
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	7 project briefs on project activities and 2 postcards on programme results published and disseminated. Also 4 pull up banners & 32 media articles on WILS activities published and disseminated.

Source: WILS Project Documents/Reports

Indicator Assessment Key:

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

Outcome 1: Strengthened opportunities for women's participation in leadership pathways.

The key initial activity carried out under Outcome 1 is the refresher TLDP Trainer of Trainers course for 22 individuals in December 2018. This subsequently led to the development of a "Samoanised" Leadership Programme that is relevant for village and district settings. This Programme has been used by local trainers contracted to deliver the VLDI trainings to over 400 individuals across Upolu and Savaii. The MTR notes the results generated from these VLDI trainings as articulated by those who were consulted. Separate VLDI trainings were conducted for women, men and youth thus ensuring a wide representation from the community

as well as working with and through different groups and individuals who can be champions in initiating positive changes through their BTIs. The MTR notes the significant changes that have taken place at individual and community levels as highlighted throughout this Report. In addition to the planned VLDI trainings, WILS facilitated a referral for two VLDI trainers to implement a leadership training for 15 staff of the Samoa Airport Authority staff in October 2019.

A new activity carried out under Outcome 1 is the professional training and promotional programme under the partnership with the SIOD. The aim of this activity was to enhance the capacity of women directors and increase the number of women participating as members of private and public executive boards. Furthermore, the objective of the promotional programme was to guide potential women executive board candidates through the application process in efforts to encourage them to apply for directorship positions in the future. During the MTR, the SIOD notes that there has not been an increase in women applying for directorship positions on Public Boards as hoped for. According to the SIOD the key reasons for the low number of applications from women are i) women choose not to apply because they already have other commitments such as positions on the Board for a family owned business and ii) women continue to delay the preparation and completion of application forms to the last minute and end up not being able to compile all the necessary documentations. Despite this, the MTR notes the usefulness of the SIOD programme in enhancing women's knowledge and skills in areas such as understanding statements, the roles and responsibilities of a director and how to effectively carry out those roles and responsibilities. Some PSC members who were consulted during the MTR have received positive feedback directly from participants confirming the usefulness of these trainings.

WILS also supported the Samoa National Council of Women (SNCW) in their organisational specific programme called: "Transforming the SNCW's leadership at all levels to solicit a transformational leadership (TL) movement for social change in village and districts". The support allowed the SNCW to translate its 1953 Constitution into Samoan before reviewing it through the use of transformational leadership processes and principles. Other SNCW activities that have been supported by WILS includes the expert roundtable to guide the community leadership survey that took place in May 2019, the development of a specific research on community leadership of which results will be used as baseline data on community leadership for the SNC member villages and the identification of BTI and training needs on transformational leadership with a focus on community leadership.

Another new activity supported by WILS as requested by the Government of Samoa was the participation of 1 Government official to the 63CSW in New York in March 2019 where discussions focused on issues of economic empowerment, safety and social protection highlighting best practices at the community level.

Outcome 2: Promoting political inclusivity and supporting women's political participation through a focus on development.

The first activity carried out under Outcome 2 are the 2 Seminars for the Parliamentarians that were held in August 2018 and April 2019. The main objective of the first Seminar which was attended by 23 Parliamentarians was to promote the role of the members in operationalizing the SDGs in Samoa. The second Seminar focused on the economic priorities of the SDS and was attended by 47 Members. WILS Project Progress Report for November 2018 notes that many of the participants indicated that they needed more opportunities to build their capacity so that they can effectively fulfil their roles. Unfortunately, the remaining 5 Seminars have not been carried out due to the unavailability of the Members. The MTR notes that the measles outbreak at the end of 2019 and the COVID 19 pandemic restrictions throughout 2020 have made it challenging for these Seminars to be completed. With the upcoming general elections, the MTR is of the view that it would be best to defer the remaining Seminars till after the elections.

A new activity supported by WILS under Outcome 2 is the participation of 5 Parliamentarians in a study visit for the Samoan Committee Chairs and Deputy Chairs through a 'south-south' initiative with the Parliament of Tasmania and the Federal Parliament of Australia.

The Training and Support Programme for enhancing the capacity of potential women candidates for the 2021 elections was designed by a local Consultant in October 2019. The first training activity under this programme was carried out in November 2019 in which 25 women attended. This was soon followed by two separate trainings in February 2020 – one on methods of communication in which 6 women attended and one in developing an effective campaign which was attended by 14 women. The MTR is of the view that the Training and Support Programme for potential candidates should have been designed and delivered much earlier to allow sufficient time for WILS to work with the potential candidates in preparing for the 2021 elections. Registration of candidacy was due in October 2020, thus giving WILS only 11 months to fully engage with the candidates. Despite the delays, the MTR notes the effectiveness and usefulness of the trainings. The MTR Consultant had the opportunity to sit in and observe

the methods of communication training and is of view that the training is of great value not only for potential women candidates but for any woman currently in or aspiring to be in leadership at any level.

Outcome 3: Increased civic awareness and public engagement in inclusive and effective political participation

Immediately after Project set up, WILS developed a draft Media Communication Strategy in October 2018 which was approved by the PSC in mid-2019. The Strategy has four main objectives focusing on:

1. Raising public awareness and understanding of the issues around women in leadership, and increasing community ownership in promoting examples of women's leadership;
2. Improving internal and external communications to support the visibility of the WILS, its activities and results.
3. Support and facilitate knowledge sharing, exchanges through traditional media, social media and roundtable discussions for the sustainability of the WILS Project visibility on its activities and results.
4. Strengthen the capacity of local institutions and the public to advocate for and promote quality leadership skills of local women.

WILS has been able to produce and disseminate 7 project briefs on project activities and 2 postcards on programme results. The Project has also developed 4 pull up banners that are displayed during project activities such as trainings and has published 32 media articles on WILS activities. The MTR is of the view that there has been insufficient material published specifically on project results. For instance, significant changes to individual's social norms and attitudes as well as changes to village governance structures as a result of WILS have not been well documented.

The MTR notes that there has been delays engaging a company to undertake the planned Media Survey under Outcome 3 due initially to the limited expression of interests received which meant that this piece of work needed to be re-advertised three times, with extended advertising periods each time. It is further noted that the ToR for the company was approved in June 2020 but Sampod, the winning company was only contracted in mid-November 2020.

WILS supported the GLOW Conferences in 2018 and 2019 in which about 240 young girls and more than 20 community women participated. The objective of the GLOW conferences is to empower girls and women with life and leadership skills as they progress along their education and career pathways. The initiative provides a safe space where girls can comfortably discuss issues that affect them as well as share their stories on the topic of Gender Based Violence (GBV). Part of the support provided by WILS enabled the production of an information brochure on GBV which was distributed in schools and published in the newspaper. The brochure contains important contact information for help that makes it not only a learning tool but a life-saving tool. Unfortunately, the 2020 GLOW Conference had to be deferred due to the COVID 19 pandemic restrictions.

Activities carried out under the partnership with the OEC directly contributed to the 128,939 total voter registrations for the 2021 General Election – an increase of about 13,000 from the 2016 General Elections. Of the 128,939 registered voters, 62,298 after females – an increase of about 6,700 from the 2016 General Elections. As part of the 2019 National Voters Day in March, the OEC organised a poem, speech and debate competition on topics related to the election process as well as the importance of women’s participation in politics. A mock election was also organised and conducted for students to experience how to correctly cast a ballot. In addition, the Samoa Rugby Union held a poem competition for colleges in Upolu to commemorate International Women’s Day in March 2019. Awareness workshops on the new Electoral Act 2019 were also carried out in 2019. Activities initially scheduled for 2020 could not be carried out due to the COVID 19 pandemic restrictions but the OEC managed to carry out infomercials and awareness activities via TV, radio and social media.

The WinLA proposal that was approved by the PSC in August 2019 focusses on assisting young aspiring women leaders through a mentoring programme by using the VLDI model. The MTR notes that the lead trainer’s contract was signed in May 2020 while UN Women work on recruiting the assistant facilitator. PMU confirms that as of the MTR, the assistant facilitator has not yet been recruited and the lead trainer’s contract expired in July 2020. There has been no progress on the implementation of WinLA activities.

Outcome 4: Sharing knowledge of Samoa’s experience in promoting women’s leadership

The key activity under Outcome 4 has yet to be implemented. A key factor contributing to the delay is the withdrawal of the National University of Samoa (NUS) who were awarded the contract to carry out the intended research to capture the experience of Samoan Women at all

levels of leadership. A significant amount of time was taken up by WILS to try and negotiate with NUS who wanted their contract payments to be paid directly to them instead of being channeled through the MoF as per the Government of Samoa's ODA requirements. Following the withdrawal of NUS from the Partnership, UN Women had to resort to a competitive process to identify a company to implement the research component. Further delays were experienced due to the COVID 19 pandemic and the lack of response from the market to the request for proposals (RfP) which was re-advertised three times.

The MTR also notes that UN Women's internal processes and requirements may have contributed to the low delivery rate. According to the PMU it takes several months for a TOR or Contract to be finalized and there are payments which were submitted in June which remain outstanding. For example, the PSC approved the re-advertisement of the Research component in August 2019, before the measles and COVID outbreaks but Sustineo has only been contracted at the start of December 2020. The MTR is of the view that having the Country Program Coordinator more involved at the country level could greatly facilitate the necessary processes.

How likely will the expected outcomes and objectives be achieved?

The focus of WILS is of long term nature particularly when it targets changing social norms, mindsets, attitudes and behaviors that have been in place for years. It is about '*transformational change*' and "*because transformational change is about you, it takes a while to do that*" (Current MP interviewed). Feedback from the consultations confirms that when WILS was designed, there was always the understanding that impacts would require a time span beyond the 3 years and that the work to be done during the Project's lifetime would pave the way for these changes to be realized in the future. As stated by a potential MP candidate:

"The real gist of the TLDP approach which not only looks at the surface of an issue but more importantly it seeks to change the underlying sets of beliefs and mindsets that keeps the systemic equity in place.....the easy one is the one on top (on surface), the more difficult and the more challenging one is the changing mindsets" Potential MP Candidate

Note: TLDP - Transformational Leadership Development Programme is a tool “designed to develop and unleash the capacity of women and men to create a future based on the universal values of equality, justice and dignity for all. The programme aims to develop leaders who are committed to enable the transformation of their organizations, institutions, societies and communities to provide durable solutions to the challenges of achieving gender equality”. TLDP Final Completion Report by Gulan Kripalani, 2018

Although the Project has made good headway with implementation of activities resulting in some substantial transformational changes at individual and community levels and that it has created a *good space for the conversations about women in leadership and empowerment to happen*, the MTR is of the view that more time is required in order for expected outcomes and objectives to be fully realised.

How can WILS do things better to maximise results? How can the Project further expand or maximise results already achieved?

The majority of the VLDI training programmes are being delivered at the district level where only 4 – 5 village representatives are able to attend. Depending on who these individuals are and their status and involvement in their communities, there are several challenges that arise when they return with their new found skills. Young trainees still lack the confidence to speak in council meetings to introduce or make suggestions regarding their proposed BTIs. In their view, the training would be more effective if the older matais and the key decision makers also participate and hear for themselves what the content of the training is.

“It was not easy when we returned after the training. We knew that the older matai will say that we are cheeky and that it is not our place to tell them what to change. It took a long time because we had to work with individual matais to get their support before our BTI was discussed at the village council. We reflected often on the ‘agatausili’ that were discussed in the training and that helped us be patient and persevere with our matter. But it would have been much easier if they (older matai) were also part of the training” Male Trainee

Both trainers and trainees have suggested that the programme should be and would be more effective if delivered at the village level. The MTR is of the view that this is an appropriate option only if WILS is extended especially given that the project has exceeded its target of the number of districts to receive training. The Project may however need to develop criteria for selection of villages given the limited funds and timeframe for effective implementation. An option is to look at the villages who have successfully implemented BTIs or those who have quality BTI concepts that have yet to be implemented.

A key aspect to maximising results already achieved is ensuring that ongoing support is provided to the individuals and communities who participate in WILS programmes. This is echoed by the trainers with one stating that:

*“it’s not so much the initial training that’s critical
but the ongoing support that is going to be the
litmus test as to whether things changed or not”*

During consultations with the trainees, it became apparent that there was confusion on how their BTIs would progress with a high number of individuals believing that UNDP/UN Women would return at a later stage with further support, mainly funding to implement these BTIs. They also expected a follow up visit not long after the training although this did not happen. This is confirmed through reports by the consultant engaged to carry out the BTI follow up in mid-2020. The MTR is therefore of the view that WILS ought to have an ongoing follow up support mechanism not only to track progress of results but to also offer encouragement and support to these stakeholders. This could involve a combination of activities such as regular follow up visits or workshops, post training forums and the creation of networks of alumni. Feedback from the Implementing Partners also noted the same concern regarding the limited follow up support as they thought UNDP/UN Women would have visited them both during and after the activity was delivered. Similarly, WILS does not have a follow up mechanism in place to track and ensure ongoing engagement of GLOW participants although there are GLOW Clubs set up and supported by the United States Peace Corps. The MTR is of the view that it would be of great benefit to WILS and UNDP/UN Women if WILS was able to track the progress of these girls who are potential candidates for leadership roles in the future, including political leadership. This could be done by setting up and supporting an alumni with perhaps an annual get together where the girls are provided with the opportunity to share their stories and journey following the GLOW conference and receive further encouragement, mentoring and advice. This will ensure continuity of results and will also provide UNDP/UN Women further opportunity to identify relevant initiatives that could be considered for supporting leadership pathways for these girls.

["After the first training we never saw them again until another lady came back recently and we thought the work we did was completing our proposals and that you were coming today to advise us of the status. If it has been approved and we will be getting funding to implement our project."] Female Trainee

["We expected UNDP to have follow up visits both during and after the activity. It's one thing to read a report but they won't get the full picture unless they come and see and talk to us"] Implementing Partner

["An area to be improved is for the BTI follow ups to take place not long after the training. It is important for the Project to facilitate practical options for translating BTIs into reality.....also important for UNDP to relook at the practicality of having just a few trainers doing all the follow ups"] Trainer

["UNDP needs to follow up on the progress of BTIs"] Female Trainee

There is also room to further expand the VLDI training programme to incorporate basic skills in project management including proposal writing, project planning, budgeting, reporting and monitoring. In this regard, it is recommended that WILS considers partnerships with organisations such as the Samoa Business Hub (SBH), SUNGO, Samoa Chamber of Commerce etc to deliver these components given that they currently offer these types of training. Participants conveyed that a single 4 days training was insufficient and prefer to have a series of short training modules throughout a long term.

["...4 DAYS TRAINING IS NOT ENOUGH FOR US TO BECOME TRAINERS. IT WOULD BE NICE TO HAVE HAD MORE TRAINING AFTER THE ONE WE HAD"] FEMALE TRAINEE

["THERE SHOULD ALSO BE TRAINING ON PROJECT MANAGEMENT AND MONITORING"] IMPLEMENTING PARTNER

["WE THOUGHT THERE WOULD BE ANOTHER TRAINING NOT ONLY TO REFRESH WHAT WE LEARNT IN THE FIRST ONE BUT ALSO TO BUILD ON FROM THE FIRST TRAINING"] FEMALE TRAINEE

Contextualising project activities is an important aspect to successful delivery and this has occurred to a high degree throughout the Project's lifespan. However, the MTR is of the view that there is room for further improvement particularly with regards to the content of the training programmes and WILS specific terminology or concepts. For example, the MTR noted that the trainers had different approaches to the usage of BTI. One group of trainers had translated BTI to mean the same as 'project' while another used the Samoan term 'fa'ama'ite'. As a result the majority of those who were trained by the first group automatically associated BTIs with tangible projects (committee houses, water tanks, vegetable gardens) that required tangible inputs such as funds and materials. In these cases, there is low to no progress as BTI owners were not aware of where and how they could access funding or were still waiting for UNDP to return with further support. On the other hand, those who had attended trainings where the term 'fa'ama'ite' was used to translate and describe a BTI focused on initiatives that targeted village governance and decision making structures and processes. Examples of successful BTIs of this nature include the following as noted during the MTR consultations:

"The training that we attended inspired us to initiate the BTI of 'fainuulelei' (good village governance) especially given the impacts of COVID19. Some of our villagers have lost their jobs. Our BTI looks at changing the traditional customs of funerals in our village. Part of our BTI is the banning of the traditional exchange of fine mats, money and food (si'i). The family of the deceased carry out the funeral arrangements without the usual traditional presence and attendance of the village (auala and tapuaiga). This lessens the burden on families. The whole village including our leaders have really welcomed this major change and we are certain that we will continue with this new practice, even after the COVID 19 restrictions. We are thankful to the Project for inspiring us and giving us the tools to make this change".

"The objective of our BTI is to lessen the financial burden on our village and families. We have six church ministers (faifeau) in our village and it was such a burden for families when it comes to funerals because they had to present the usual fine mats, food and money. At present, our village council has ordered that only the faifeau of the deceased is to attend the funeral instead of all six as per usual practice. There have since been three funerals and families are relieved and grateful for this new practice. We are now looking at other how we can apply the same to other customs such as like matai bestowals (saofa'i), weddings and birthdays".

The BTI component provides the trainees with an excellent opportunity to apply their learnings and becomes a vehicle for instituting changes that support improved pathways for women in leadership. The MTR is of the view that the BTI component is an important part of the VDLI programme as well as the WILS Project as a whole and that it is therefore necessary that the concept is clearly understood and that trainees are provided with necessary post training support to get their BTIs started. Some ways of addressing this include:

- organizing regular post reviews for the trainers where they are able to share and discuss their individual experiences on best practices and lessons learned;
- UNDP and UN Women clearly defining BTI in the context in which WILS operates;
- UNDP and UN Women clearly outlining minimum criteria for a BTI;
- as part of the training, provide basic information on potential sources of funding that BTI owners can access and the relevant criteria including form;
- provide post training and follow up support in collaboration with relevant organisations and Ministries.

A key feature of the VDLI programme is the ToT concept and the expectation that those who are trained are able to become trainers and return to their communities and carry out similar leadership training programmes. One respondent notes that ToT approach may have been “too lofty an expectation” for the majority of participants. The reports by the Consultant who carried out the BTI follow up confirms that none of the participants to these follow up session had gone on to conduct training themselves. Trainees who were consulted for this MTR also noted that the 4 days training was insufficient to prepare them to become trainers themselves but that they shared their experiences and new found knowledge and skills with their families, friends and fellow committee and village members. The MTR is of the view that although expectations on the ToT approach did not eventuate as initially expected, the informal approach by way of sharing through ‘talanoa’ sessions is an effective and successful approach particularly within the village context. As such, the MTR recommends that the current ToT approach be revised to include these informal approaches and that the successes that have taken place through these informal approach be documented.

What are key enablers and barriers to achieving the project objective(s)?

Table 2 below shows the key enablers and barriers to achieving the project objectives.

Table 2: Key Enablers and Barriers to achieving project objectives

Key Enablers	Key Barriers
i. The commitment by the Samoan Government, the Australian Government and the PUNOs to improving pathways for women's full participation in decision making and leadership at all levels.	i. Factors identified through the IPPWS and WILS as limiting women's leadership and progression to decision making roles at all levels continue to exist.
ii. The strong project oversight by the PSC and the extensive skills sets and experience of its members has provided strategic direction and advice to the PMU. The absence of PAG meetings does not seem to have impacted on the progress of project activities.	ii. Delays in the implementation of activities due to project set up activities. This particularly impacted on delivery of support programmes for potential candidates by significantly limiting the timeframe for WILS to work with potential candidates. The Measles outbreak and COVID 19 pandemic restrictions have also had an impact on the implementation of activities.
iii. The delivery modality (DIM) has proven to be an enabler particularly for UNDP outputs. The capacity of the PMU coupled with the use of local expertise has contributed to the successful delivery of activities and has also relieved Government Ministries from activities such as procurement.	iii. The Measles outbreak and COVID 19 pandemic have had an impact on the implementation of activities. Furthermore, having two separate sets of operation procedures and policies and systems posed several challenges. Internal UN Women processes and requirements do not allow for the Project Manager to access to UN Women system, however another member of the PMU has access. Since the Project Manager has a UNDP ATLAS access therefore, the same user cannot have two separate access, hence why a user access for the UN Women could not be created.
iv. The commitment of the PMU under the proactive leadership of the Project Manager has enabled strong partnerships across project stakeholders and has been the key factor that has	iv. Limited pool of and difficulty in attracting qualified consultants and organisations to undertake the work, particularly in the context of Covid-19 restrictions to travel.

enabled project activities to continue even in the midst of the measles and COVID19 crisis;

v. The utilization of local trainers and experts who understand the local context and are able to further contextualize project activities has contributed to effective delivery of these activities.

v. Lack of monitoring activities particularly post training to track progress of expected outputs such as BTIs and obtain feedback for continuously improvement. This has been exacerbated by the measles outbreak and COVID 19 pandemic.

vi. Having a dedicated Communications Coordinator for the WILS project under the UN Women output ensured a lot of media coverage for the project activities for both UNDP and UN Women. The technical assistance provided by the UN Women communications expert in Suva together with the WILS Communications Vetting Committee ensured quality communications materials/media coverage were prepared and disseminated.

vi. Absence of a post training/activity forum for local trainers and experts to review and reflect on lessons learned, best practices and experiences for continuous improvement purposes.

MTR Assessment of the Project's Progress towards Results

Based on the above assessment, the MTR assigns an overall rating of **Satisfactory (S)** to the project's progress towards the objectives and project outcomes on the basis that the project objective/outcome is expected to achieve most of its end of project targets, with challenges particularly in relation to the UN Women outputs as noted above.

3.3 Efficiency

The KEQ sought to answer the question: 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?

Management Arrangements:

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?

The MTR is of the view that UNDP and UN Women have undertaken their Project Management role with responsibility and in accordance with those proposed in the ProDoc. The Project has also utilised local capacity throughout implementation with local consultants engaged to contextualise the leadership training module, deliver the various training programmes, develop the training and support programme for female candidates, carry out the BTI follow up and conduct this MTR. Furthermore, some districts have utilised their own local experienced tailors to train their women under their sewing centre initiatives. Partnerships with key stakeholders have been developed and maintained throughout implementation. This was evident during the consultations when stakeholders from Government Ministries, NGOs, Australian Government, UNDP, UN Women, and the community acknowledged the hard work and support by the PMU and attested to the effective partnerships in place that have supported the implementation of activities even during SOE conditions. When referring to the relationship and support received from the PMU, one trainer stated,

‘The PMU staff were fantastic, the project management unit has been great in handling all the logistics’; ‘good support provided’

A noted shortfall is that the PMF does not accurately reflect the extent of the work carried out as well as some key activities such as the GLOW conferences and research component. A revised PMF is provided for consideration.

Work Planning:

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?

Annual work planning is results based and has been adapted where needed with appropriate budget revisions taking place due to several reasons. WILS was launched in April 2018, 16 months after IPPWS and project set up took about 5 months with funds being available in June and PMU staff recruited in July – August 2018. Implementation of project activities took place 5 months after project set up. This has particularly impacted the delivery of

programmes geared towards supporting potential women candidates for the 2021 general elections for which registration closed in October 2020. The impact of the measles outbreak in late 2019 and the COVID19 pandemic throughout 2020 has also caused further delays and in some cases incurred more costs than planned as the Project complied with SOE restrictions. For instance, the SIOD programme had to hire a bigger venue in order to observe social distancing and this was not budgeted for.

Finance:

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? How effective is the joint programming arrangements?

Table 3 provides an overview of the Project's overall financial position as of October 2020 indicating the mixed delivery between outcomes. This required AWP's to be amended and relevant budget revisions which were signed off by the PSC. It seemed that the delays in implementation of outcomes 3 and 4 stem mainly from the challenges associated with identifying local partners and suppliers to implement the research and advocacy components of the project as well as internal processes and requirements by UN Women.

Table 3: Summary of Project Finances as of October 2020				
Outcomes	Budget	Expenditure	Variance	Delivery (%)
Outcome 1	368,750.00	384,656.00	-15,906.00	104
Outcome 2	332,643.00	131,968.00	200,675.00	40
Outcome 3	404,650.00	102,528.00	302,121.52	25
Outcome 4	99,920.00	-	99,920.00	0
Project Management	417,551.00	289,400.00	128,151.00	69
TOTAL	1,623,514.00	908,552.48	714,961.52	56

Source: WILS Project Progress Reports

The MTR notes that on several occasions, when there were delays in the Project Cash Advances (PCA), Project Staff have had to meet some project expenses such as participant transportation allowances in order to avoid delays in implementation. These personal funds were however

reimbursed at a later stage and Project Staff were later advised against continuing this practice. The MTR did not explore this issue further and did not seek the views of UNDP finance staff to determine reasons for such practice. Although it enabled project activities to progress without further delay or harming relationships with stakeholders, the MTR is of the view that this does not align with best practices and requires attention so that funds are better managed. It is also MTR noted that one trainer used his own personal funds for village ‘usu’ as these cultural protocols although not encouraged and compulsory weigh significantly on the overall success of the project and creates rapport relationship with the host community.

A concern was raised by the local experts/consultants regarding the delay in them receiving payment for the services they render. The cause for delays in payment of these local consultants needs to be seriously considered and addressed.

Project-level Monitoring and Evaluation Systems:

How well has monitoring and evaluation been linked to the management processes? How effective are the project monitoring tools being used? Have sufficient resources being allocated to project monitoring and evaluation?

The PMF is the key monitoring tool for tracking progress against outcomes, outputs and targets. Project monitoring and evaluation activities are included in the Project AWP with resources allocated accordingly. The MTR is advised that one monitoring visit was conducted during implementation although a copy of the monitoring visit report was not made available during the MTR process. The Project could have benefited from more regular monitoring visits particularly with regards to following up BTI progress as this would have allowed the Project to identify the issues that were causing the delays in BTI implementation and make appropriate decisions to address them early. The MTR notes the challenges faced by the PMU as a result of the measles and COVID 19 and the impacts this had on staffing as well as the day to day work load.

Stakeholder Engagement:

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? To what extent has stakeholder involvement and public awareness contributed to the progress towards 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.

WILS has reached and engaged a wide range of stakeholders throughout implementation across all activities. The project has developed and leveraged the necessary partnerships with stakeholders at different levels to ensure sound project management. Generally, Government Ministries support the objectives of the project and there continues to be opportunity for them to have an active role in project decision making through representation on the PSC. The MTR Consultant was unable to meet with two of the Government focal points but given the progress made to date and the involvement of Government Ministries at different levels of implementation, the MTR is of the view that Government support remains.

The MTR notes that there were no significant risks or structural barriers that have jeopardized the full participation of women and girls in the project. Participation of women and girls in the project activities has been ensured by working with the MWCSD and through the Village Representatives and Village Women Representatives (Sui o le Nu'u and Sui Tamaitai o le Nu'u) on the selection of participants. The Project always ensured wide representation of men and women in these training. With the Village Women Representative (Sui Tamaitai o le Nu'u) always being one of the participants in most of the training, this made it easier for learnt messages from the training to be shared widely with fellow committee members upon the representative's return.

The decision to conduct separate trainings for men and women also allows for wider participation from women and girls and the GLOW activities provided an excellent opportunity and safe space for young girls to fully participate in the project. The training under the SIOD was also tailored to meet the needs of participating women who needed to drop and pick up their children from school. An issue that was raised by community stakeholders during the MTR Consultations is that the allowance received for attending the training was inadequate noting the high cost of transportation to get to the meeting venues, the irregularity of bus schedules and their valuable time taken away from their key duties back in the village.

Reporting:

Was adaptive management used or needed to ensure efficient resource use? Have project reports been produced accurately, timely and responded to reporting requirements? How well does the Project Team and partners undertake and fulfil UNDP funded reporting

requirements? Have lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Adaptive management changes have been reported by the PMU through AWP, Budget Revisions, project progress reports and project annual reports in addition to regular PSC meetings. The PSC meeting records received by the MTR Consultant confirms that the adaptive management process has been documented with the PSC noting and endorsing the changes proposed by the PMU. PSC decisions were then effectively and efficiently followed through. Project progress reports are also produced in a timely manner with PSC meetings conducted on time. Evidence from stakeholder consultations also suggests that the PSC is satisfied with how PMU meets its reporting responsibilities and that WILS annual reports have been submitted before the due date to the Australian Government. The MTR also notes that WILS makes timely annual contributions to the UNDP ROAR in December. As such the MTR finds that the reporting requirements by the Australian Government, UNDP and UN Women have been satisfactorily responded to.

Communications:

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?

There is apparent communication with stakeholders which has largely been conducted through emails, telephone calls and face to face meetings. Although documentation of this communication is not available, evidence from the stakeholder consultations suggests that communication with stakeholders has been reasonably effective and has enabled UNDP and UN Women to develop and maintain professional and cordial communication practices. The only area where there seems to be a high level of mis-communication is in relation to the BTIs. During the MTR, it was noted that during the BTI follow up conducted by a Consultant, stakeholders had construed that the next visit from the PMU would be the proposal writing and for some they were of the impression that the MTR Consultant was there to disperse funds for their BTIs. On the other hand, it was also noted that community stakeholders had a tendency of changing their phone numbers regularly, thus making it difficult for the PMU and the

Trainers to maintain regular contact. Furthermore, although the necessary mechanisms are in place for communicating project progress both internally and externally it is highly recommended that documenting success stories take place and that these be widely communicated through a combination of mediums.

The MTR is of the view that clearer communication to trainees/participants is needed on what WILS will support and what it will not. This could be done in the form of information sessions which could also include information such as:

"I came to this thinking today would be the day where we receive a response from the project regarding our identified project because we have been consulted several times, and we have been fundraising for our in kind contribution, but a bit disappointed to learn this is not the objective of this morning consultations, it's a review!" Female Trainee

- What an acceptable BTI is and is not,
- Options for grant and support mechanisms that trainees can access or go to,
- Details of organisations (and perhaps a contact person) that offer grants and support for the different types of village-based initiatives.

The WILS Communications Strategy approved by the Steering Committee put in place a Communications Vetting Committee responsible for the vetting and approval of communications materials such as project briefs, press releases, media articles, tv and newspaper advertisements and others. The development of these communications materials is led by the UN Women Communications Coordinator for the WILS project in collaboration with the UN Women Communications and Media Specialist in Suva.

MTR Rating for Project Implementation & Adaptive Management

Based on the above assessment, the MTR assigns an overall rating of **Satisfactory (S)** for Project Implementation & Adaptive Management on the basis that implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.

3.4 Future Focus and Implementation Arrangements

The KEQ sought to answer the question: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?

The Project Risk Log in the ProDoc identifies the important risks with appropriate risk ratings for the Project and was updated in 2019 and 2020 to reflect delays as a result of the measles and Covid-19 pandemic. It is however suggested that the Risk Log continue to be updated to reflect the risks instigated by health crisis such as the COVID 19 particularly given the potential longer term effects of the current State of Emergency situation on future project implementation. The PMU is commended for being able to progress project activities within the confines of the SOE and given the current outlook it is highly likely that remaining activities will have to be conducted in the same manner, thus posing some limitations.

Beneficiaries of project activities acknowledge the benefit of the project in advancing women in leadership and empowerment. There is consensus across all stakeholders that the activities of WILS remain relevant and key to encouraging women in leadership at all levels. Although the MTR finds it too early to determine the likelihood of continued benefits after the project, the results achieved to date look promising and should be maximised for long term impact. The realization of the many BTIs have been on hold due to the reasons discussed earlier and is highly dependent on the current interventions being made with the engagement of trainers to follow up their trainee's BTIs. This is particularly important for BTIs that are of capital nature and require external funding. The MTR is of the view that there is opportunity for PMU to improve documentation of lessons learned and success stories related to these BTIs.

Although the number of women registered for the 2021 general elections is lower than what the Project targeted, the initial understanding and intention at the outset of the Project with regards to the long term focus of outcomes needs to be kept in mind. The real impact of project activities relating to this target can only realistically be measured in the 2026 general elections and those that follow. WILS has provided an excellent platform that has generated ongoing discussion and interest in having more women in public leadership with some highly potential candidates identified for the 2026 elections.

Environmental risks such as natural disasters, extreme weather conditions and pests outbreak affecting agricultural developments continue to exist and will have extreme impact on the continuation of BTIs that are of this nature such as vegetable gardens. Risks associated with land tenure also impact on the success of BTIs that require land, for example Satufia Savaii where the project has been delayed due to land issues.

There is very limited conversation regarding the continuity of project initiatives and how results will be sustained to maintain long term impacts. PMU staff are employed for the

duration of the project and it is uncertain what will happen to them post WILS. The MTR is of the view that there needs to be an exit strategy in place. Part of this strategy should be the identification of a potential Implementing Agency (ies) as well as Champions at different levels of authority and influence who can carry on the work WILS has initiated.

MTR Rating for Sustainability

Based on the above assessment, the MTR assigns an overall rating of **Moderately Unlikely (MU)** which is based on the view that 3 years is insufficient time for long term results to be realised and that there is currently no strategy in place for the continuity of initiatives post WILS. As such, unless the Project is extended, there is significant risk that key outcomes may discontinue after project closure, although some outputs and activities such as the ‘Methods of Communication’ training and leadership training conducted by WILS trainers are likely to continue.

Options for Way Forward

In view of the above assessments, the MTR proposes three options for consideration as a way forward for WILS:

Option 1: Continue as is

The Project completes remaining activities with focus on the following key activities:

- Progress with a selected number of outstanding BTIs based on their viability. Direct them to potential sources of funds and facilitate the development of proposals and completion of forms for funding;
- Complete the research component and identify how to progress with findings and recommendations;
- Support registered female candidates with a focus on increasing the number of elected female candidates in the 2021 elections;
- Document and disseminate as widely as possible the lessons learned and success stories;
- Prepare for project closure.

Option 2: Extend the Project, maintain the overall project strategy but refocus project activities/coverage

The project is extended up to the 2026 general elections with the following key considerations:

- Maintain the overall project strategy with the three concepts of women in leadership, theory of change, and Samoanisation;
- Maintain the multifaceted approach to women in leadership at ALL levels;
- Progress with a selected number of outstanding BTIs based on their viability;
- Deliver outstanding activities such as the Media Survey, WinLA activities, MP Seminars and the Research and identify next steps to be implemented;
- Support registered female candidates with a focus on activities that would contribute to increasing the number of elected female candidates in the 2021 elections;
- Include more activities that focus on youth, for instance expanding GLOW conferences to include support and / or activities post conference, forums that target high school girls who are considering career pathways, parliament programmes (mock parliament) for youth and engaging young female graduates to work with female MPs;
- Track, follow up and support potential candidates for the 2026 general elections. This includes those who had confirmed candidacy for 2021 but withheld registration due to a number of personal reasons as well as new potential candidates;
- Expand the support rendered to SIOD to include all forms of Executive Boards/Committees and put in place appropriate mechanisms to capture data women representation on all these Boards/Committees;
- Consider the specific recommendations presented throughout the report under the different sections;
- Develop an exit strategy to ensure continuity of initiatives and sustainability of results.

Option 3: Extend the project but Re-focus Strategy

The project is extended up to the 2026 general elections (5 year extension) with the following key considerations:

- A complete change of the Project Strategy including project outcomes, outputs and activities to re-focus efforts on increasing the number of women who get elected into Parliament post 2026 elections.

4. RECOMMENDATIONS

The MTR recommends the following which are drawn from the analysis in the above sections:

Project Strategy

- 4.1 Review and update the Project PMF to accurately reflect the extent of the work carried out by WILS.

Project Implementation

- 4.2 Deliver the leadership training programmes at the village level and engage a strategic approach to selecting participants to ensure that the key decision makers in addition to wide representation from the village, participate. Full engagement of the village council, women's committee, church Ministers and their wives and youth leaders will contribute greatly to producing and sustaining positive results;
- 4.3 Develop a series of short term modules covering various but related topics to be delivered over a period of time in partnership with other organisations who already deliver these trainings. These could include basic project management, proposal writing, resource mobilization, financial literacy, project monitoring and reporting;
- 4.4 Expand the VLDI training to include aspects of basic project management, proposal writing and clarify during delivery where WILS role and support ends, what the expectations are of BTIs and the responsibilities of the trainees;
- 4.5 Enhance contextualization of the VLDI training to better suit the village context and ensure these are documented;
- 4.6 Set up a forum for the Trainers to get together for a debriefing and sharing of experiences and lessons learned so that delivery of training is continuously improved and strengthened;
- 4.7 Revise the ToT concept to recognize the informal approaches taken by trainees and the effectiveness of these approaches;
- 4.8 PMU to continue with their hands on approach to supporting the activities and that current arrangements that enables PMU presence during the activities remain;
- 4.9 WILS to track and document success stories to be shared widely with stakeholders;
- 4.10 Engage trainees who have successfully implemented their BTIs to share the experiences during training programmes;
- 4.11 UNDP / UN Women to carry out regular monitoring activities throughout implementation;

- 4.12 Develop an exit strategy to ensure continuity of initiatives and sustainability of results.

Way Forward

In addition to the above, the MTR recommends ‘Option 2 Extend the Project, maintain the overall project strategy but refocus project activities/coverage’ as the way forward for WILS. To consider extending the project up to the 2026 general elections with the following key considerations:

- Maintain the overall project strategy with the three concepts of women in leadership, theory of change, and Samoanisation;
- Maintain the multifaceted approach to women in leadership at ALL levels;
- Revise project outcomes to reflect the broader focus of women in leadership at ALL levels;
- Progress with a selected number of outstanding BTIs based on their viability;
- Expand the support rendered to SIOD to include all forms of Executive; Boards/Committees and put in place appropriate mechanisms to capture data women representation on all these Boards/Committees;
- Explore avenues to engage with women in Private Sector and strengthen networks that support and promote women business owners and entrepreneurs;
- Complete the research component and identify next steps to progress with findings and recommendations;
- Support registered female candidates with a focus on activities that would contribute to increasing the number of elected female candidates in the 2021 elections;
- Include more activities that focus on youth, for instance expanding GLOW conferences to include support and / or activities post conference, forums that target high school girls who are considering career pathways, parliament programmes (mock parliament) for youth and engaging young female graduates to work with female MPs;
- Track, follow up and support potential candidates for the 2026 general elections. This includes those who had confirmed candidacy for 2021 but withheld registration due to a number of personal reasons as well as new potential candidates.

Annex 1: WILS MTR 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></p> <p>How does the project address the problem and are the underlying assumptions accurate?</p> <p>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?</p> <p>Is the project country-driven? What is the level of country-ownership?</p> <p>What was the level of stakeholder involvement in project design?</p> <p>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</p> <p>Project Staff</p> <p>UNDP Website</p> <p>UN Women Website</p> <p>National strategies, policies and plans</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p> <p>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?</p> <p>Is the project internally coherent in its design?</p> <p>Are there any major areas of concern that require improvement?</p>	<p>Level of coherence between expected results and project design internal logic.</p> <p>Level of coherence between project design and project implementation approach.</p>		
<p><i>Performance Monitoring Framework:</i></p> <p>Has the Project been effective in achieving expected outcomes and objectives?</p> <p>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...)?</p> <p>How well have Project activities and progress been monitored and reported on?</p> <p>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.</p> <p>Level of monitoring activities.</p> <p>Consistency and level of reporting.</p>	<p>Project Documents</p> <p>Project Team</p> <p>Project progress reports</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>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></p> <p>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</p> <p>Project Team</p> <p>Project Trainers</p>	<p>Review and analysis of documents.</p>

<p>How likely will the expected outcomes and objectives be achieved?</p> <p>How can the Project further expand or maximise results already achieved?</p> <p>What are key barriers to achieving the project objective(s)?</p>		Project Stakeholders	<p>Interviews with Project Staff.</p> <p>FDGs with trainees.</p> <p>Key Informant Interviews</p> <p>Observations</p>
<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></p> <p>How effective has project management implemented the work plans/update plans to match modified conditions?</p> <p>How efficient are partnership arrangements for the project?</p> <p>Did the project efficiently utilise local capacity in implementation?</p> <p>To what extent have UN Partner Agencies ensured oversight and guidance?</p> <p>How can project management be improved?</p>	<p>Rate of delivery on AWP.</p> <p>Achievements against targets.</p> <p>Specific activities conducted to support development of cooperative arrangements between partners.</p> <p>Evidence that partnerships are effective and will be sustained.</p> <p>Level of national expertise utilised in implementation.</p> <p>Extent of oversight and guidance.</p>	<p>Project Documents</p> <p>Project Team</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>Observations</p>

	Lessons learned from activities implemented so far.		
<p><i>Work Planning:</i></p> <p>Were there any delays in project start-up and implementation?</p> <p>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.</p> <p>Extent to which delays impacted implementation.</p>	<p>Project Documents</p> <p>Project Team</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p>
<p><i>Finance and co-finance:</i></p> <p>How did the Project address its financial and economic sustainability in the medium to long run?</p> <p>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?</p> <p>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</p> <p>Project Team</p>	<p>Review and analysis of documents.</p> <p>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?</p> <p>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</p> <p>Project Team</p> <p>Project Partners</p>	<p>Review and analysis of documents.</p> <p>Interviews with Project Staff.</p>

Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.			
<p><i>Communications:</i></p> <p>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?</p> <p>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.</p> <p>Degree of communication with stakeholders throughout project implementation.</p> <p>Level of stakeholder awareness of project progress.</p> <p>Level of outreach and public awareness campaigns.</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>
4. Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

<p><i>Sustainability:</i></p> <p>Are the identified risks the most important ones this Project?</p> <p>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</p> <p>Project Team</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><i>Financial risks to sustainability:</i></p> <p>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</p> <p>Project Team</p>	<p>Analysis of documents.</p> <p>Interviews with Project Staff.</p>
<p><i>Socio-economic risks to sustainability:</i></p> <p>What are the social-economic risks to sustainability of project outcomes?</p> <p>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</p> <p>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</p> <p>Project Team</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><i>Institutional Framework and Governance risks to sustainability:</i></p> <p>Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?</p> <p>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></p> <p>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>

Annex 2: WILS MTR Report Audit Trail

The following is a template for the evaluator to show how the received comments on the draft MTR report have (or have not) been incorporated into the final MTR report. This audit trail should be included as an annex in the final MTR report.

To the comments received on 22.12.2020 from the WILS MTR

The following comments were provided to the draft Mid Term Evaluation Report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./comment location *	Comment/Feedback on the draft MTR report	MTR team response and actions taken
AM; UNDP	1	Title Page	Please use this as per approved Comms Strategy for WILS	Noted and changed
AM; UNDP	2	Title Page	Changed due date according to when it was received and NTF approved for extension	Noted. Date Changed for Final Report
AM; UNDP	3	Acronyms	Spelling error Assemble replace with "Assembly"	Noted and changed
AM; UNDP	4	Acronyms	Insert "N" in SNTA for Samoa National Teachers Association	Noted and changed
MS; UN Women	5	Acronyms	Insert "(Government of Australia) after "Department of Foreign Affairs and Trade"	Noted and changed
MS; UN Women	6	Acronyms	Insert "(Government of Samoa)" after names of Government Ministries – MFAT, MoF, MWCSO.	Noted and changed
MS; UN Women	7	Acronyms	Replace "Nation" with "Nations" to read "Participating United Nations Organisation"	Noted and changed
MS; UN Women	8	Acronyms	Insert UN Women : United Nations Entity for Gender Equality and the Empowerment of Women	Noted and changed
MM, UN Women CML; UNDP	9	Page 3, last para	"I believe this is 11% not 1%" Agree 10.5%	Corrected to 10% as per 2016 Census
AM; UNDP	10	Page 3, last para	"....she needs to hold a matai title which are normally acquired through direct appointments....." Remove "are" from the sentence	Replaced "are" with "is"
MM; UN Women	11	Page 4, top of page	22Can you share the evidence for this? Research by CSS at NUS can be a good reference document. https://www.dfat.gov.au/sites/default/files/samoa-overcoming-barriers-womens-participation-local-government-final-report.pdf	I have removed this statement as I cannot locate the document that I had sourced it from.
MM; UN Women	12	Page 4; paragraph 1	Insert "Convention on the Elimination of All Forms of Discrimination Against Women" next to acronym CEDAW.	Noted and changed
NL; UN Women	13	Page 4	Should be referenced – directly from https://www.un.org/womenwatch/daw/cedaw/	Noted. Reference added.

VL; UNDP	14	Page 5, paragraph 1	<ul style="list-style-type: none"> i. Insert a comma after UNDP. ii. Remove “under the overall leadership of the WILS Steering Committee”. iii. Insert “which provides overall oversight and guidance to the project,” after (PSC) – 2nd sentence. iv. Replace “Samoa government’s” with “Government of Samoa v. Add acronym MWCSO. vi. Add acronym (MOF). vii. Add - ; after (MFAT). 	Noted and changed all
MM; UN Women	15	Page 5, paragraph 1	Insert “United Nations Entity for Empowerment of Women” before “(UN Women)	Noted and changed
AM; UNDP	16	Page 5, paragraph 2	Add (2014-16) after (IPPWS) Project.	Noted and changed
MS; UN Women	17	Page 5, paragraph 3	<p>Replace “representation” with “in leadership positions”</p> <p>Grammar - Women’s instead of Women</p>	Noted and changed
MS; UN Women	18	Page 6, paragraph 1	Grammar – most instead of mostly	Noted and changed
MS; UN Women	19	Page 6, paragraph 2	<ul style="list-style-type: none"> i. Insert “in” after “5.1 and before “the Results Framework” ii. Grammar – “Framework” instead of “Framework’s” iii. Replace “release” with “realise” iv. Insert “as” after “well” to read “...policy dialogue as well as potential areas for joint programming...” 	Noted and changed all
VL; UNDP	20	Page 6, paragraph 2	<ul style="list-style-type: none"> i. Replace “aimed” with “aims”. ii. Insert “and” after “Engagement”. iii. Insert “Outputs” after “targets”; “of” after 5.1. iv. Remove ‘s from Framework’s. v. “Would be good to mention the output statements here”. vi. Insert “as” after “well” to read “...policy dialogue as well as potential areas for joint programming...” 	<p>Noted and:</p> <p>i, ii, iv and v changed</p> <p>iii removed “targets” and replaced with “Outputs”</p> <p>Noted. Wording from ProDoc has been used.</p>
MS; UN Women	21	Page 7, paragraph 1	“Developing” instead of “developing”	Noted and changed

VL; UNDP	22	Page 7; paragraph 1	Paragraph? Please mention this before the number, otherwise it is unclear what the number refers to	Noted and changed although MTR initially used same write up from the ProDoc for consistency.
MS; UN Women	23	Page 7, paragraph 2	“DFAT’s Strategy for Samoa’s Gender Country Program” - Check name of this document – doesn’t look correct	This is sourced from the ProDoc page 12.
VL; UNDP AM; UNDP VL; UNDP	24	Page 7; paragraph 3	There was no project audit. What would the Consultant mean by this? Tina, please advise if this is correct phrasing or if we are allowed to share recommendations with MTR consultant? Please advise her as needed. There should not be references to UNDP CO units, but only to “UNDP” as an entity.	MTR was advised that a project audit was recently conducted with findings/recommendations with UNDP. Statement has been changed to reference “UNDP” instead of “GPRU”
VL; UNDP	25	Page 7; paragraph 6	Please explain acronym. It is not included in the glossary/list of acronyms.	GLOW expanded and also included in list of acronyms.
AM; UNDP		Page 7; paragraph 6	Remove 39 and add 47 districts Remove three and add “five professional” trainings Add “and one promotional programme” Add “a Transformational Leadership Project by the Samoa National Council of Women (SNCW),” after SIOD Remove three and add “five” training and support programmes Add “female” after election	Noted and changed
AM; UNDP / MS; UN Women	26	Page 8; paragraph 1	Correct acronym for “Project Advisory Group”- PAG not PAC	Noted and changed
AM; UNDP		Page 8, paragraph 1	Add “budgets and reports” after workplans	Noted and changed
MS; UN Women CML; UNDP	27	Page 8; paragraph 1	Does the MTR think this governance structure should continue? Or could PAG be removed? UNDP suggests for the governance structure to remain for consensus reasons (to enable discussions before it becomes a decision, ie. Everyone has a say, everyone understands and everyone agrees	A PAG meeting has already been scheduled for Jan 2021. The MTR is of the view that the current governance structure should remain as is and that the Final Project Evaluation look at whether the PAG meetings added value to the project implementation.
VL; UNDP	28	Page 8; paragraph 2	i. replace “consisted” with “consists”; ii. replace “managed” with “manages” iii. What does this mean? (referring to “within constraints laid down by the PSC”)	Noted and changed both i and ii. For iii, refer to prodoc page 26. Reference has been added.
VL; UNDP	29	Page 8, paragraph 3	Any acronyms not mentioned previously should be spelled out.	All acronyms included in list of acronyms. MESC has now been included.
MS; UN Women	30	Page 8, paragraph 1	This does not seem to match the membership list referred to above – which was Govt of Samoa,	Refer to prodoc page 25:

CML; UNDP			Govt of Australia, PUNOs, SUNGO. Who is Executive and Senior Supplier? 2 separate groups (PSC-Exec, senior supplier and NGO) PAG – advisory group which includes academia, political and leadership, private sec and NGO comms.	The Executive refers to reps from PUNOs and Govt of Samoa. The Senior Supplier refers to Govt of Australia as the donor. Senior Beneficiary is SUNGO. Para 5 has been reworded for consistency.
MS; UN Women	31	Page 8, paragraph 3	Insert “the Australian Government” before the acronym “DFAT”	Noted and changed
VL; UNDP	32	Page 8; last paragraph	i. replace “will” with “was” ii. insert “to” after “also” iii. replace “will” with “was to”	Noted and changed all
VL; UNDP	33	Page 9; paragraph 1	i. Remove “will” and add “s” to “cover” ii. Replace “October” with “November” iii. Insert comma after 2020	Noted and changed all
VL; UNDP	34	Page 9; paragraph 2	Replace “has” with “have”	Noted and changed
MS; UN Women	35	Page 9, paragraph 3	i. Insert “the” after “provides” ii. “Organised” instead of “Organise”	Noted and changed both i and ii
VL; UNDP	36	Page 10, bullet point 2	Insert “related” after “project”	Noted and changed
MS; UN Women	37	Page 10, bullet point 4 of 2.5.1 Data Sources	Can this be more specific? Is this referring to results of the desk review? Referring to “Research”	Now reads “Desk Research conducted by the MTR Consultant;”
VL; UNDP	38	Page 10, bullet point 6	Insert acronym “FGDs”	Noted and changed
AM; UNDP	39	Page 10, paragraph 2	Please advise what documents have I missed to submit please, so I can provide.	Refer to the “List of Documents to be Reviewed by the MTR Team” in the “Guidance for conducting midterm reviews of UNDP-Supported, GEF Financed Projects”. These include documents such as the project audit report; PIF; UNDP Initiation Plan; Final UNDP Project Document and final GEF approval documents; Oversight Mission Reports; PSC Meeting Minutes; List of contracts and procurement items over ~\$5,000 USD This para has been reworded to reflect discussion with Project Manager.
MS; UN Women	40	Page 10, paragraph 2 of 2.5.1	Insert “Australian Government” before acronym “DFAT” in brackets	Noted and changed

VL; UNDP	41	Page 11, paragraph 2	Insert “State Of Emergency that is in effect in Samoa since March 2020 due to the COVID-19 pandemic”	Noted and changed
VL; UNDP	42	Page 11, second bullet point	Insert comma after Project Manager	Noted and changed
AM; UNDP/ MS; UN Women	43	Page 12, last paragraph	“into” instead of “in to”	Noted and changed
MS; UN Women	44	Page 13, paragraph 2	i. “Strategy for the Development of Samoa” instead of “Strategy for the Development of Samoa’s” ii. “Increased participation of women” instead “Increased participation women”	Noted and changed both i and ii
MS;UN Women	45	Page 14	Change font from 11 to 12	Noted and changed
VL; UNDP	46	Page 14; Quote 4	Remove extra “have”	Noted and changed
AM; PMU	47	Page 14, last quote	“earrings” instead of “earnings”	Noted and changed
VL; UNDP	48	Page 14, paragraph 1	Replace “at” with “in”	Replaced “spaces” with “levels”
AM; UNDP	49	Page 14, paragraph 1	Remove extra word “as”	Noted and changed
AM; UNDP	50	Page 14; last quote	Replace “in” with “on”	Replaced with behind
AM; UNDP	51	Page 16, Quote 1	Delete “was felt” after “I” and insert “felt” after “deeply”	Noted and changed
AM; UNDP	52	Page 16, Quote 2	Insert “under” before “supervision”	Noted and changed
AM; UNDP	53	Page 16, Quote 2	“pay” instead of “paid”	Noted and changed
VL; UNDP	54	Page 17, Quote 2	Please indicate who said this - female or male trainee?	Male Trainee has been inserted
AM; UNDP	55	Page 17, paragraph 1	Add “s” to “training”	Noted and changed
AM; UNDP/ MS; UN Women	56	Page 17, last paragraph	Insert “and UN Women” to “.....read although directly implemented by UNDP and UN Women”	Noted and changed
MS; UN Women	57	Page 18, paragraph 2	Replace “DFATs” with “the Australian Government’s”	Noted and changed
NL; UN Women	58	Page 18, last paragraph	UNDP does have a higher delivery rate, UN Women’s delivery is lower but as you have correctly highlighted we have had delays due to recruitment of consultants. The other challenge has been that NUS who were meant to deliver output 4 – pulled out. We lost quite some time trying to negotiate with them and they withdrew from partnership in 2019. Also there is no reference of work with OEC under outcome 3??	MTR agrees with the challenges noted in NLs comments but is also of the view that internal operational processes have had a bearing on delivery. PSC Meeting Minutes (Oct 2018) states “The Project Manager did not have oversight of the project and does not have access to UNW system. This funding arrangement is administered separately between UNDP (Apia, Samoa) and UNW (Suva,

				<p>Fiji)” and “UNDP and UNW having separate set of operating policies and procedures and operating systems continue to be a challenge”</p> <p>Further text has been added under “What is the level of progress made for each of the activities?” to reflect the progress of various activities under each outcome.</p>
AM; UNDP	59	Page 19, paragraph 1	Insert comma and “for” after “Outcome 4”	Accepted change suggested by UN Women
MS; UN Women	60	Page 19, paragraph 1	Remove “implementation” after “which” and insert “which are expected to commence implementation at the start of 2021”	Noted and changed
MS; UN Women	61	Page 19, last paragraph	Suggest that MTR could also recommend updating the outcomes for the project - to reflect broader focus on leadership at all levels.	MTR recommends that the PMF be updated accordingly to reflect the full scope of activities that have taken place – this would include outcomes, activities, indicators and targets.
AM; UNDP	62	Page 19, Table 1	Please note page 5 of TOR bullet point 1 under Performance Management Framework states •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. Similarly on page 6 bullet point 4 states “...Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.	A recommended revised PMF is provided for consideration which includes recommended indicators.
MS; UN Women	63	Page 19, Table 1	Does the MTR recommend a new indicator relating to BTIs?	Refer to comment above
AM; UNDP	64	Page 19, Table 1	<p>i. 12 instead 13 districts</p> <p>ii 47 instead of 39 districts</p> <p>iii. 19 instead of 6 training</p> <p>iv. 28/42 (66%) of women directors were supported by WILS trainings.</p>	<p>Noted and changed i, ii, iii</p> <p>For iv the PMF has an indicator of “10% increase of baseline” with baseline being “24%” which refers to “24% of public sector boards are women i.e. 43 women”. The MTR reads the indicator as “10% increase in the number of women directors on public sector boards” and NOT the number of women directors supported by WILS. Feedback during the MTR</p>

				indicates that there has been a 5% increase.
AM; UNDP VL; UNDP AM; UNDP	65	Page 20, Table 1	<p>Can be answered from research</p> <p>Can you provide Margaret with the figures?</p> <p>The research will start in 2021, so progress would be documented after research has been completed.</p> <p>17 not 16 women candidates who run in the 2021 elections supported by WILS</p>	<p>Current Progress has been reworded, noting that the upcoming Research will provide the figures.</p> <p>Noted and changed</p>
MS; UN Women	66	Page 21, Table 1	Recommend amending indicator to something that can be measured for output 3.2	A recommended revised PMF is provided for consideration which includes recommended indicators.
MM; UN Women	67	Page 21, Table 1	Can you define what a media brief is please? I would assume it is a knowledge product with clear explanation of the activities of the project. I have not seen 32 briefs unless there is a different definition?	The #32 was sourced directly from Annex B – Summary of Media on WILS, Annual Progress Report (Jan – Dec 2019). The Project Manager has since clarified that WILS has produced 7 project briefs on project activities, 2 postcards on programme results, 4 pull up banners & 32 media articles activities published and disseminated. This is now reflected in the Table 1.
VL; UNDP AM; PMU	68	Page 21; Quote 1	<p>What is TLDP?</p> <p>Transformational Leadership Development Programme – its tools and methodology were used to develop the contextualized Village Leadership Development Initiative</p>	A footnote has been inserted to explain what TLDP is and it is now included in the list of acronyms.
MS; UN Women	69	Page 22, paragraph 1	Suggest MTR could also recommend that outcomes be amended to reflect changes at community level that project is seeking to influence	Addressed through the revised PMF
NL; UN Women	70	Page 22, paragraph 2	A lot of focus on this section on the trainings – add findings from Output 3- partnership with Office of the Electoral Commission (OEC)	Further text has been added under “What is the level of progress made for each of the activities?”
MS; UN Women	71	Page 22, paragraph 3	Would be good to include some further info about the BTIs. What was commonly done as a BTI? How many were undertaken? Should this continue as an aspect of the project.	Refer pg 35 for examples – 2 distinct groups: those which required capital inputs (women’s committee centers, vegetable gardens etc) and those that required decision making to change usual governance structures and processes.

				MTR did not look at the specific numbers but referenced the Consultant's report and notes mixed progress. Further text has been added on page 36 regarding MTRs view on continuation of the BTI aspect.
NL; UN Women	72	Page 22, last paragraph	Can the reasons be given? Why would it be more effective? What would be the objectives/changes that would result from this, links to current project TOC. Also how sustainable is this strategy?	Refer to para 1 for reason
MM; UN Women	73	Page 22, last paragraph	This is a major aspect to consider considering the cost and time needed for effective delivery. Perhaps it would be better to choose key villages that are also political hubs that can act as influencer instead?	The MTR has recommended that if there is a second phase, that delivering at village level be considered based on feedback by both trainees and trainers. This is raised in several reports tabled with the PSC. It is further recommended that criteria for the selection of these villages be developed.
AM; PMU	74	Page 23, paragraph 1	i. insert UN Women after UNDP ii. "alumni" instead of "alumni's"	Noted and changed both i and ii
MM; UN Women	75	Page 23, paragraph 2	There is a follow up mechanism and support network for GLOW participants via GLOW clubs supported by Peace Corps but WILS has not funded these which would guarantee village based continuous support.	Agree but MTR is of the view that it would be of great benefit to WILS and UNDP/UN Women if WILS was somehow able to track the progress of these girls who are potential candidates for leadership roles in the future – including political leadership. Setting up an alumni with perhaps an annual get together – eg a luncheon where selected individuals can share their stories/journeys. This could also address concerns expressed regarding the "use of WILS funds as donation" or WILS being "viewed as a grant facility".
AM; PMU	76	Page 23, quote 2	I think UN Women should be reflected together here with UNDP as the GLOW is UNWomen activity and the VLDI trainings is both agencies.	Noted. Have inserted UN Women after UNDP to reflect this.
AM; PMU	77	Page 23, last paragraph	Insert "reporting" after "budgeting"	Noted and changed

AM; PMU	78	Page 24, quote 3	Correct spelling of “female”	Noted and changed
AM; PMU	79	Page 24, paragraph 1	Insert “UN Women” after UNDP	Noted and changed
MM; UN Women	80	Page 24, paragraph 1	SBH, SUNGO, and a variety of other organizations offer these type of courses. Implementing partners could be brought on to deliver this type of training.	Agree. Paragraph has been revised to reflect this.
MM; UN Women	81	Page 24, paragraph 2	Example please.	Examples provided
AM; PMU	82	Page 24, last paragraph	“Consultant” instead of “consultation”	Noted and changed
NL; UN Women	83	Page 25, paragraph 2	Insert paragraph regarding delays to implementation of Outputs 3 and 4.	The suggested paragraph has been included under “What is the level of progress made for each of the activities?” on page 19.
VL; UNDP AM; PMU CML; UNDP	84	Page 25, Key Enabler ii of Table 2	<p>Yet, stakeholders felt the absence of PAG meetings as a gap and advocated at the PSC and through letters that there would be much value added if the PAG was established.</p> <p>WILS will schedule a PAG meeting in Jan 2021</p> <p>Suggest living the governance structure as is. A decision was passed in the PSC to activate this committee which the PMU have planned for Jan 2021</p>	The MTR is of the view that the absence of PAG meetings did not have an impact on the progress of implementation. WILS has scheduled a PAG meeting for Jan 2021. The MTR recommends that the governance structure remain as is for the remainder of the project and that the Final Project Evaluation looks at whether the PAG added value to project implementation and make necessary recommendation should the project be extended.
AM; PMU/ CML; UNDP	85	Page 25, Key Enabler iii of Table 2	“DIM” instead of “NIM”	Noted and changed
AM; PMU	86	Page 25, Key Barrier ii of Table 2	Delays also due to measles outbreak related SOE in Samoa which was then followed by COVID-19 related restrictions – should be added here	Noted and included
AM; PMU	87	Page 25, Key Barrier iii of Table 2	Insert full-stop after Fiji	Key Barrier has been reworded.
MS; UN Women	88	Page 26; Key Enabler i. of Table 2	“The commitment by the Samoan Government, the Australian Government....” Delete “DFAT”	Noted and changed
MS; UN Women NL; UN Women	89	Page 26; Key Barrier iii of Table 2	<p>We do not accept that this is what has caused the project delays.</p> <p>This is not totally correct, Project Manager provides key advice and oversight on project implementation and direction. Planning and strategizing on implementation is done in consultation with UN Women Fiji MCO. UN Women Fiji MCO approves budget on UN</p>	The MTR is of the view that UN Women internal processes has had an impact on the delivery rate thus has been a barrier not only to implementation, delivery but also to the effectiveness of joint

			<p>Women's components of activities and provides quality assurance and ensures UN Women policy and procedures are followed.</p> <p>This is not correct, Joint Project Manager provides key advice and oversight on project implementation and direction. Planning and strategizing on implementation is done in consultation with UN Women Fiji MCO. UN Women Fiji MCO approves budget on UN Women's components of activities and provides quality assurance and ensures UN Women policy and procedures are followed.</p>	<p>programming. PSC Meeting Minutes state that "The Project Manager did not have oversight of the project and does not have access to UNW system. This funding arrangement is administered separately between UNDP (Apia, Samoa) and UNW (Suva, Fiji)" and "UNDP and UNW having separate set of operating policies and procedures and operating systems continue to be a challenge"</p> <p>Feedback from PMU with examples together with the evidence in delivery provides basis for this statement.</p> <p>Even with Measles and COVID 19, Outputs 1 and 2 have made significant progress compared to Outputs 3 and 4.</p> <p>The MTR has re-worded the statement but moving forward this is something that needs to be re-looked at.</p>
MM; UN Women	90	Page 26; Key Barrier iii of Table 2	Having the CPC involved more at country level would facilitate decision-making at country level as well as communicating with staff in Suva.	Agree and included in write up on page 19
MM; UN Women	91	Page 26; Key Barrier iv of Table 2	Measles and COVID-19 SoE has also limited ability to monitor activities and support BTIs this should be noted.	This has been reflected in Table 2 but the MTR notes that even before the measles at the end of 2019 there was very limited monitoring activities. PMU reports that only 1 monitoring visit was conducted by a non WILS staff (Mr. Frank Lesa) and the situation with BTIs reflects the limited monitoring that took place. Could the likes of UNDPs PMSU staff support WILS by conducting site visits?
NL; UN Women	92	Page 27; Paragraph 1	Suggest re-wording – there have been delays in UN Women delivery due to NUS withdrawing from partnership. NUS had a partnership agreement with UN Women to implement the research component however chose to withdraw	This issue has been included in the write up on page 19. The MTR has reworded the overall rating to make reference

MM; UN Women			<p>as they did not want Min for Finance to manage funds. As per Samoa ODA requirements funds to govt entities have to be managed by Min of Finance. Time was spent negotiating with NUS however NUS withdrew from agreement. UN Women had to advertise in 2020 – advertisement was first delayed due to Covid-19 pandemic and then was re-advertised three times due to lack of applicants.</p> <p>This needs to be rephrased. “Challenges to particular outputs were noted and should be of focus for second phase of delivery” etc...</p>	<p>to this issues by including “...as noted above.”</p> <p>The MTR cannot pre-empt that there will be a second phase although this is the recommendation. Paragraph has been reworded as “....with challenges particularly in relation to the UN Women outputs as noted above.”</p>
AM; UNDP	93	Page 27; paragraph 3	Insert 2019 after “July – August”	The MTR believes that the correct year is 2018 which has been inserted.
MS; UN Women	94	Page 27; paragraph 3	<p>i. Insert “...and UN Women have”</p> <p>ii. Insert “the Australian Government” and remove DFAT</p> <p>iii. Insert (consisting of both UNDP and UN Women) after PMU</p>	Noted and changed
VL; UNDP	95	Page 28, last paragraph	<p>@Alanna, is it indeed so that PMU staff paid participant allowances out of their own pockets? Or is this referring to PCA and the Consultant may have misunderstood?</p> <p>Due to delays in receiving the PCA on time and because we did not want implementation to be postponed, there were cases where we had to use personal money to cover for participant transportation costs noting that the personal money used will be reimbursed upon receipt of the PCA. Although we were advised against this practice later.</p>	This has been reworded for clarity.
MM; UN Women	96	Page 28; paragraph 1	This is not clear. GLOW conferences have been successful until the SoE and COVID-19 response prevented delivery in 2020. This does not reflect the good work done in 2018 or 2019. Please add proper review of GLOW.	<p>The sentence states that the PMF DOES NOT accurately reflect key activities that HAVE taken place which includes the GLOW Conferences and that it (PMF) should be updated to do so.</p> <p>Further text has been added under “What is the level of progress made for each of the activities?” to provide more details on GLOW.</p>
NL; UN Women	97	Page 28; last paragraph	Re-word the last paragraph to state that the delays to outputs 3 and 4 stem mainly the	MTR has reworded the paragraph to include this

			challenges with identifying local partners and qualified suppliers to implement research and advocacy components of the project.	but MTR is also of the view that UN Women internal processes have also impacted on delivery.
VL; UNDP	98	Page 29, KEQ	Could Margaret elaborate a little more on structural barriers and ways to minimize them? This is currently missing.	There were no significant risks or structural barriers that have jeopardized the full participation of women and girls in the project. The Project has adapted activities well to ensure full participation of women and girls. Paragraph has been rephrased.
MS; UN Women	99	Page 29; paragraph 2	Replace “uses” with “used”	Noted and changed
AM; PMU	100	Page 30; paragraph 2	i. Insert “and Village Women Representatives”, ii. Add “s” to “training”, iii. Add “s” to “member”	Noted and changed i, ii and iii
AM; PMU	101	Page 30; Paragraph 2	Incomplete Sentence	Noted and removed
AM; PMU	102	Page 30; last paragraph	I will share these if they were missing from the files shared with MTR consultant.	Paragraph has been reworded following receipt of PSC meeting minutes.
AM; PMU	103	Page 31; first sentence	WILS annual reports have been submitted before the due date to DFAT on 27th Feb each year, contributions to the UNDP ROAR each year in Dec.	Text has been woven into the paragraph.
MS; UN Women	104	Page 31; last paragraph	Replace DFAT with “the Australian Government”	Noted and changed
AM; PMU	105	Page 31, last quote	“from” instead of “form”	Noted and changed
AM; PMU/ NL; UN Women	106	Page 32; paragraph 1	Insert “and UN Women” after UNDP	Noted and changed
NL; UN Women	107	Page 32; paragraph 1	VLDI trainings & BTIs have also been implemented under UN Women components of the WILS project. UN Women should be added in the narrative text. OR is this specific to VLDI & BTI Under UNDP components??	The MTR has removed UNDP and replaced it with PMU.
MM; UN Women	108	Page 34; paragraph 1	Phase two design should include information sessions on the different grant and support mechanisms that exist for village-based initiatives and BTIs. This can help mitigate the expectation that WILS is meant to fund projects (which it cannot as it is not a grant mechanism) but can also increase partnership level between other organizations that provide support desired by BTI and participants.	Noted. This has been included in write up on page 32 under “Communication”
AM; UNDP	109	Page 32, paragraph 2	The Project Risk Log was updated in 2019 to reflect the measles and again in 2020 to reflect the Covid-19. Will provide document as evidence.	Screenshots of the updated Project Risk Log were received by email on the 8 January 2021. Paragraph has been updated accordingly.

VL; UNDP	110	Page 35, Recommendations	The recommendation above that an exit strategy should be developed is missing in the list below. Suggest to add this.	Agreed. This has been included.
MM; UN Women	111	Page 36; point 6.3	These already exist via existing organizations as mentioned before. Better to support those organizations that reinvent the wheel.	Agreed. Reword point to reflect this.
NL; UN Women	112	Page 37; point 6.10	Should be joint project monitoring – Project Manager & Project Associate are joint UNDP & UN Women staff.	Noted and changed
MS; UN Women	113	Page 37	Insert “Amend Outcomes and the PMF to reflect this broader focus on leadership at all levels”	The MTR is of the view that the outcomes (except Outcome 3) do reflect the broader focus on leadership at all levels. Outcome 3 is specific towards political participation.
MM; UN Women	114	Page 37; Way Forward	<p>There has been little mention of key areas of success that should be included such as:</p> <p>1) Institute of Directors Trainings for SOE which should be expanded to incorporate All forms of Executive Committess (NGOS and Project led).</p> <p>2) Cross Pollination of areas to help empower women such as included GBV information sharing including access to services and knowledge about las that protect women, Disaster Response training which can give women strengthened contribution to decision making process in planning, and Economic Empowerment opportunities and training that could strengthen the value and contribution of women at village level.</p> <p>I would also like to see mention of one key area that has been completely absent in WILS design and should be considered for phase two and for extension which is engaging with women in Private Sector and strengthening networks for Female business owners and entrepreneurs. Currently, there is no organization that is focused on supporting and promoting women entrepreneurs or training young women to consider entrepreneurship. Supporting the creation of a Women’s Business Network would be a clear and needed outcome that can be supported by UN Women. There has also been very little research done on the challenges and paths to success for women in the private sector or any recent research done on women’s contribution to the informal sector which would be key to helping design support that could reach women in village based initiatives. This is an area that needs deliberate and focused attention and would be an excellent space for WILS to expand in.</p>	<p>Point 1 has been included under ‘Way Forward’</p> <p>I am not clear on point 2. Suggest that UNDP and UN Women discuss this further prior to formalising an extension if the MTR recommendation is accepted.</p> <p>I have inserted the following statement “Explore avenues to engage with women in Private Sector and strengthen networks that support and promote women business owners and entrepreneurs” UNDP / UN Women to further discuss should the project be extended as per MTR recommendation.</p>
AM; PMU	115		Add Alanna Mapu to list of individuals consulted	Noted. List has been updated accordingly.

** The page number noted in the audit trail table is the page number of the document that the comment was made on. The number may have changed on this final report document as a result of the MTR addressing the comments.*

Annex 3: WILS Performance Monitoring Framework (Revised by the MTR)

MTR v. December 2020

Project Goal	Strengthened Women's Leadership and Gender Equality in Samoa
Relevant Policy Frameworks Related national development priorities:	
<u>National</u> <ul style="list-style-type: none">• Strategy for the Development of Samoa (SDS) 2019-20 Outcome 8: Social Institutions Strengthened - Empowering communities to lead inclusive development for improving quality of life for all.• Samoa's Community Development Plan (2016-21) Outcome 1: Improved Inclusive Governance at all levels.• Samoa National Policy for Gender Equality (2016-20) Policy Priority Outcome 4: Increased participation of women in public leadership and decision making.	
<u>Regional</u> <ul style="list-style-type: none">• UN Pacific Strategy 2018-22 Outcome 2: Gender Equality - By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and rights in social, economic, and political spheres, contribute to and benefit from national development, and live a life free from violence and discrimination; and Outcome 5: Governance and Community Engagement - By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.• SIDS Accelerated Modalities of Action [S.A.M.O.A.] Pathway 27(h): Promoting and enhancing gender equality and women's equal participation, including in policies and programmes in the public and private sectors in small island developing States.• DFAT Strategy: To improve gender equality in Samoa.	
<u>Global</u> <ul style="list-style-type: none">• Agenda 2030 Sustainable Development Goals<ul style="list-style-type: none">- <i>SDG 5 (Gender)</i>• UN Women Global Strategic Plan 2018-2021<ul style="list-style-type: none">- <i>Outcome 2 (Women lead, participate in and benefit equally from governance systems)</i>- <i>Output 4 (More women of all ages fully participate, lead and engage in political institutions and processes).</i>	

Outcome 1: Strengthened opportunities for women's participation in leadership pathways	Outputs 1.1: Enhanced leadership capacity of women at all levels Indicator 1.1.1: No. of districts that undertook leadership training for women [by disability; age; geographical location] <i>(Revised)</i>	
	Targets: Cumulative 12 districts by 2021 Value: 4 Target Year: 2019 Value: 4 Target Year: 2020 Value: 4 Target Year: 2021 Baseline: Value: 0 Year: 2018 Source: Project documents	Responsibility Consultant Training Project Coordinator Means of Verification Activity & training reports Frequency Quarterly
	Indicator 1.1.2: Number of women trained under WILS and participating in village or district development committees (DDP, Education, Water, Infrastructure, etc.) [by disability; age; geographical location] <i>(Revised)</i>	
	Targets: Cumulative 15 women by 2021 Value: 5 Target Year: 2019 Value: 5 Target Year: 2020 Value: 5 Target Year: 2021 Baseline: Value: 0 Year: 2018 Source: Project documents	Responsibility Project Coordinator Means of Verification Activity reports Annual reports Frequency Quarterly
	Indicator 1.1.3: Number trainings offered by external organizations who incorporate WILS messaging and methodology into their programmes [by female/male; disability; geographical location] <i>(Revised)</i>	
	Targets: Cumulative 10 trainings by external organisations Value: 3 Target Year: 2019 Value: 4 Target Year: 2020 Value: 3 Target Year: 2021 Baseline: Value: 0 Year: 2018 Source: Project documents	Responsibility Project Coordinator Means of Verification Organisation reports Attendance sheets Frequency Quarterly
	Indicator 1.1.4: Number of women in executive boards (public & private) who completed formal leadership trainings supported by WILS <i>(Revised)</i>	
	Targets: Value: 10% increase of baseline Target Year: 2021 Baseline: Value: 24%* Year: 2017 Source: Institute of Directors report <i>* 24% of public sector boards are women i.e. 43 women</i>	Responsibility Project Coordinator Means of Verification Organisation reports Attendance sheets Frequency Quarterly
	Indicator 1.1.5: Increased number of matai women actively participating in village councils [age; disability; geographical location] <i>(Revised)</i>	
	Targets: Cumulative 700 matai women actively participating in village councils by October 2022 Value: 690 Target Year: 2021 Value: 700 Target Year: 2022 Baseline:	Responsibility Project Coordinator Means of Verification MWCS Reports Surveys

	Value: 669 Year: 2015 Source: MWCSD: Women Matai & Leadership Survey	Frequency Annually
	Output 1.2: Improved community support and governance mechanisms (NEW) Indicator 1.2.1: Number of men trained under WILS who initiate positive change [by disability; age; geographical location]	
	Target: Cumulative 20 trained men who initiate positive change by October 2022 Value: 5 Target Year: 2019 Value: 5 Target Year: 2020 Value: 5 Target Year: 2021 Value: 5 Target Year: 2022 Baseline: Value: 0 Year: 2018 Source: Project documents	Responsibility Project Coordinator Means of Verification Activity reports Annual reports Frequency Quarterly
	Indicator 1.2.2: Number of youth trained under WILS who initiate positive change [by disability; age; geographical location] (NEW)	
	Target: Cumulative 20 trained youth who initiate positive change by October 2022 Value: 5 Target Year: 2019 Value: 5 Target Year: 2020 Value: 5 Target Year: 2021 Value: 5 Target Year: 2022 Baseline: Value: 0 Year: 2018 Source: Project documents	Responsibility Project Coordinator Means of Verification Activity reports Annual reports Frequency Quarterly
	Indicator 1.2.2: Number of BTIs that are successfully implemented [female/male; geographical location] (NEW)	
	Target: Cumulative 15 successfully implemented BTIs by October 2022 Value: 0 Target Year: 2019 Value: 5 Target Year: 2020 Value: 5 Target Year: 2021 Value: 5 Target Year: 2022 Baseline: Value: TBC Year: 2020 Source: BTI Follow Up Reports by Consultants/Trainers	Responsibility Project Coordinator Means of Verification Activity reports Annual reports Frequency Quarterly
Outcome 2: Political inclusivity and women's political participation promoted and supported (Revised)	Outputs 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted Indicator 2.1.1 MPs level of understanding of their parliamentary roles [by female/male] (Revised/NEW)	
	Targets: 83% of MPs indicate improved level of understanding of their parliamentary role by October 2022 (Revised) Value: 82% Target Year: 2021 Value: 83% Target Year: 2022 Baseline: Value: 82% of MPs Year: 2020 Source: Seminar Evaluation Report	Responsibility Project Coordinator Means of Verification Seminar reports Legislations, policies Frequency Quarterly
	Indicator 2.1.2: MPs level of understanding of the role of women in national development (Revised/NEW)	

	<p>Targets: 83% of MPs indicate improved level of understanding of the role of women in national development by October 2022 (Revised) Value: 82% Target Year: 2021 Value: 83% Target Year: 2022</p> <p>Baseline: Value: 82% of MPs Year: 2020 Source: Seminar Evaluation Report</p>	<p>Responsibility Project Coordinator</p> <p>Means of Verification Seminar reports Legislations, policies</p> <p>Frequency Quarterly</p>
<p>Indicator 2.1.3: No. District Development Committees (DDCs) that have women representation (SDG 5) (Revised)</p>		
	<p>Targets: Cumulative 10 DDCs by October 2022 (Revised) Value: 4 Target Year: 2019 Value: 2 Target Year: 2020 Value: 2 Target Year: 2021 Value: 2 Target Year: 2022</p> <p>Baseline: Value: 1* Year: 2018 Source: MWCS D Report * 1 out of 16 District Committees established</p>	<p>Responsibility Project Coordinator</p> <p>Means of Verification Activity reports MWCS D DDP reports</p> <p>Frequency Quarterly</p>
<p>Indicator 2.1.4: Number of MPs and Parliament Staff supported by WILS through South-South training or other form of capacity development [by female/male; disability] (NEW)</p>		
	<p>Targets: Cumulative 9 MPs and Parliament Staff supported by October 2022 (NEW) Value: 5 Target Year: 2020 Value: 2 Target Year: 2021 Value: 2 Target Year: 2022</p> <p>Baseline: Value: 5 Year: 2018 Source: WILS Project Progress Reports</p>	<p>Responsibility Project Coordinator</p> <p>Means of Verification Activity reports Seminar/Training Reports</p> <p>Frequency Quarterly</p>
<p>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</p>		
	<p>Targets: Value: 24 Target Year: 2021</p> <p>Baseline: Value: 24 Year: 2016 Source: IPPWS</p>	<p>Responsibility Project Coordinator</p> <p>Means of Verification Candidate registration OEC Government Press Release Training reports</p> <p>Frequency Annually</p>
<p>Indicator 2.2.2: Percentage of women elected in 2021 who received WILS support and indicate increased confidence in carrying out their role. (Revised)</p>		
	<p>Targets i: At least 50% of elected women receive WILS support ii. 50% of those who receive WILS support indicate increased confidence in carrying out their role (New) Value: 50% Target Year: 2021</p> <p>Baseline: Value: 0 Year: 2018 (5 MPs are women)</p>	<p>Responsibility Project Coordinator</p> <p>Means of Verification Election reports Government press release</p> <p>Frequency Annually</p>

Outcome 3: Increased civic awareness and public engagement in inclusive and effective women in leadership at all levels (Revised)	Outputs 3.1: Enhanced advocacy and outreach to encourage inclusive and effective participation of women and girls in leadership at all levels. (Revised) Indicator 3.1.1: Level of progress made in drafting the WILS communication strategy (NEW)	
	Targets: WILS Communication Strategy developed and approved by Dec 2019 Value: 100% completed Target Year: 2019 Baseline: Value: No Coms Strategy in place Year: 2018 Source: WILS Project Progress Reports / PMU	Responsibility Communications Coordinator Means of Verification Election results Press release Frequency Annually
	Indicator 3.1.2: Number of knowledge products or project briefs containing WILS logo that are published and disseminated (Moved from Output 4.1)	
	Targets: Cumulative 10 knowledge products or project briefs published and disseminated by Oct 2022 Value: 5 knowledge products or project briefs Target Year: 2021 Value: 5 knowledge products or project briefs Target Year: 2022 Baseline: Value: 7 project briefs Year: 2020 Source: WILS Project Progress Reports / PMU	Responsibility Communications Coordinator Means of Verification Annual report Briefs Frequency Annually
	Outputs 3.2: Strengthened leadership capacity of young women and new matai titleholders Indicator 3.2.1: Number of young girls engaged in leadership training, workshops, seminars or conferences (NEW)	
	Targets: 100 girls from across Samoa engage and participate in leadership training, workshops, seminars or conferences; Value: 100 Target Year: 2021 Baseline: Value: 123 girls Year: 2020 Source: WILS Project Progress Reports	Responsibility Project Coordinator Means of Verification Activity reports Post activity survey Frequency Quarterly
	Indicator 3.2.2: Number of young girls engaged in leadership training, workshops, seminars or conferences who indicate an increase in life and leadership skills (including confidence) as a result of support from WILS [age; disability; geographical location] (NEW)	
	Targets: 50% of young girls engaged in leadership training, workshops, seminars or conference indicate an increase in their life and leadership skills Value: 50% Target Year: 2021 Baseline: Value: 0 Year: 2020 Source: WILS Project Progress Reports	Responsibility Project Coordinator Means of Verification Activity reports Post activity survey Frequency Quarterly
	Indicator 3.2.3: Number of civic awareness and public engagement activities developed and carried out with the support of WILS (NEW)	

	Targets: At least 5 civic awareness/training and public engagement activities by 2021 Value: 5 Target Year: 2021 Baseline: Value: TBC Year: 2020 Source: OEC Report & WinLA Report	Responsibility Communications Coordinator Means of Verification OEC Reports WinLA Reports Frequency Quarterly
	Indicator 3.2.4: Number of valid votes cast by women cumulatively in 2021 (Revised)	
	Targets: Cumulative 40,000 valid votes cast by women in 2021 Value: 40,000 Target Year: 2021 Baseline: Value: 62,298 Year: 2020 Source: OEC Report	Responsibility Communications Coordinator Means of Verification Election results Press release Frequency Post-election
	Indicator 3.2.5 Level of progress of implementing the WILS media survey (NEW)	
	Targets: 100% of the media survey completed and results disseminated by Dec 2021 Value: 100% completed Target Year: 2021 Baseline: Value: Contract awarded to SAMPOD : 2020 Source: WILS PMU	Responsibility Means of Verification Frequency
Outcome 4: Enhanced knowledge of Samoa's experience in promoting women's leadership (Revised)	Outputs 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region Indicator 4.1.1: Level of progress made in completing the research (NEW) Targets: 100% of the research completed and findings disseminated by Dec 2021 Value: 100% completed and disseminated Target Year: 2021 Baseline: Value: Contract awarded to SUSTINEO : 2020 Source: WILS PMU	
		Responsibility Means of Verification Frequency

END

Annex 4: List of People Consulted during the MTR

List of People Consulted - FGDs			
No.	Name	Date Consulted	Venue of Consultation
1	Leiataualesa Mikaele	04/11/2020	Tanoa
2	Penesia Tamapua	04/11/2020	Tanoa
3	Avei Fereti	04/11/2020	Tanoa
4	Sinatata Sun	04/11/2020	Tanoa
5	Sina Taеоai	04/11/2020	Tanoa
6	Liery Pepo Laloulei	04/11/2020	Tanoa
7	Saumalama Fomai	04/11/2020	Tanoa
8	Luaiva M	04/11/2020	Tanoa
9	Lupe Suesue	04/11/2020	Tanoa
10	Pouliotaua Meleisea	04/11/2020	Tanoa
11	Perenese S. Suai	04/11/2020	Tanoa
12	Faapala Toatalaesea	04/11/2020	Tanoa
13	Leupati Imelata Siagigi	05/11/2020	Tanoa
14	Lemusu Mikaele L	05/11/2020	Tanoa
15	Tuaopepe Pofitu Faumuina	05/11/2020	Tanoa
16	Auala T. Tuala	05/11/2020	Tanoa
17	Ape Liuatiga	05/11/2020	Tanoa
18	Malae Gaepu	05/11/2020	Tanoa
19	Sela Taito Etuale	05/11/2020	Tanoa
20	Puavao Poueane	05/11/2020	Tanoa
21	Li'amanaia Asiata	05/11/2020	Tanoa
22	Logotaeao Talataina	05/11/2020	Tanoa
23	Sula Senia S. Leala	05/11/2020	Tanoa
24	Fili Ioane	05/11/2020	Tanoa
25	Taleepa Pelesi	05/11/2020	Tanoa
26	Pepe Tupuola Uili	05/11/2020	Tanoa
27	Tauese	05/11/2020	Tanoa
28	Leota T. Leota	05/11/2020	Tanoa
29	Ola Keki	05/11/2020	Tanoa
30	Pupumai Nicky	05/11/2020	Tanoa
31	Tupuola Hili	05/11/2020	Tanoa
32	Folasaitu Beyonce Faailo	06/11/2020	Tanoa
33	Puao Esera-Silva	06/11/2020	Tanoa
34	Maupenei Tagiilima	06/11/2020	Tanoa
35	Kovoseta Afua	06/11/2020	Tanoa
36	Josephine T. Silva	06/11/2020	Tanoa
37	Silaulii Leo	06/11/2020	Tanoa
38	Vao Tulima	06/11/2020	Tanoa
39	Sala Leilua	06/11/2020	Tanoa
40	Vaosefa Sasa	06/11/2020	Tanoa
41	Suialu Titi	06/11/2020	Tanoa

42	Anovale Masani	06/11/2020	Tanoa
43	Rosafou Gaumatai	06/11/2020	Tanoa
44	Tanielu Letele	06/11/2020	Tanoa
45	Sala Aiolupo	10/11/2020	Salelologa
46	Mina Toma	10/11/2020	Salelologa
47	Temukisa Tofilau	10/11/2020	Salelologa
48	Litty Lisone	10/11/2020	Salelologa
49	Ulu M. Sooga	10/11/2020	Salelologa
50	Taufaga Mulitalo	10/11/2020	Salelologa
51	Alualia'e Sasina Seemanu Faagalo	10/11/2020	Salelologa
52	Jane Apineru	10/11/2020	Salelologa
53	Anesela Taume	10/11/2020	Salelologa
54	Leleo Failupe	10/11/2020	Salelologa
55	Barbara Sione Ete	10/11/2020	Salelologa
56	Sina Folai	10/11/2020	Salelologa
57	Ana Ah Ching	10/11/2020	Salelologa
58	Sina L	10/11/2020	Satupaitea
59	Tarai Tuionuu Mika Asiata	10/11/2020	Satupaitea
60	Tulelei Milo	10/11/2020	Satupaitea
61	Makerita Asiata	10/11/2020	Satupaitea
62	Taufafo Muamua	10/11/2020	Satupaitea
63	Paiatu Auatama	10/11/2020	Siutu
64	Tipifalefa Lafaele	10/11/2020	Siutu
65	Tuifalefa Ropati	10/11/2020	Siutu
66	Taulapapa Ofisa	10/11/2020	Taga
67	O'oiiao Fua	10/11/2020	Taga
68	Lealofi Suti Afoa	10/11/2020	Taga
69	Tamala Fepauioi	10/11/2020	Taga
70	Falefuai Toeafe	10/11/2020	Taga
71	Faiumu Numia Ete	10/11/2020	Taga
72	Lealofi Eteuati	10/11/2020	Taga
73	Gagaemalae Suaesi I	11/11/2020	Foailalo
74	Toeileu Lua	11/11/2020	Foailalo
75	Sina Uli	11/11/2020	Foailalo
76	Fuatino Sua	11/11/2020	Faia'ai
77	Kalena Tovia	11/11/2020	Faia'ai
78	Lina Leilua	11/11/2020	Faia'ai
79	Maria Paula Faatomiti	11/11/2020	Faia'ai
80	Ionatana P. Toleafoa	11/11/2020	Auala
81	Uilama Niuava	11/11/2020	Auala
82	Makerita Lauolefiso	11/11/2020	Auala
83	Amioga Mareko	12/11/2020	Fatuvalu
84	Alisa P. K	12/11/2020	Fatuvalu
85	Neetia Peniamina	12/11/2020	Fatuvalu

86	Miriama L. Kome	12/11/2020	Fatuvalu
87	Toalua Meui	12/11/2020	Saasaai
88	Melva Vai Afivale	12/11/2020	Saasaai
89	Toa Tuika	12/11/2020	Saasaai
90	Naumati Alivale	12/11/2020	Saasaai

List of People Consulted - Interviews				
No.	Name	Organisation	Date Consulted	Venue of Consultation
1	Peseta Afoa Arasi Tiotio	WILS Trainer	02/11/2020	Tanoa
2	Tuioti Sakaria Taituave	ADRA/Trainee	02/11/2020	Tanoa
3	Hon. Fiamé Naomi Mataafa	Current MP / SNCW	02/11/2020	Tanoa
4	Pamela Sua	SNCW	02/11/2020	Tanoa
5	Roina Vavatau	SUNGO / Trainee	02/11/2020	Tanoa
6	Fuimapoao Beth Onesemo	Trainee/Local Consultant/Trainer	02/11/2020	Tanoa
7	Palanitina Tupuimatagi Toelupe	Trainer	03/11/2020	Tanoa
8	Papalii Mele Mauala	UN Women	03/11/2020	UN Women
9	Funemalafai Onosefulu Fuatai	SIOD	03/11/2020	SIOD
10	Afamasaga Faauiga Mulitalo	MWCSD	03/11/2020	Tanoa
11	Gatoloi Tili Afamasaga	Local Consultant	03/11/2020	Telephone
12	Safuneituuga Paaga Neri	Former MP	04/11/2020	Tanoa
13	Aliimalemanu Alofa Tuuau	Current MP	04/11/2020	Tanoa
14	Valma Galuvao	Former ACEO MESC	05/11/2020	Tanoa
15	Barry Patterson	DFAT	05/11/2020	Tanoa
16	Vitilevu Simati	OEC	05/11/2020	Tanoa
17	Makereta Vaelua	OEC	05/11/2020	Tanoa
18	Tofilau Fiti Leung Wai	SSAB/GLOW	05/11/2020	SSAB
19	Maulolo Tavita Amosa	Trainer	05/11/2020	Tafaigata
20	Tonuu F Amituanai Misi	Trainee/Potential 2026 Candidate	06/11/2020	Tanoa
21	Eneleata Samau	Trainee	06/11/2020	Tanoa
22	Tauiliili Miriama Lima	Trainee/Co-Trainer	06/11/2020	Tanoa
23	Naeemah Khan	UN Women	06/11/2020	Zoom
24	Sandra Bernklau	UN Women	06/11/2020	Zoom
25	Sese Lauulu	Trainee	11/11/2020	Neiafu
26	Jorn Sorenson	UNDP	16/11/2020	UNDP
27	Verena Linneweber	UNDP	16/11/2020	UNDP
28	Alanna Mapu	UNDP/UN Women	15/10/2020 and throughout the MTR	Various venues throughout the MTR
29	Jordanna Mareko	UN Women	24/11/2020	Lava
30	Pupaia Leung Wai	UNDP/UN Women	24/11/2020	Lava