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UNDP Multi-Country Office covering the Cook Islands, Nue, Samoa and Tokelau

FINAL REPORT
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SAMOA

**EVALUATION OF THE SDGs TRUST FUND
“FARM TO TABLE” PROJECT WITH WOMEN IN
DEVELOPMENT INCORPORATED (WIBDI)**

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ABBREVIATIONS AND ACRONYMS:

| | |
|----------|---|
| DAC | Development Assistance Committee |
| F2T | Farm to Table |
| IFAD | International Fund for Agricultural Development |
| IRC | International Rescue Committee |
| MAF: | Ministry of Agriculture and Fisheries |
| MCO | Multi-Country Office |
| MDG-F | Millennium Development Goals Achievement Fund |
| MPTF | Multi-Partnership Trust Fund |
| MWCSD | Ministry of Women, Community and Social Development |
| NAASA | National Association for Sustainable Agriculture, Australia |
| NUS | National University of Samoa |
| OECD | Organisation for Economic Cooperation and Development |
| OED | Operations Evaluation Department |
| OWA | Organic Warriors Academy |
| PIC | Pacific Island Countries |
| POET Com | Pacific Organic and Ethical Trade Community |
| Prodoc | Project Document |
| SBEC | Small Business Enterprise Centre |
| SFFI | Samoa Federated Farmers Incorporated |
| SROS | Scientific Research Organisation of Samoa |
| SFA | Samoa Farmers Association |
| SNYC | Samoa National Youth Council |
| SDGs-F | Sustainable Development Goals Trust Fund |
| UNDAF | United Nations Development Assistance Framework |
| WIBDI: | Women in Business Development Incorporated |

EXECUTIVE SUMMARY

The Sustainable Development Goals Fund (SDGs-F) is a development cooperation mechanism created in 2014 by UNDP, on behalf of the UN system. It supports sustainable development activities through integrated and multidimensional Joint programmes (JP). It builds on the experience, knowledge, lessons learned and best practices of the 2007-2013 Millennium Development Goals Achievement Fund (MDG-F). The JP aims at providing concrete experiences on how to achieve a sustainable and inclusive world as part of “Agenda 2030 for Sustainable Development”. Thus, it focuses on the sector areas of Inclusive Economic Growth for Poverty Eradication, Food Security and Nutrition, Water and Sanitation and on the cross-cutting issues of Gender Mainstreaming, Sustainability, and Public Private Partnerships.

“Farm to Table” Project with WIBDI officially named “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” also called the Joint Programme (JP) is designed under the umbrella of the “Youth Employment Programme (YEP)”. The current evaluation comes at the end of its implementation in order to 1) Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase; 2) Measure joint programme’s degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised; 3) Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc...; 4) Measure the impact of the joint programme on the achievement of the SDGs, and 5) Identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships.

The terminal evaluation applied the OECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability. The evaluation methodology combines qualitative and quantitative approaches as well as gender mainstreaming, participatory and theory of change techniques. All relevant secondary information sources such as reports, programme documents, internal review reports, programme files, strategic country development documents, UNDAF 2013-17 for the Pacific region and similar independent evaluations have been consulted. Additionally, primary information was gathered in the field through interviews, focus groups and surveys, with relevant stakeholders such as WIBDI managerial staff and field officers, youth, farmers, hotel/restaurant chefs/managers. Further, a random survey was conducted with the general public, including the project non-beneficiaries from 28 May to 06 June 2018.

Main findings show that the project registered significant positive results with regard to the anticipated outputs. One of the great result of the project is the exceeding of its targets by 15%: 574 young people participated in the programme instead of the 500 anticipated. In addition, the programme reached 1,028 older members of the community, an unplanned group which was included later on. These results need to be consolidated for a long term positive impact on the youth, the farmers and on WIBDI as well. The table below present the summary of the

performance the project in relation to the ECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability.

Project performance rating overview

| Performance domain | Description | Rating | Comments |
|-----------------------|--|----------------------------|---|
| Relevance | <ol style="list-style-type: none"> 1. The project suited to priorities and policies of the target group, recipient and donor; 2. The project solved identified needs & problems in design phase; 3. Are objectives of the programme consistent with the intended impacts and effects and still valid? | Highly satisfactory | The JP perfectly aligned with SDS 2012 – 2016, UNDAF 2013-17, and national efforts to address climate change and youth unemployment challenges. JP objectives are still highly valid: a) More youth & social groups were trained; b) Youth trained still need follow-up, funding, and mentorship to transition from farmers to sustainable entrepreneurs; c) Many other young people still facing unemployment challenges |
| Effectiveness | <ol style="list-style-type: none"> 1. To what extent planned objectives are attained? 2. Major factors influencing objectives achievement or non-achievement? | Highly satisfactory | 15% above the number of youth planned as output, in addition to reaching unplanned groups (farmers, children, and old people) who were included for project total inclusiveness and a successful PPP. Result attainment is mainly due to WIBDI's experience & networking capacity. |
| Efficiency | <ol style="list-style-type: none"> 1. Are the least (possible) costly resources used to achieve the desired results? 2. Are objectives achieved on time? 3. Is the project implemented in the most efficient way compared to alternatives? | Satisfactory | Evidences demonstrate that more has been done with less. 574 youth reached instead of the 500 planned, in addition to enrolling 1027 farmers and 30 business owners into the programme. However, delays are registered in the implementation process requiring a 5 months extension at no cost. Weaknesses also are observed in the follow-up of the Organic Warrior Academy graduates. |
| Impact | <ol style="list-style-type: none"> 1. What has happened as a result of the programme? 2. What real difference has activities made to the beneficiaries 3. How many people affected? 4. Project effect on gender mainstreaming & PPPs | Highly satisfactory | PJ results demonstrate a significant contribution to the attainment of the SDGs and addressing cross-cutting issues of gender mainstreaming and PPPs in Samoa. WIBDI, young people, farmers and families' capacities are strengthened. Restaurants & cafes involved are totally satisfied with the supply consistency. Effective gender balanced results registered, confirming WIBDI's gender mainstreaming role model. |
| Sustainability | <ol style="list-style-type: none"> 1. To what extent did the benefits of the programme are likely to continue after donor funding ceased? 2. What were the major factors which influenced the achievement or non-achievement of the sustainability of the programme or project? | Satisfactory | Organic farming is the core activity of WIBDI, a growing national and international business niche. Farmers trained are reaping the rewards by earning income they are proud of. WIBDI has consolidated its experience, capacity, network nationally & internationally. However, there is a need for follow-up, mentorship, and support for the trained youth to capitalize on the acquired knowledge and transition them from farmers to rural entrepreneur in micro and small business start-up operating context. More time is needed to test, improve, and ensure end-users' mastership of the ICT innovation of March 2018, the Agri-tourism "Farm to Table App" - for android smart phones. |

Conclusion and Lessons Learnt

The Joint Programme under the project “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” is a success story that needs to be strengthened, popularized and expanded. This success is mainly due to the programme’s total alignment with the Paris Declaration and the Accra Plan of Action in terms of national ownership, donors’ alignment with national priorities, harmonization, capacity development and mutual accountability.

1. However, in order to reinforce the results of the programme, maintain its long-term positive impact and ensure its duplication, the following issues and challenges need be addressed:

- i. There is a lack of reporting and follow-up and results tracking in order to enable a process review and adaptation. The capacity of the project stakeholders to track progress toward the joint interventions and common results is below the needs with regard to the Development Results Management and the Theory of Change requirements.
- ii. Anticipated outputs seem too ambitious in relation with the time, the financial and human resources available. This challenge is aggravated by the project concept itself which is a multi-partner driven project.
- iii. Access to a comprehensive entrepreneurship enabling environment is a key issue for the project long term sustainability. There is a need for sustainable financing, entrepreneurship capacity building and mentorship for the youth trained through the Farm to Table Project. An effective incubation center as a federated structure could feed these needs.
- iv. Agriculture sector is dominated by small subsistence level activities. As such, meeting the needs of the tourism sector which requires quality and supply consistency is still a big challenge to overcome. Demand from the market, especially the tourism sector remains unmet in general.
- v. Finally, more time is needed (6 to 12 months) to test and improve the latest project innovation of Agri-tourism, the “Farm to Table App” (for android smart phones), which needs to comply with the standards of the implementation process of Information and Management Systems (IMS). Hence, it must be fully utilized and appropriated by end users to succeed.

Best practices and replicable experience:

- i. Alignment with government priorities and a very high level of relevance vis-à-vis the youth and their families explain the popularity and local mastership of the project.
- ii. The “Farm to Table Project” can be regarded as a success story due to the following three key factors:
 - a. Experience, human and social capital capacities of Women in Business Development Incorporated (WIBDI) is one of the key success factors of the programme.
 - b. Effective partnership with the private sector both on the national and the international level complements and strengthens the value-chain of the organic farming concept “Farm to Table”:
 - c. Total national ownership of the project implementation is another key success factor of the project, ensuring its integration to the Samoan culture.
- iii. The comprehensive family focus of the project facilitates its embeddedness within the national cultural context and its success
- iv. Quick impact delivery contributes both to project relevance and effectiveness
- v. Total inclusiveness of the project has contributed to creating a family supportive environment for the youth and subsequently to the success of the project
- vi. Implementation of complementary programmes and projects supports the sustainability of the project:
- vii. Diversity of sources of funding ensures an effective sustainability of the project.

Recommendations

2. The recommendations from the terminal evaluation of the SDGs-F Joint Programme are as follows:
 - i. There is a need for a comprehensive training for all project partners in Result-Based Management, Theory of Change, Monitoring and Evaluation and Reporting.
 - ii. A comprehensive survey on impact of the programme “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach”

needs to be carried out in order to have a better understanding of the project results, impacts and lessons learnt.

- iii. There is an urgent need to capitalize on the WIBDI success story in order to minimize the vacuum created by the project termination. Thus, there is need to strengthen and continue the “The Farm to Table Project” with a better and vigorous Result-Based Management and Theory of Change approach.
- iv. Programme planning and design need to be more realistic and ensure matching of the available financial resource envelope with more realistic timeframes. As per the “Farm to Table Project” planned outputs, there is need for longer duration planning, implementation and results-based monitoring, to achieve desired results.
- v. Strengthen and popularize the Wayfinding method used by WIBDI in resilience assessment and leadership training of the organic farmers to adapt modern tools of business development to the indigenous culture.
- vi. There is a need to create a National Council of Organic Farming to handle matters related to certification, quality standards and supply consistency as well as required capacity building needs of the sub-sector. The Council can be hosted within the small business development framework or a special unit created under the umbrella of the Chamber of Commerce and Industry. The council can be composed of representatives from the organic farming “entrepreneurs” and allies NGOs, the private sector, and the concerned government ministries such as the Ministry of Agriculture, the Ministry of Commerce Industry and Labour, the Ministry of Finance, and the Ministry of Women, Community and Social Development, the council will oversight financing, research and development, and regulations.
- vii. There is a need for policy advocacy activities to be undertaken with a focus to create a more enabling environment for youth oriented SMEs.
- viii. It is recommended to WIBDI to establish an active partnership with the private sector operator Tanoa Hotel (and the rest of the tourism sector) in order to capitalize on the progress made and better popularize its concept in Samoa and the Pacific region.

1.0 Introduction

1.1. Background, goal and methodological approach of the Project

1.1.1. Background

Overview

3. Samoa is a small island developing state within the Pacific region. While highly diversified, Pacific Island Countries (PICs) share common challenges that impede their efforts to achieve balanced economic growth and sustainable food security. Major constraints comprise of the small size of the island, geographic dispersion, vulnerability to natural hazards and to external economic conditions. Samoa like its neighbours of the Pacific region is facing many challenges. Besides the impact of climate change; the island faces a pressing need to generate livelihoods for its populations that is geared towards consuming more imported and highly refined foods coupled with a decreasing local food production and consumption.

4. In addition, youth unemployment rate in Samoa is 16.4 %. This is almost double the national unemployment rate of 8.7 % (Labour Force Survey 2012). Young women in particular continue to face challenges in securing employment relative to young men. Data from the 2012 Labour Force Survey indicated that females have a higher unemployment rate at 20.2% relative to males at 14%. Only one in four (25%) women are classified as economically active, while the share for men is two in five (40%). In addition, of the total number of young people classified not to be in employment, education or training and engaged in subsistence production, the majority were females (52.3%). Young women traditionally end up being engaged in unpaid family work, without access to skills enhancement or employment services.

5. Agriculture and tourism are identified as the two productive sectors which offer the best opportunities to build resilience in rural communities and improve sustainable development in Samoa. The Farm to Table Project with Women in Development Incorporated (WIBDI) is implemented as the Sustainable Development Goals Trust Fund (SDGs-F) supported intervention in this regard and is under the programme “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach”.

The SDGs Trust Fund

6. The SDGs-F is a development cooperation mechanism created in 2014 by UNDP, on behalf of the UN system with an initial contribution by the Government of Spain. The SDG-F supports sustainable development activities through integrated and multidimensional joint programmes. It builds on the experience, knowledge, lessons learned and best practices of the 2007-2013 Millennium Development Goals Achievement Fund (MDG-F), which supported 130 joint programmes in 50 countries, while expanding its activities towards sustainable development, a greater focus on public-private partnerships and updating its operational framework to incorporate recent advancements in development (Busan Partnership for

Effective Development Co-operation and the discussions on the Post-2015 Development Agenda).

7. As a bridge in the transition from MDGs to SDGs, the Joint Programme aims at providing concrete experiences on how to achieve a sustainable and inclusive world as part of “Agenda 2030 for Sustainable Development”. Thus, it focuses on the sector areas of Inclusive Economic Growth for Poverty Eradication, Food Security and Nutrition, Water and Sanitation and on the cross-cutting issues of Gender Mainstreaming (addressing gender inequality effectively and transforming it with multi-sector approaches and in-depth analysis of issues in their national and local context and promoting women’s empowerment in all the priority sectors), Sustainability (by promoting a vision of a Human rights approach, national/local ownership, and mainstreaming environment and climate change), and Public Private Partnerships (by promoting shared public-private responsibility and creating networks to develop alliances public and private).

THE BIG PICTURE: “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” and “Youth Employment Programme (YEP)”.

8. Farm to Table Project with WIBDI officially named “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” also called the Joint Programme (JP) is designed under the umbrella of the “Youth Employment Programme (YEP)”.

9. The JP is responding directly to the strategic objectives of the Government of Samoa to “re-invigorate agriculture”, “to support the development of organic products and the ‘Organic Samoa’ brand”, and to “support and promote niche export and high value-added products such as organic products for export” (ref: Strategy for the Development of Samoa 2012 – 2016 Priority Area 1 Key Outcomes 2 and 3). In addition, the Joint Programme is assisting the Government of Samoa in its priority to tackle the increasing concerns of youth unemployment and the negative impact of this on the social and economic development of Samoa.

10. The program proposed outcome “*Youth in Samoa gain new livelihood opportunities from jobs and small businesses in the Farm-to-Table organic agriculture value chain*” reflects the outcome of the UNDAF (a jointly prepared Government-UN Country Team document) entitled: “*Promotion of sustainable and resilient livelihoods for vulnerable households, especially in the context of adaptation to climate change*”. The International Fund for Agricultural Development (IFAD) and UNDP in Samoa provide technical expertise to the WIBDI and the Pacific Organic and Ethical Trade Community (POET Com); in design, implementation, monitoring and evaluation of the Joint Programme.

The Farm to Table Project with the Women in Development Incorporated (WIBDI)

11. As per the Prodoc, WIBDI is one of the key national partners of the Joint Programme “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach”. WIBDI is an experienced, well-established, multi awards winner NGO with over two decades of proven track records in community mobilization that specializes in organic agriculture and employment of youth in the farm-to-table value chain for both domestic and international markets. Farmers are at the center of the production of the organic fresh crops, coconut oil, soaps, boutique teas and dried bananas of which WIBDI is both a promoter and a distributor locally as well as internationally. Registered in 1991, WIBDI considers that families learn, become empowered and grow together. Vulnerable families in Samoa are able to contribute fully to their own development, the development of their community and country through income generation, job creation and participation in the village economy. It is also a values-led organisation, considering a Samoan model of development as taking into account Samoa values, tradition and culture.

12. In the wake of the project, WIBDI had 588 organic certified farmers working on over 40,000 hectares of land - including five whole villages. Samoa is made up of 362 villages and WIBDI has organic farmers in 183 (31 per cent) of them (Joint Programme Prodoc, 2014). In regard to rural unemployment, WIBDI views all farms as potential businesses and considers that the business assets – vegetables, fruit, and livestock – have not yet been fully utilized or optimized. To provide a long-term economic pathway for young farmers, the solution was found in the tourism industry. It also aims to substitute food imports, estimated to be around 70% in the tourism industry.

1.1.2. Goal and methodological approach of the Joint Programme

Goals of the programme

13. The Joint Programme focus on a) unlocking the potential of youth in Samoa; **b)** offering to youth best opportunities for employment and inclusive economic growth; **c)** fostering investment in organic agriculture in order to increase Samoa’s food self-reliance and therefore contribute to reducing the trend of dependency on food imports as well as improving nutrition; **d)** promoting innovation and South-South Cooperation in its implementation process by leveraging the global perspective and regional outreach of the UNDP and IFAD agencies plus the regional networks of both the Samoa-based NGO WIBDI and the Fiji-based POET Com organisation and their access to best practices and lessons learned; and **e)** building partnerships while combining the different strengths and technical capacities of the UNDP in Samoa and IFAD and implementing the programme in close collaboration with the relevant ministries including the Division for Youth at the Ministry of Women, Community and Social Development and the Ministry of Agriculture and Fisheries.

14. The Joint Programme key activities include:
- Scope, identify and motivate youth to engage in organic agriculture;
 - Design and organize production training on specific organic crops according to market demand;
 - Develop production plans to service domestic and export demand for organic produce;
 - Provide technical training on organic certification;
 - Provide on-going extension, quality control and monitoring support to farmers;
 - Scope and identify hotels/restaurants and supermarkets/wholesalers for supply requirements;
 - Establish supply chain from farm to table with relevant organizations and logistics supports;
 - Support the development of a new organic agriculture processing facility for value-added production, to enable consistent supply into the Farm-to-Table value chain and sufficient scale that can lead to commercial viability and sustainability;
 - Build the capacity of civil society organizations (Samoa National Youth Council, WIBDI, SBEC, SFA) to effectively meet the needs of youth seeking information and employment within the organic agricultural sector;
 - Establish and maintain a shared database of youth trained and certified as organic producers, using innovative but appropriate communications technology to facilitate more accurate information on supply and market demand from restaurants/ resorts and wholesalers/ supermarkets and to coordinate market information on pricing, demand and supply;
 - Conduct research to establish the market-demand for new agricultural products which can be grown organically in Samoa;
 - Promote and showcase niche organic produce in various local and regional events / conferences; and
 - Conduct a campaign to change the prevailing negative attitudes by youth regarding the status of employment in the agricultural sector, by highlighting the profitability of niche markets for organic products and the business acumen and skills required to meet market demand.

The Joint Programme Approach

15. The SDG-F operates at the country level through joint programmes implemented by specialized UN agencies in collaboration with national counterparts and other stakeholders to bring integrated and holistic approaches to national and local development challenges.

16. Based on a multi-partnership approach, the SDG-F of USD500,000 is broken down between two contributing agencies, namely the United Nations Development Programme for USD444,360 and the International Fund for Agricultural Development for USD55,640. Matching funds (USD500,000) to the Joint Programme have been committed by the Government of Samoa jointly from the Ministry of Commerce, Industry and Labour and the Ministry of Women, Community and Social Development.

17. At the operational level, the project is designed to be implemented by seven regional and national capacity building organization such as the Ministry of Women, Community and Social Development (MWCSD), Ministry of Agriculture and Fisheries (MAF), Women in Business Development Incorporated (WIBDI), Pacific Organic and Ethical Trade Community (POET Com), Small Business Enterprise Centre (SBEC), Samoa Farmers Association (SFA), and Samoa National Youth Council (SNYC). Table 1 provides an overview of the expected outputs and activities of the project, as well as partners involved and their responsibility.

Table 1: Project designed regional and national implementation partners

| Outputs | Core activities | Responsible Party |
|--|---|---|
| Output 1: Skills training in organic production, certification and processing creates employment for youth within the organic agriculture Farm-to-Table value chain | Activity 1.1.1: Target area, youth selection and skills training | |
| | a. Identify and select youth and target areas for skills training and organic production | MWCSD WIBDI SNYC |
| | b. Procure training materials and equipment | WIBDI |
| | c. Conduct technical skills training for youth in organic production and processing, to include small business development skills and the formation of cooperatives | WIBDI SBEC |
| | d. Provide post training support for quality control, supply consistency, monitoring and mentoring of young farmers | WIBDI MAF SBEC |
| | Activity 1.1.2 Organic certification of young farmers | |
| | a. Technical training on organic certification procedures | WIBDI MAF |
| | b. Undertake organic audits to complete certification | WIBDI MAF |
| | Activity 1.1.3 Establish value-added organic processing facility | |
| | a. Purchase required tools, equipment and materials | WIBDI |
| | b. Purchase vehicle to enable consistent supply chain from rural farms | WIBDI |
| | c. Recruit and train youth staff to manage value-added processing facility. | WIBDI |
| | d. Develop and implement an earn-as-you-learn skills package for youth in value-added processing (coconut oil; cacao; banana etc.) | WIBDI SNYC |
| | Activity 1.1.4 Establish farm-to-table value chains | |
| | a. Scope and identify hotels/ restaurants / cafes for organic supply chain | WIBDI |
| | b. Design and coordinate 'Organic Showcase Menu's | WIBDI SNYC |
| | c. Recruit and train youth staff to manage value-added processing facility | WIBDI SNYC |
| | d. Promote and showcase niche organic products in local and regional events | WIBDI POET Com |
| | e. Coordinate market information on pricing, demand and supply | WIBDI POET Com MAF SNYC SFA |
| | f. Conduct research and feasibility studies on new organic products | WIBDI MAF SFA |

| Outputs | Core activities | Responsible Party |
|---|---|----------------------------------|
| Output 2: Strengthened capacity of local organisation to meet and sustain increased market demand for organic produce on a commercially viable basis | Activity 2.1 Organisational capacity needs assessment | |
| | a. Technical assistance to conduct needs assessment. | WIBDI SBEC |
| | b. Workshop to communicate results and plan training inputs | WIBDI SBEC |
| | Activity 2.2 Transition to organic agriculture social enterprise model | |
| | a. Technical trainings on social enterprise business tools | WIBDI SBEC |
| | b. Post-training follow-up support to ensure smooth transition from NGO to commercially viable social enterprise | WIBDI SBEC |
| Output 3. Communication technology enables improved data collection, more accurate information and enriched knowledge on organic farming | Activity 3.1 Information and Knowledge Management | |
| | a. Development of comprehensive baseline of organic agriculture production and youth engagement in Samoa | WIBDI MAF |
| | b. Development of information and communication database with modern IT functionality | WIBDI POET Com SNYC SFA |
| | c. Training on technical requirements for organic farmer database with GIS and web-based data application functionality | WIBDI SNYC |
| | d. Purchase, installation and maintenance of IT equipment | WIBDI |
| | Activity 3.2 Design and conduct campaign to change negative perception by youth of employment within agricultural sector | |
| | a1. Develop information and knowledge management products to share up-to-date statistics, survey results, lessons and learning | WIBDI SNYC |
| | a2. Develop knowledge management products to share lessons and learning | POET Com |
| | b1. Implement Pacific South-South technical exchange and knowledge sharing on organic agriculture and youth employment | WIBDI POET Com |
| | b2. Implement Pacific South-South technical exchange and knowledge sharing on organic agriculture and youth employment | POET Com |

Women in Business Development Inc (WIBDI) Approach

18. **Bringing new ways of doing things and modernity in alignment with agricultural practices and cultural know-how:** Set up with a special focus on indigenous traditions, WIBDI uses a blend of traditional and modern technology to develop income earning opportunities for

its members and find markets for their products. Mrs. Adimaimalaga Tafunai, Executive Director of WIBDI, stresses their approach in the following quotes:

“Our work has grown from traditional forms of income generation like handicrafts to where we are now – adding value to locally grown crops and exporting to niche markets as far away as the UK... The bulk of our work is now focused on adding value to crops grown by rural farming families and facilitating export, as well as local sales of the value-added products.”¹

19. The Farm to Table approach is also developed under the social enterprise model. In helping villagers to build agribusinesses based on organic products, WIBDI has gradually forged links with a number of high profile regional and global trading partners, including The Body Shop, All Good Organics and C1 Espresso.

20. **Organic Warriors Academy:** WIBDI has created an Organic Warriors Academy specifically targeting young people and aims to solve the dual problem of insufficient manpower for family-run organic farms, and large numbers of unemployed youth. With the involvement of the Ministry of Women, Community and Social Development and Samoa National Youth Council, the Academy equips youth with the knowledge and skills to cultivate and manage their lands as profitable businesses. The training focuses on organic farming practices and climate change but it also has a strong emphasis on business planning and budgeting.

21. **Organic Certification:** Prior to the farmers certification, WIBDI conducts several field visits of all candidate farms. The organization then hosts an auditor from the National Association of Sustainable Agriculture, Australia. The auditor is paid by the Government of Samoa. After two weeks of inspecting a sample of the candidate farms, examining their farming processes to ensure their conformity to the organic farming standards and requirements, they get approved. The process is assisted with WIBDI's officers using tablets, software, and drone mapping support from SkyEye Ltd. Since the organic farming has gained popularity with more local organisations getting involved, the government has set up an Organic Certification Committee.

22. **The Farm to Table Concept:** The Farm to Table system was designed by chef and author Robert Oliver, who developed it in the Caribbean where he was the executive chef for three resorts by connecting small family farms to the resort menus through the development of long-term supply agreements. By implementing the same concept in Samoa, WIBDI ensures consistency of product supply which is a key issue in Samoa. Additionally, WIBDI provides trainings, seeds and technical support to farmers while taking on the ordering, grading and

¹ WIBDI, “Blending tradition with innovation to boost rural incomes”, <https://www.womeninbusiness.ws/blog/779767>

delivery role. Besides that, WIBDI also provides trainings and support to local restaurant chefs through their chef counterpart Robert Oliver.

23. Ultimately, through the Farm to Table Concept, capacity is provided across the whole value chain from the certified organic farmers to WIBDI, to restaurant owners and managers, and to international importers. A such delivery system eases the burden for farmers who otherwise would have to market and ensure the transportation of their products themselves. Restaurants interest in the concept is not only that of having a consistent supply but the concept also helps them to cut down on time spent at the market or brokering their products from several suppliers.

1.1.3. Purpose of the evaluation

24. As per the SDGs-F Terms of Reference and Guidance for Joint Programme formulation, each joint programme requires an independent terminal evaluation in the last three months of implementation. This final evaluation has the following main objectives:

1. Measure to what extent the Joint Programme has contributed to solve the needs and problems identified in the design phase;
2. Measure joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised;
3. Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc.;
4. Measure the impact of the joint programme on the achievement of the SDGs, and
5. Identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships.

25. The specific objectives of the evaluation are declined through OEDC/DAC evaluations criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability and are developed in the section below.

1.2. Evaluation methodology

26. **The evaluation applied the OECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability provided in the ToRs** (Annex 1). A comprehensive methodology for social sciences was also applied to the data collection process and techniques.

27. **Evaluation criteria:** What is being evaluated is determined by the TORs through the following key evaluation criteria and questions:

- **Relevance:** The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and achieving the SDGs.
- **Effectiveness:** Extent to which the objectives of the development intervention have been achieved.
- **Efficiency:** Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results.
- **Impact:** Positive and negative effects of the intervention on development outcomes, SDGs.
- **Sustainability:** Probability of the benefits of the intervention continuing in the long term.

28. As per the TORs, every evaluation criterion is followed by various specific questions. The evaluation questions are turned into Focus Group Discussion Guide and Individual Questionnaire (displayed in Annexes 4 and 5). As the stakeholders consulted are not only the project beneficiaries but also the project non-beneficiaries, the criteria of relevance, effectiveness, efficiency, impact, and sustainability are preceded by a criterion of level of knowledge of the project by every respondent.

29. **Evaluation criteria rating scale:** The evaluation criteria are adapted to and measured against the following outcomes' rating scale of the Joint Guidelines for Use in ICRs and in the OECD2 Assessments:

| | |
|----------------------------------|--|
| <i>Highly Satisfactory</i> | There were no shortcomings in the operation's achievement regarding the criterion. |
| <i>Satisfactory</i> | There were minor shortcomings in the operation's achievement regarding the criterion. |
| <i>Moderately Satisfactory</i> | There were moderate shortcomings in the operation's achievement regarding the criterion. |
| <i>Moderately Unsatisfactory</i> | There were significant shortcomings in the operation's achievement regarding the criterion. |
| <i>Unsatisfactory</i> | There were major shortcomings in the operation's achievement regarding the criterion. |
| <i>Highly Unsatisfactory</i> | There were severe shortcomings in the operation's achievement regarding the criterion. |

² World Bank Operations Evaluation Department

30. When the respondent rates his knowledge of the “Farm to Table Project” as *Highly Unsatisfactory*, the interview is interrupted and the discussion turns into his general knowledge of WIBDI and the organic farming in Samoa.

31. **The evaluation methodology combines qualitative and quantitative approaches, as well as gender mainstreaming, participatory and theory of change techniques.** The evaluation made use of all relevant secondary information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, UNDAF 2013-17 for the Pacific region, similar independent evaluations on one hand; and primary information sources including: interviews, surveys, etc. to ensure participatory approach and appropriate consultation and engagement of stakeholders on the other hand. WIBDI managerial staff and field officers, youth, farmers, hotel/restaurant chefs/managers, and a random survey was conducted with the general public, including the project non-beneficiaries.

32. Extending the consultation to the project non-beneficiaries helps to measure the effectiveness of the project’s communication strategy toward the general public.

33. In order to ensure a cultural embedment, reduce eventual language barriers with regard to the English for the youth and farmers of low formal education level, guarantee a gender mainstreaming perspective to the stakeholders’ consultation process, and to meet the time constraint, the evaluator who is a male expert has recruited three local field assistants (one male and two females), thus constituting a gender balanced team of external evaluators at the same time. Additionally, a total of 40 stakeholders were met on a gender balanced basis (50-50). Details on the stakeholder’s met, their demographic characteristics, including their status vis-à-vis the project and the level of everyone’s knowledge of the project is presented in Annex 2.

34. The various stakeholders, including WIBDI staff, youth graduate from the Organic Warriors Academy, and farmers had to evaluate their own performance and the performance of the project. Context analysis (stakeholders’ relationships and involvement in the various specific phases and results of the project cycle) was also used in the process of evaluation.

1.3. Constraints and limitations of the study

35. **Difficulty in determining separately WIBDI's results against its contribution in the context of a multi-partnership project:** Measuring project results against WIBDI activities only is somewhat reductive since multiple partners such as MWCSD, WIBDI, SNYC on one hand, and WIBDI, MAF and SBEC on the other hand, participate in the delivery of the same output. It will be more objective and fair to undertake the evaluation of the project as a whole and proceed with a systemic and holistic analysis of the end-results against all project partners. However, a systemic and comprehensive evaluation of the project in the current context of time and resources constraint would be too ambitious

36. Attenuation measures: in order to overcome some of these limitations, the following activities were undertaken: a) consultation of all documents pertaining to the Youth Employment Programme and all cross cutting sector programmes and project both from the Government of Samoa and the UN system in Pacific Region; and b) Extension of the consultation to project non-beneficiaries.

37. **Time and resource constraints:** The SDGs-F was officially closed on January 31st, 2018 internationally, while a no-cost extension was guaranteed to Samoa up to the end of June 2018. The delay in the project implementation implied the necessity to speed up the terminal evaluation in a short period of time. Additionally, the budget allocated to the assignment is not enough for a final evaluation with impacts measurement techniques which usually require the consultation of a large number of stakeholders, including public and private sectors representatives, the project team and various beneficiaries and non-beneficiaries, nationwide. Furthermore, two of the five days initially allocated for the field visits fell within national holydays where stakeholders could not be met.

38. Attenuation measure: to overcome the time and resource constraints, we extend the field visit to eight days and recruit four local field assistants without additional fees to the UNDP.

2.0. The development interventions carried out and results

2.1. Description of Project main activities and results

2.1.1. Overview

39. The “Farm to Table Project” implementation period was set to last for two years, from 1st February 2016 to 31st January 2018. As for the inception phase, it was designed for a five months period, from 1st September 2015 to 31st January 2016. WIBDI has contributed to the development of the Joint Programme through consultation, advice and sharing of lessons learned in the context of the pilot Farm to Table project implemented for the Small Island Developing States (SIDS) Conference in Samoa in 2014³.

40. The project activities were launched with the creation of the Organic Warriors Academy (OWA), the institutional structure needed for the implementation of the project at a broader level. OWA trainings focus on organic farming practices and climate change, business planning and budgeting and end up with a formal graduation. While some students go to work for WIBDI after graduation, others start the organic certification process so they can enter WIBDI's “Farm to Table Project” supply chain, while several others became assistant trainers.

41. After the two years of implementation period, a total number of 574 youth, 1027 farmers, one civil servant, 137 children, 30 businesses, 61 NGOs, a regional institution (POET Com) benefited directly from the project in different capacities. Table 2 gives the statistics of the number of young trained through the OWA.

Table 2: Number of youth trained through the Organic Warriors Academy

| Beneficiaries | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | GRAND TOTAL | | |
|-------------------------------|-----------|-----|-----|-----------|-----|-----|-----------|-----|-----|-----------|-----|-----|-------------|-----|-------|
| | F* | M* | T* | F | M | T | F | M | T | F | M | T | F | M | Total |
| Gender/Total | | | | | | | | | | | | | | | |
| Farmers | 55 | 32 | 87 | 381 | 286 | 667 | 90 | 71 | 161 | 51 | 61 | 112 | 577 | 450 | 1027 |
| Entrepreneur | | | | | | | | | | | | | | | |
| Civil Servants | | | | | | 1 | | | | | | | | | 1 |
| Indigenous children | | | | | | | | | | | | | | | |
| Youth | 35 | 50 | 85 | 52 | 37 | 89 | 159 | 181 | 340 | 21 | 39 | 60 | 267 | 307 | 574 |
| Children | 21 | 20 | 41 | 1 | | 1 | 52 | 42 | 94 | | | | 74 | 63 | 137 |
| Private Sector/ Businesses | | | | | | 14 | | | 10 | | | 6 | | | 30 |
| NGOs | | | 1 | | | | | | | 11 | 19 | 30 | 11 | | 61 |
| POET Com | | | 1 | | | | | | | | | | | | 1 |
| Total | 111 | 102 | 228 | 434 | 323 | 761 | 301 | 254 | 596 | 83 | 119 | 203 | 940 | 798 | 1819 |

F* = Female; M* = Male; T* = Total

³ <http://www.spc.int/lrd/about-organic-pasifika/pacific-organic/organic-movement-offers-solutions-to-sids-conference>

42. The project registered a significant increase of the youth trained from the end of quarter 2 to the end of quarter 3 while the number of trained farmers registered a substantial increase at the end of the second quarter. This shows a gain in popularity of the project among farmers during the second quarter of its cycle and six months later among the youth. The increase of the involvement of the farmers as family entrepreneurs may be a trigger for youth motivation to become more involved in the project since the social capital in Samoa is fundamentally built upon the family values transmission process.

43. One of the latest innovation activities of WIBDI was the launch in March 2018 of Agri-tourism “Farm to Table App” (for android smart phones) at their organic night market during the fare organised in collaboration with the Samoa Tourism Authority and in the presence of the Minister of Agriculture and Fisheries, Lopao’o Natanielu Mua⁴.

2.1.2. Project results toward the youth

44. As per the Table 2 displayed above, within the two years period of the project duration, 574 youth have been trained through the OWA’s structure and 267 (45.6%) among them were females.

45. At the end of the first quarter of the project’s cycle (ending 01 November 2016), 41% of the young beneficiaries were females compared to 59 % males. A total 66 out of 85 young farmers (77 %) graduated from WIBDI organic farming training under the SDGs-Fund Joint Programme. In contrary, at the end of quarter 2, there were more females (58 %) graduated from the OWA than males (42 %) for a cohort of 89 students. Thus, the second quarter of the project (ending 01 May 2017) has helped in closing the gender gap in terms of participant numbers from two village trainings.

46. The 3rd quarter of the project’s cycle (ending 01 November 2017) is revealed as the period of cruising speed of the project’s performance. During this period, 159 female students (47 % of that cohort) were graduated, compared to 181 male students (53 %) graduating during the same period. These are the youth from the cumulative 523 who were the direct beneficiaries of the Organic Warriors Training. This period marks the period of maturity of the project. Indeed, not only WIBDI exceeds the target of the 500 youth anticipated by the Prodoc six months before the end of the planned timeframe, but also the organization has hired at that time 21 OWA graduates, including 2 co-trainers from each preceding trainings to assist the head-trainer and OWA team during the following trainings. By doing, the organization assisted them in building their capacity and confidence and also allowed for knowledge-sharing. This is an example of a direct contribution and a quick impact delivery from the project regarding the youth employment strategy of the Government of Samoa.

⁴ http://sobserver.ws/en/03_03_2018/local/30726/Women-in-Business-launches-Agri-tourism-Farm-to-Table-app.htm

47. As per the fourth and last quarter of the project (ending 01 May 2018), 21 female students (35 %) versus 39 male students (65 %), were the direct young beneficiaries of the “Farm to Table” Joint Programme. These are the OWA graduates participating in WIBDI training for the two villages of Lepea and Satitua. The project’s last cohort of graduates rises the number of direct beneficiaries to 574, an increase of 15% compared to the originally planned target.

2.1.3. Farmers trained and supplying WIBDI with organic baskets

48. **Farmers participants can be determined as the collateral direct beneficiaries of the project, one of the unintended positive impacts of the Joint Programme.** At the end of the project’s cycle, 1027 farmers are certified and supply WIBDI with organic baskets. This demonstrates an increase of 36% of the organization’s portfolio, compared to 656 farmers certified five years earlier before the beginning of the project, as per the WIBDI 2012-2013 Annual report.

49. At the end of the 1st quarter of the project’s cycle, 87 farmers (63% females and 37 % males) were identified as suppliers of WIBDI through the “Farm to Table Project”. This number increased significantly to reach 667 farmers (57% females and 43 % males) during the second quarter. The number of farmers from the project who are providing WIBDI with organic baskets during the 3rd and 4th quarters decreased to 161 and 112 respectively. The total farmers who supplied WIBDI at the end of the project’s cycle is 1027 with 56 % of them being female farmers.

2.1.4. Project’s results towards the private sector

50. A total number of 30 business owners (cafes, restaurants and hotels) are identified as direct participants to the “Farm to Table” value-chain approach. The private sector players were 14 participants during the 2nd quarter, 10 in the 3rd quarter and 6 in the 4th quarter to join the project as local markets that uses WIBDI’s “Farm to Table” supply. Among them, some are now confirmed as key markets that WIBDI supply direct products to. Those are the following: CCK factory, Nonu Samoa Ltd, C1 Espresso, Ethique, Living Koko, Ola Pacifica, Nourish Café, Insel Fehmarn Hotel, Paddles Restaurant, Home Café Restaurant, Whisk Dining Room (go directly to WIBDI’s boutiques).

51. Three companies are registered through WIBDI’s Organic license delivered by with the National Association for Sustainable Agriculture, Australia (*NASAA*). Further, processors of Noni juice, noni fruit and vanilla licenced by WIBDI are also supporting local growers by purchasing the organic fruits grown on their certified farms.

2.1.5. Project's results towards the public sector

52. Data from the various secondary sources (Prodoc, WIBDI's annual and quarterly reports, SDGs, YEP Mid-term Evaluation/One-UN, MPTF final Evaluation etc.) demonstrate an effective involvement in the project by public institutions, including the Government of Samoa (who funds the Australian organic product certification expert and created an organic certification committee). Through the Organic Steering Committee chair by the Prime Minister of Samoa, WIBDI is now able to provide updates on Samoa's Organic movement and export of high value-added products to international markets. In addition, OWA training has been attended by staff from the Ministry for Agriculture from Salelologa on Savaii island. Furthermore, negotiations with key government departments on projects for farmers and farming organisations ended with WIBDI provision of a list of 40 individual farmers that fit the criteria specified by the Chinese Horticultural Specialist for access to resources and training, to increase the amount of fresh fruit and vegetable available to the Samoan Community. Finally, the Ministry of Women, Community and Social Development acts as the direct point of contact of the Joint Programme regarding the Government of Samoa.

2.1.6. Project's results towards NGOs, community-based and regional organizations

53. A total number of 61 NGOs benefited from the project's activities. For instance, the Samoa Victim Support Group is an NGO working with victims of sexual assaults that WIBDI supported by training its young girls and offering them a forum to sell their products. During the third quarter of the project, the Village Women's Committees were involved with the OWA training in 11 villages by cooking meals and many of them attended the organic training as well as the medical sessions. Aufaga village Women's Weaving Group earned during the same period an income from weaving fine mats on the WIBDI Fine Mat Project. The majority of the women are organic farming families and attended the OWA training held at Aufaga village.

54. Because of the contribution of organic product to people's health, WIBDI began a partnership with the Samoa National Kidney Foundation (NKF) and the National University (NUS) School of Medicine to conduct an awareness session for villagers on the benefits of eating local organically grown food. During that session, NKF staff and final year students of the NUS School of Medicine have tested participants blood pressure and sugar levels and those showing high levels were referred to the hospital for further tests. This activity displays another unintended positive impact of the project.

55. Two regional organizations, namely the Pacific Organic and Ethical Trade Community (POET Com) and the National Association for Sustainable Agriculture, Australia (NASAA) participated directly to the project implementation.

2.1.7. Project's results towards children and elderly people

56. In addition to the farmers, an unplanned group non-planned initially as project direct beneficiaries, WIBDI also included children and elderly people into the new concept of organic farming process "Farm to Table" as a total and inclusive social change process. At the end of the project's cycle, a total of 137 children (54% females and 46% males) were reported as having participated in activities pertaining to the implementation process.

57. Children/younger members are recorded on baseline data collected from OWA as being members of the participants families. The family members benefit from the training as the graduates work with their parents and other family members to upgrade and perfect their plantations and gardens and more importantly continue to educate their families about the health benefits of organic products. For instance, in the villages of Lepea and Satitua, there is approximately 90 children reported indirectly benefitting from the OWA through the increased awareness of health and wellbeing of individuals and the climate change resilience strategies.

58. Besides the children, 1028 Older Members of the Community are reported to be reached by the project's activities. According to WIBDI's quarterly reports, in all villages, the older men and women sat in all trainings and contributed actively as if they were participants. In Asau, for instance, village people were emotional when they were made aware of how their farming practices were damaging the environment. This was probably due to the drought and bush fires done by the village over the past few years. In the villages of Lepea and Satitua, the number of elderly members of the community who reported for to be indirectly benefitting from the project was 102. These individuals have sat in the monthly meetings where a village representative would present the outcomes and lessons from the OWA trainings that he had participated in throughout the week.

59. Including farmers (usually heads of family), children and elderly people to the project's implementation activities alongside the youth, the initial direct beneficiaries, came under the characteristic of Theory of Change of adaptation to the context⁵. This is also possible due to the experience and the financial and human capital capacity of WIBDI outside the project provision. Integrating a total inclusiveness pulse to the project gives to WIBDI it's a full-fledged social enterprise status which it now claims to be.

2.2. Specific methodological issue: definition of the project's beneficiaries

60. WIBDI's project implementation staff faced the issue of lack of a clear definition of both the direct and indirect beneficiaries in away that while a staff defines a beneficiary as a farmer,

⁵ A brief note on Theory of Change in context is presented in Annex 3, followed by the project's Theory of Change in Annex 4.

another one can identify him as a Small Business Owner or an Entrepreneur. The same confusion appears in the definition of the youth in terms of categorization per age. These discrepancies are due to the fact that the project baselines and a standardized definition of the beneficiaries were not clearly determined in the Prodoc.

61. The indirect beneficiaries of the project are reported by WIBDI as 811 farmers during the second quarter (ending 01 May 2017) and 4 entrepreneurs, 90 children and 102 elderly community members in the fourth quarter of the project (ending 01 May 2018). No data is recorded regarding the indirect beneficiaries for quarter 1 (ending 01 November 2016) and quarter 3 (ending 01 November 2017). This is the result of the weaknesses of the project's Results-chain, in the Monitoring and Evaluation Framework (M&E-F) and Theory of Change. One good practice of the Result-Based Management is a clear definition on the project direct beneficiaries (i.e. geographical and social characteristics, gender, age, etc.), indirect beneficiaries, indicators and the tools and means which will help in tracking the progress and will help the project managers to determine during the implementation process the extent to which the target beneficiaries are reached. Knowing these targets and having the performance measurement instruments in hand from the very beginning of the project's implementation phase can help the person in charge of the project M&E to easily track progress on time.

62. However, the confusion regarding the definition of the project's direct and indirect beneficiaries does not alter the overall impact of the project. People's definition of human social categories is a social construction process and all development projects directed towards the youth face the same challenge of categorisation. Defining youth as people from age 18 to 35 can be judged as an artificial social division depending on the cultural context in which the intervention takes place. Thus, project's selection of the direct and indirect beneficiaries by WIBDI can be considered as such, a socially context-based construction and stills valid.

3.0 Levels of Analysis: Evaluation criteria and questions

63. As a reminder, the project aimed to provide skills training in organic production, certification and processing, creating employment for youth within the organic agriculture Farm-to-Table value chain (output 1), strengthen the capacity of local organisation (WIBDI) to meet and sustain increased market demand for organic produce on a commercially (output 2), and develop a strategy on communication technology, improved the data collection system and knowledge sharing on organic farming (output 3).

64. The analysis from the data collected on the project demonstrates that the project registered significant positive results with regard to the anticipated outputs that need to be consolidated for a long term positive impact on the youth, the farmers and WIBDI as well. The table below presents the summary of the project performance in relation to the ECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability.

Table 3: Project performance rating overview

| Performance domain | Description | Rating | Comments |
|-----------------------|---|----------------------------|---|
| Relevance | <p>4. The project suited to priorities and policies of the target group, recipient and donor;</p> <p>5. The project solved identified needs & problems in design phase;</p> <p>6. Are objectives of the programme consistent with the intended impacts and effects and still valid?</p> | Highly satisfactory | The JP perfectly aligned with SDS 2012 – 2016, UNDAF 2013-17, and national efforts to address climate change and youth unemployment challenges. JP objectives are still highly valid: a) More youth & social groups were trained; b) Youth trained still need follow-up, funding, and mentorship to transition from farmers to sustainable entrepreneurs; c) Many other young people still facing unemployment challenges |
| Effectiveness | <p>3. To what extent planned objectives are attained?</p> <p>4. Major factors influencing objectives achievement or non-achievement?</p> | Highly satisfactory | 15% above the number of youth planned as output, in addition to reaching unplanned groups (farmers, children, and old people) who were included for project total inclusiveness and a successful PPP. Result attainment is mainly due to WIBDI's experience & networking capacity. |
| Efficiency | <p>4. Are the least (possible) costly resources used to achieve the desired results?</p> <p>5. Are objectives achieved on time?</p> <p>6. Is the project implemented in the most efficient way compared to alternatives?</p> | Satisfactory | Evidences demonstrate that more has been done with less. 574 youth reached instead of the 500 planned, in addition to enrolling 1027 farmers and 30 business owners into the programme. However, delays are registered in the implementation process requiring a 5 months extension at no cost. Weaknesses also are observed in the follow-up of the Organic Warrior Academy graduates. |
| Impact | <p>5. What has happened as a result of the programme?</p> <p>6. What real difference has activities made to the beneficiaries</p> <p>7. How many people affected?</p> <p>8. Project effect on gender mainstreaming & PPPs</p> | Highly satisfactory | PJ results demonstrate a significant contribution to the attainment of the SDGs and addressing cross-cutting issues of gender mainstreaming and PPPs in Samoa. WIBDI, young people, farmers and families' capacities are strengthened. Restaurants & cafes involved are totally satisfied with the supply consistency. Effective gender balanced results registered, confirming WIBDI's gender mainstreaming role model. |
| Sustainability | <p>3. To what extent did the benefits of the programme are likely to continue after donor funding ceased?</p> <p>4. What were the major factors which influenced the achievement or non-achievement of the sustainability of the programme or project?</p> | Satisfactory | Organic farming is the core activity of WIBDI, a growing national and international business niche. Farmers trained are reaping the rewards by earning income they are proud of. WIBDI has consolidated its experience, capacity, network nationally & internationally. However, there is a need for follow-up, mentorship, and support for the trained youth to capitalize on the acquired knowledge and transition them from farmers to rural entrepreneur in micro and small business start-up operating context. More time is needed to test, improve, and ensure end-users' mastership of the ICT innovation of March 2018, the Agri-tourism "Farm to Table App" - for android smart phones. |

3.1. Relevance

65. **The level of relevance of the Farm to Table Project with WIBDI is highly satisfactory with regard to its contribution to solve the needs and problems identified in the design phase, in particular with reference to the baseline situation.** The project has exceeded the anticipated target in terms of the number of young people to be reached and activities to be carried out. Indeed, over 500 unemployed youth across Samoa undertook the training workshops, completed all the modules, and have graduated. This contributed to building their capacity and to giving them opportunities for organic farming, access markets and income gaining. In addition, the objectives set in the SDGs-F Results Framework for Output 2 (Strengthened capacity of local organisation to meet and sustain increased market demand for organic produce on a commercially viable basis) with the indicator “Local NGO full transition to viable social enterprise”) are attained through an effective capacity consolidation of WIBDI.

66. A very large majority of the stakeholders consulted with a high knowledge about the project, 89%, rate very positively its relevance: 50% as highly satisfactory and 30% as satisfactory. Within the sub-group of stakeholders who rate the programme’s relevance as highly satisfactory, 32% are WIBDI’s staff, the same percentage (32%) are OWA young graduates, 14% are farmers and 18% are restaurants or cafe owners supplied by the project through WIBDI.

67. The project “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” responds directly to the strategic objectives of the Government of Samoa to “re-invigorate agriculture”, and “support and promote niche export and high value-added products such as organic products for export”. In addition, the Joint Programme clearly contributes to the efforts of the Government of Samoa to tackle youth unemployment and its negative impact on the social and economic development of the island. This is also evidenced through the following statement of the Minister of Agriculture and Fisheries, Lopao’o Natanielu Mua at official launch of the Agri-tourism Farm to Table App on the 03 March 2018:

“This is something that is very significant in the delivery of the services that are badly needed in the rural areas like agriculture. Organic farming is becoming more important because [...] people (from) overseas market are actually asking for organic products.”⁶

68. The high level of relevance of the programme is not only demonstrated though its perfect alignment with the national priorities of Samoa but also with the UNDAF 2013-17 for the Pacific region which identifies youth as a marginalized group for which expanded opportunities in economic and social spheres are needed. Additionally, the UNDP Sub-Regional Programme Document (SRPD) 2013-17 for the Samoan Multi-Country Office (MCO) identifies women and

⁶ SAMOA OBSERVER, “ WIBDI launches Agri-tourism Farm To Table App” - http://sobserver.ws/en/03_03_2018/local/30726/Women-in-Business-launches-Agri-tourism-Farm-to-Table-app.htm

young people as two disadvantaged groups who face leadership and skills development challenges to be addressed.

69. The Joint Programme also addresses the *Framework for Action on Food Security in the Pacific 2011- 2015*, specifically with its Theme 2, Strategies 4 and 6 (Strengthen the capacity of farmers to improve food quality (including organic agriculture) and safety through incentives and training partnerships; Promote sustainable management of land, freshwater, agro biodiversity and marine resources). Furthermore, the programme also addresses the Pacific Organic and Ethical Trade Committee (POET Com) Pacific Strategic Plan objectives section 3.1: Increasing farmer knowledge through next generation awareness and extension/communication capacity development.

70. **The Joint programme objectives are still highly valid.** The programme trained more youth and reached other social groups than expected. The programme can be viewed as an experimental project that needs to be expanded since its success makes it popular and there are many other young people facing unemployment challenges who could benefit from it. In addition, the young people trained still need follow-up, funding, and mentorship to transition from simple farmers to sustainable entrepreneurs.

71. The implementing partners participating in the Joint Programme, especially WIBDI, provided a significant added-value to solve the development challenges stated in the programme document regarding the project results toward the public and private sectors on one hand, and towards the NGOs, community-based organizations and regional organizations on the other hand. Finally, a large majority of stakeholders consulted during the field visit of the programme terminal evaluation (86%) rate the collaborative involvement from programme partners as highly satisfactory (29%) and satisfactory (57%).

3.2. Effectiveness

72. **The level of attainment of the development outputs and outcomes described in the programme document is also highly satisfactory with regard to the objectives of the development intervention. All trainings and certifications in organic farming activities planned were overachieved with a full national ownership of the initiatives, processes and outcomes and an effective stakeholder/citizen dialogue.**

73. The effectiveness and the popularity of the programme led to the enrolment of more people than expected, 15% more than the initially planned outputs. Further, the programme managed to attract other unplanned groups such as older farmers, children and old people, basically all members of the family in the villages, making the programme more inclusive. Achieving these outstanding results was made possible due to the effectiveness, experience and the financial capacity of WIBDI which was able to afford and manage the flood of people interested in the program without additional cost for the SDGs-F.

74. The intensity of stakeholder/citizen dialogue and engagement on development issues and policies is also observable through the government participation by matching the funds up to USD500,000. The Ministry of Commerce, Industry and Labor, the Ministry of Women, Community and Social Development, and the Minister of Agriculture and Fisheries are particularly the Government Ministries who contributed to the project's overall highly successful outcomes. This is for instance observable through the presence of the later at the official launch of the Agri-tourism Farm to Table App on 03 March 2018 and his following statement:

“I hope and wish that all the government ministries who are delivering the services to our people, are like that. They are more people inclusive and for them to be more visible it is a huge encouragement and motivation for the people that are working with them. I would like to congratulate the management and all the members of the Women in business development organization who do a great job.”

75. The majority of stakeholders consulted (64%) rate the effectiveness of the programme in relation to the outputs and outcomes anticipated as highly satisfactory. Also the majority of stakeholders consulted (89%) appreciated the programme's contribution to the advancement and the progress of fostering national ownership processes and outcomes: 39% rated it as highly satisfactory (39%) and 50% as satisfactory.

76. **However, project objectives seem too ambitious with regard to the resources and time allocated. Despite the fact that the programme reached beyond the targeted number of youth, there is still a lot of young people who were not covered by the project yet they could highly benefit from it.** Below is an interesting statement from a young non-beneficiary but who knows well about the programme and it demonstrates the challenges and the need to strengthen and continue the programme:

“When I have a farm, all set for delivery, I'm rich. At this point, when I don't have one, I don't have the income... The programme was well introduced to me, unfortunately, I don't have the resources... Programme need to be introduced with resources to get people like myself started”.

77. He doesn't have his farm yet because of lack of resources but he is willing to have one as stated.

3.3. Efficiency

78. The efficiency of the programme in comparison to the development results attained is satisfactory.

79. As stated earlier (Section 1.3), results of a programme in a multi-partnership context have to be measured globally, taking into account the specific contribution from every partner, separately and jointly. As per the table below, only 28% of the project budget was attributed to WIBDI exclusively. The other 78 % was managed through joint activities.

Table 4: Budget dispatching among the various partners per outputs (US \$)

| Outputs | Total plan | Common Expenses | WIBDI | MWCSD | MAF | SNYC | POET Com | SFA |
|--|------------------|-----------------|----------------|-------|-----|------|----------|-----|
| Output 1: Skills training in organic production, certification and processing creates employment for youth within the organic agriculture Farm-to-Table value chain | 636,000 | 426,000 | 270,000 | | | | | |
| Output 2: Strengthened capacity of local organisation to meet and sustain increased market demand for organic produce on a commercially viable basis | 130,000 | 130,000 | | | | | | |
| Output 3: Communication technology enables improved data collection, more accurate information and enriched knowledge on organic farming | 196,305 | 196,290 | 15,000 | | | | | |
| Total | 977,290 | 692,290 | 285,000 | | | | | |
| SDGs-F Indirect Support Cost (+- 7%) | 32,710 | | | | | | | |
| Total Outcome | 1,010,000 | 692,290 | 285,000 | | | | | |
| Percentage | | 67% | 28% | | | | | |

80. In general, with regard to the fund management, an overwhelming number of consulted stakeholders consulted (92%) state that the efficiency of the programme is highly satisfactory (46 %) and satisfactory (46 %). A percentage of 7% of the stakeholder declared that they don't

know, since they are not close to the financial management of the programme. The argument advanced by the ones who declared the financial management as highly satisfactory or satisfactory is the fact that all activities were achieved, given the flood of people enrolled into the programme. As per the Time Management, 33% declared the efficiency of the programme as highly satisfactory and 59 % declared it satisfactory. Finally, regarding the Human Resource Management, 41% of stakeholders consulted declared the efficiency of the programme as highly satisfactory and 59 % declared it satisfactory. Interestingly, among the ones who declared that the funds management efficiency as highly satisfactory, are three categories of stakeholders, namely WIBDI staff, youth trained, and restaurant/cafe owners, evenly at 31% for each category.

81. Among the reasons invoked by the stakeholders, especially the WIBDI staff, for judging the programme efficiency as satisfactory is the fact that a few resources were provided but great trainings on how to start and maintain organic farming were achieved.

82. Some weaknesses are identified regarding the effectiveness of the Joint Programme management model (governance and decision-making structure, i.e. lead agency, Joint Programme Coordinator, Programme Management Committee and National Steering Committee, financial management and allocation of resources, i.e. one work plan, one budget). Indeed, frequent delays in the fund disbursement from the SDGs-F and from the Government of Samoa were observed and the delays demonstrate that there is some bottleneck in the decision-making process and turning decisions into action appropriately and on time. This could have had a negative impact on the programme results if WIBDI did not have remedial measures, by continuing the planned activities with its own resources. The efficiency of the program at this level is therefore more attributable to the strength of WIBDI itself than the SDGs-F financial and administrative management mechanisms. On another point of view, this demonstrates also the trust WIBDI had in the UNDP to eventually disburse the funds to them, which is a compelling factor in its decision to use of its own funds to ensure an uninterrupted run of the project despite delays in funds disbursement. The complicity between WIBDI and the UNDP Multi-country Office (MCO) is also observable throughout the project implementation. The UNDP attended about 99% of all OWA graduations, even in Savaii Island and back villages, to give certificates and make encouraging speeches to the youth and WIBDI.

83. Structured results and impacts measurement is also an issue which need to be addressed regarding the programme management model.

3.4. Impact

84. **The impact of the programme as it is designed in the Prodoc is highly satisfactory. It has significantly contributed to the attainment of the SDGs in Samoa and the Pacific region and in addressing cross-cutting issues of gender mainstreaming and women’s empowerment, public private partnerships (PPPs) and sustainability at the local and national levels.**

85. All beneficiaries identified in the initial programme document (500 youth) were reached by the programme and the majority of those consulted during the field visit (73%) rate the impact of the programme as highly satisfactory (27%) or satisfactory (46%). All stakeholder combined rate overwhelmingly (92%) the impact of the programme towards the beneficiaries as highly satisfactory (42%) or satisfactory (50%).

86. The programme’s contribution towards the cross-cutting issues of gender mainstreaming and women’s empowerment, public private partnerships (PPPs) and sustainability at the local and national levels, is rated positively by an overwhelming share of stakeholders (93%): 58% rate it as highly satisfactory and 35% as satisfactory . Four in five stakeholders from the private sector (Restaurant/Café owners) judge the programme impact with regard to these sub-criteria as highly satisfactory while one business owner judges it satisfactory.

87. Based on the available collected and analyzed data, we conclude that the project has generated valuable positive impacts on the living conditions of young people, farmers and their families. This is also evidenced through the following statements of some of the beneficiaries:

“Response to project was high with a lot of participants”

“We build up strong relationships with farmers and customers”

“Change in vulnerable families’ lives is observable”

“Use of funding is for a good cause”

“Youth members in one village were emotional after learning about the of impact of their activities on climate change and the environment”

“Youth members have found new business opportunities and put into practice lesson learnt and are now part of the value-chain”

“Youth people become empowered and eager to be entrepreneurs after seeing business development ideas”

“Moving the trainings into the villages increased youth interest into the project”

“Discussions on effect of old fashion farming and on their effects on climate change brought resilience awareness”

“So far, products are distributed to stores and local restaurants”

We “provide fresh products to our families”.

88. However, a broader study need to be undertaken to validate theses conjectures and provide with the necessaries nuances, if any.

89. **As designed and implemented, the “Farm to Table Project” with WIBDI is highly gender sensitive.** Firstly, as per the Joint Programme document, the project was designed to “ensure 50% of beneficiaries are women and that 50% of all structures and governance or decision-making bodies established through the project such as organic certification committees or production clusters will have 50% representation of women” (Farm to Table Prodoc, p. 10). Secondly, the leading national implementation partner of the Joint Programme is a women led NGO with the majority 63% of its 32 staff members being females and occupying all the executive positions. Finally, at the end of the implantation process, 47% of the young beneficiaries reached are females. This demonstrates an effective gender balanced result in terms of project beneficiaries. With its success in implementing this program, WIBDI has just confirmed its role as a model for women leadership and empowerment capacity not only in Samoa but also in the Pacific region.

3.5. Sustainability

90. **The level of sustainability of the “Farm to Table” concept is satisfactory, not necessary because of an effective exit plan from the project itself but due to the global environment. Additionally, the organic farming is a new growing business niche that WIBDI has the experience and capacity to capitalize on.**

91. The probability of the benefits of the intervention continuing in the long term is somewhat high for many reasons: a) Organic farming is the core activity of WIBDI and the organization has a solid experience in this domain on one hand and diversified funding partners on the national and international levels, on the other hand; b) The youth enrolled and the farmers trained are reaping the rewards by earning income they are proud of. There is a little chance that they will give up as long as the value chain is maintained; (c) Organic farming is a growing market with needs yet to be met locally and internationally; d) The project has enabled WIBDI to consolidate its experience and to increase the volume of its exports. Additionally, market niches built locally and internationally enhance the strength of the value chain; e) Organic farming is an excellent niche that helps the Government of Samoa to address both challenges of youth unemployment and climate change. The probability for the government to continue supporting

the farm-to-table concept is very high, as well as the support from donors, including the United Nations system.

92. The overwhelming stakeholders consulted (96%) rate the sustainability of the programme as highly satisfactory (54%) and satisfactory (42%) in relation with the strengthening of the capacity of beneficiaries (institutional and/or individual) and their resilience to external shocks in the long term. As to the question 'to what extent will the joint programme be replicated or scaled up at local or national levels' the majority of them, 56%, judged it highly satisfactory and 32% rated it as satisfactory.

93. However, with the end of the project in effect by June 30th, 2018 with no clear plan about how to ensure follow-up, mentorship, and support to the youth trained through the organic Warriors Academy, there is a real risk of losing track of the young graduates, missing the opportunity to capitalize on the skills gained and turn them into successful organic agricultural entrepreneurs. Thus, there is an urgent need to capitalize on the best practices in order to minimize the vacuum created by the project termination, in a context of lack of a comprehensive entrepreneurship enabling environment for youth.

4.0 Conclusion and Lessons Learnt

95. The **Joint Programme under the project “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” is a success story that needs to be strengthened, popularized and expanded.** This success is mainly due to the programme’s total alignment with the Paris Declaration and the Accra Plan of Action in terms of national ownership, donors’ alignment with national priorities, harmonization, capacity development and mutual accountability.

96. Indeed, the Joint Programme is in a perfect alignment with the national priorities of the SDS 2012 – 2016 (organic agriculture development and youth employment promotion), the UNDAF 2013-17 and SRPD 2013-17 for the Pacific region (development of opportunities for youth and women as a marginalized group). The programme also contributes to addressing the *Framework for Action on Food Security in the Pacific 2011- 2015* (Strengthen the capacity of farmers to improve food quality (including organic agriculture) and safety through incentives and training partnerships). Finally, the programme addresses the Pacific Organic and Ethical Trade Committee (POET Com) Pacific Strategic Plan (Increasing farmer knowledge through next generation awareness and extension/communication capacity development).

97. The experience and the quality of the human and social capital of the programme leading national implementation partner explain the attainment of all outputs and outcomes identified in the programme design. By bringing the training sessions to the villages and by accepting all family members who wish to take part alongside the youth, WIBDI has made the project an effective tool for social change in Samoa, built a greater sensitivity to climate change and resilience. There is need to maintain that inclusiveness of the project since it strengthens the social link and contributes to its broader vulgarization in the island.

98. **However, in order to reinforce the results of the programme, maintain its long-term positive impact and ensure its duplication, the following issues and challenges need be addressed:**

- i. There is a lack of reporting and follow-up and results tracking system in order to enable a process review and adaptation. The capacity of the project stakeholders to track progress toward the joint interventions and common results is bellow the needs with regard to the Development Results Management and the Theory of Change requirements. Indeed, the project team strives to produce data on the outputs achieved but need capacity building in terms of Results-Based Management. Producing and measuring results and impact on development (the fourth point of the Paris Declaration) are addressed with some limitations. The outcomes are measured informally through the declarations of satisfaction of the beneficiaries. The evaluation of outcomes should be done in a broader and formalized way to see to which extent the impact of the project contributes to the country's macro-economic and social development.

- ii. Anticipated outputs seem too ambitious in relation with the time, financial and human resources available. This challenge is aggravated by the project concept itself which is a multi-partner driven project.
- iii. Access to a comprehensive entrepreneurship enabling environment is a key issue for the project long term sustainability. There is need for sustainable financing, entrepreneurship capacity building and mentorship for the youth trained through the Farm to Table Project. An effective incubation center as a federated structure – such as a Council for Organic farming or the Chamber of Commerce and Industry – could feed these needs. As per the October 2017 Mid-Term Evaluation of the One UN Youth Employment Programme (YEP)’s remarks, the preparatory phase of a small business incubator is completed but remained somewhat over-ambitious in terms of time allocated to complete key tasks to achieve specific outputs.
- iv. Agriculture sector is dominated by small subsistence level activities. As such, meeting the needs of the tourism sector which requires quality and supply consistency still a big challenge to overcome. Demand from the market, especially the tourism sector remains unmet in general. For example, one the 4-star hotels Restaurant Manager (who is not a client for WIBDI) we met on Friday 1st June was expecting a fresh farming product delivery in that morning at 6 am but had just received a call from the supplier indicating that he could only make the delivery in the afternoon at around 5 pm. For a business which has to feed 100 to 150 guests daily, supply consistency is key. With five branches in the Pacific Region, including Fiji and Samoa, this hotel is highly interested in a consistent and sustainable procurement system of organic products through the facilitation of the “Farm to Table Project”.
- v. Finally, more time is needed (6 to 12 months) to test and improve the latest project innovation of Agri-tourism, the “Farm to Table App” (for android smart phones), which needs to comply with the standards of the implementation process of Information and Management Systems (IMS). Hence, it must be fully utilized and appropriated by end users to succeed.

99. **The best practices, lessons learnt, and replicable experience from the Joint Programme are as follows:**

- i. **Alignment with government priorities and a very high level of relevance vis-à-vis the youth and their families explain the popularity and local mastership of the project.** The “Farm to Table Project” contributes to a number of the development priorities listed in the Strategy for the Development of Samoa (SDS) 2008-2012 and 2016/17 – 2019/20 including: private sector-led economic growth & employment creation for youth; and community development, agriculture and tourism improvement. This is evidenced by the popularity of the project in the villages where WIBDI had to train more beneficiaries than number anticipated.
- ii. The “Farm to Table Project” can be regarded as a success story due to the following three key factors:
 - a. **Experience, human and social capital capacities of Women in Business Development Incorporated (WIBDI) is one of the key success factors of the programme.** Indeed, WIBDI is an experienced, well-established core partner, multi awards winner NGO with over two decades of proven track records in community mobilization that specializes in organic agriculture and employment of youth in the farm-to-table value chain for both domestic and international markets. WIBDI brings the necessary social and human capital for the sustainability of the project;
 - b. **Effective Partnership with the private sector both on the national and the international levels complete and consolidate the value-chain of the organic farming concept “Farm to Table”:** A critical asset to the project is the involvement of the famous Chef Robert Oliver. The project leverages the successful Mea’ai Samoa cookbook written by Mr Oliver as a tool for tourism development in Samoa. By providing training and support to restaurant chef, Mr. Oliver brings a strong credibility to the project among the tourism sector operators, especially restaurants and multi-stars hotels. WIBDI successful organic products supply to international customers in New Zealand with Body Shop International and UK, is a significant asset for the success of the project. While supply consistency is the principal challenge in Samoa, the four restaurant owners consulted, who are also WIBDI clients, declare being totally satisfied with WIBDI consistency in delivery. Only one of them has a complain about the price of the products of WIBDI.

- c. **Total national ownership of the project implementation is another key success factor of the project**, ensuring its adaptation to the Samoan culture.
- iii. **The comprehensive family focus of the project facilitates its embeddedness within the national cultural context and contributes to its success:** WIBDI worked very closely with the farmers they support. Field staff visit each family regularly to maintain an important face-to-face contact and to ensure that the family knows what is going on and that WIBDI cares and is ready to respond to the families needs. Due to the strong family culture in Samoa, WIBDI focuses its programmes on individual families rather than village communities or individuals. They have also found that when a family is earning cash, it tends to take more responsibility for the project, sticks to it longer and put back more money into it. Family gains subsequently flow into the community and assist in building its social capital.
- iv. **Quick impact delivery contributes both to project relevance and effectiveness:** During the cycle of the programme, WIBDI succeeded to hire 21 OWA Graduates, including 2 co-trainers from each preceding training to assist the head-trainer and OWA Team during the following trainings and as such contributing to a quick impact delivery regarding the youth employment strategy of the Government of Samoa. Positive quick impacts of projects validate their relevance, effectiveness and popularity and they convince reluctant stakeholders to get on board.
- v. **Total inclusiveness of the project has contributed to building a family supportive environment for the youth and to the success of the project:** A significant unintended result of the project is its inclusiveness during the implementation process. The project was initially designed to contribute to the youth employment through the organic farming. Once the trainings were brought to villages, as opposed to running them at WIBDI facilities in Nu'u, families enthusiastic to the concept were voluntarily enrolled into training activities. Further, elder people who consider themselves as young, at least mentally, were enrolled into the project. The participation of whole families in the organic farming highly contributed to creating an encouraging and supportive environment for the youth who are the first beneficiaries of the project. Also, expanding programme beneficiaries beyond the initial category of young people and overreaching the initial target number (from 500 to 574) was made possible due to the experience and additional personal resources of WIBDI.
- vi. **Implementation of complementary programmes and projects supports the sustainability of the project:** Having other national programmes and projects such as the YEP, E-Youth Hub, ICT Training with NUS, Support for Community

Based Youth with Savaii Koko, Strengthening Capacity of Youth in livelihood in agriculture with SROS, SFFI, and MAF – concomitantly or following the “Farm to Table Project” and running activities targeting the youth is a significant asset for the project sustainability. However, there is need for a national structural oversight to avoid duplication, ensure coherence, accountability and have higher impact.

- vii. **Diversity of source of funding ensures an effective sustainability of the project.** WIBDI has an important fund-raising capability and a multitude of supporting partners. This contributed to maintaining the pace of its activities to the beneficiaries’ capacity building when frequent delay in funding from the Trust Fund occur. In year 2015/2016, besides the “Farm to Table Project” funding, WIBDI was financially supported by the Ministry for Commerce, Industry and Labour, New Zealand Government, OXFAM NZ, World Trade Organisation, Pharma, ACIAR, Australian Broadcasting Corporation, British High Commission, FAO Food Price Intervention, PSSF, PLP Solomon Islands, Samoa Business Network, ALFS water tanks, Challenge Samoa, Tautai Pacific Arts Trust, CTA SIDS LIVE, CTA Training, Centre for Cultural and Technical, CTA Application, DVF (Vital Voice), and MWCSD - Disability Grant. WIBDI multi-partnership assistance is an effective factor for the project’s sustainability.

5.0 Recommendations

100. The recommendations from the terminal evaluation of the SDGs-F Joint Programme are as follows:

- i. There is need for a comprehensive training for all project partners in Result-Based Management, Theory of Change, Monitoring and Evaluation and Reporting.
- ii. A comprehensive survey on impact of the programme “Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach” needs to be carried out in order to have a better understanding of the project results, impacts and lessons learnt.
- iii. There is an urgent need to capitalize on the WIBDI success story in order to minimize the vacuum created by the project termination. Thus, there is need to strengthen and continue the “The Farm to Table Project” with a better and vigorous Result-Based Management and Theory of Change approach.
- iv. Programme planning and design need to be more realistic and ensure matching of the available financial resource envelope with more realistic timeframes. As per the “Farm to Table Project” planned outputs, there is need for longer duration planning, implementation and results-based monitoring, to achieve desired results.
- v. Strengthen and popularize the Wayfinding method used by WIBDI in resilience assessment and leadership training of the organic farmers to adapt modern tools of business development to the indigenous culture. The navigator Wayfinding analogy allows to know who you are – what are your capacities, your knowledge and experience gaps, where are you from, where have you been. Modern communications and marketing thinking recommends to “start with the why”. However, the custom for Pacific cultures is to start with the “who”. As an old Chinese poem says “Go in front of the people, live among them, love them. Rely on what they are, to build from what they have. The best leaders are the ones whose work is said once accomplished, we did it ourselves”. As a development participatory approach, the Wayfinding method also fits in the theory of change technique as a context-based process while trying to produce development results. As part of the participatory approach, the Wayfinding method inevitably leads to national and local mastership and to the sustainability of development actions. In a development programme, the oceanscape is the external social, cultural and economic environment. It also made up of your target audiences – the most important “who” in the programme. If people are the sum of their experiences, it is important to understand what those experiences are – and what is important to them, what are their daily pressures, their aspirations. With Wayfinding,

programmes are designed to meet people where they are socially, economically and emotionally.

- vi. There is need to create a National Council of Organic Farming. It can be done within the small business development framework or a special unit created under the umbrella of the Chamber of Commerce and Industry. Composed of representatives from the organic farming “entrepreneurs” and allies NGOs, the private sector, and the concerned government ministries such as the Ministry of Agriculture, the Ministry of Commerce Industry and Labour, the Ministry of Finance, and the Ministry of Women, Community and Social Development, the council will oversight financing, research and development, and regulations - in terms of certification, quality standards and consistency - and all required capacity building needs of the sub-sector.
- vii. There is need for policy advocacy activities to be undertaken with a focus on creating a more enabling environment for youth oriented SMEs in the formal sector.
- viii. It is recommended to WIBDI to establish an active partnership with the private sector operator, Tanoa Hotel (and the rest of the tourism sector), in order to capitalize on the progress made and better popularize its concept in Samoa and the Pacific region.

The example of Tanoa hotel shows that the tourism sector has a high interest in farming products. The managing staff of Tanoa Hotel in Samoa who did not hear about Samoa “Farm to Table Project”, is highly interested in a partnership with WIBDI for the organic farming initiative.

Tanoa Hotel has its own arrangements to produce fresh products to avoid issues of supply consistency, frequent shortage in the local market and the high cost of foreign products. The hotel has land which is given to private operators for free. The only requirement from them is to deliver the product to Tanoa Hotel exclusively. In doing so, Tanoa Hotel ensures the quality control and consistency of the supply. In addition to this, Tanao Hotel purchases the products from these producers at a price which 20% above the market price. However, even by doing so, the hotel is yet to get a total relief with regard to the products shortage, scarcity and price gauging and uncertainties. The hotel is strongly willing to benefit from WIBDI experience and technical assistance. The Hotel still has extensive lands at its disposal to be developed under the same win-win conditions or other interesting conditions agreed upon with WIBDI. If the experience ends-up with a success, they will set themselves as pioneer in this field and expand it to their other eight hotels in the Pacific region.

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7.0 Annexes

Annex 1: Terms of references



Empowered lives.
Resilient nations.

TERMS OF REFERENCE FOR HIRING CONSULTANT

A. Project Title – General Information

- Post Title: *International Consultant to conduct the evaluation of the SDGs Trust Fund Farm to Table Project with WIBDI*
- Location: *Apia, Samoa*
- Organizational Unit: *Governance Poverty Reduction Unit. UNDP MCO*
- Supervisor: *Head of Unit*
- Expected starting date: *End of January*
- Duration: *25 working days*

C. Scope of Work:

This final evaluation has the following specific objectives:

1. Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase
2. To measure joint programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised
3. Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc.
4. To measure the impact of the joint programme on the achievement of the SDGs
5. To identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships

The evaluation will apply the OECD/DAC criteria: relevance, effectiveness, efficiency, impact and sustainability. Specific evaluations may include but are not limited to the following:

Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and

achieving the SDGs

- a) How has the joint programme contributed to solve the needs and problems identified in the design phase, in particular with reference to the baseline situation?
- b) To what extent was the joint programme aligned with national development strategies and the UNDAF/UNDAP?
- c) To what extent was joint programming the best option to respond to development challenges described in the programme document?
- d) To what extent are the objectives of the joint programme still valid in the context of national policy objectives and SDGs?
- e) To what extent have the implementing partners participating in the joint programme contributed added value to solve the development challenges stated in the programme document?

Effectiveness: Extent to which the objectives of the development intervention have been achieved

- a) To what extent did the joint programme attain the development outputs and outcomes described in the programme document?
- b) What good practices, success stories, lessons learnt and replicable experiences have been identified? Please describe and document them
- c) To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)
- d) To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?

Efficiency: Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results

- a) To what extent was the joint programme's management model (governance and decision-making structure, i.e. lead agency, Joint Programme Coordinator, Programme Management Committee and National Steering Committee, financial management and allocation of resources, i.e. one work plan, one budget) efficient in comparison to the development results attained?
- b) To what extent were joint programme's outputs and outcomes synergistic and coherent to achieve better results when compared to single-agency interventions? What efficiency gains/losses were there as a result?
- c) What type of work methodologies, financial instruments, business practices did the implementing partners use to promote/improve efficiency?
- d) What type of (administrative, financial and managerial) obstacles did the joint programme face and to what extent have these affected its efficiency?

Impact – Positive and negative effects of the intervention on development outcomes, SDGs

- a) To what extent and in what ways did the joint programme contribute to the SDGs?
- b) To what extent and in what ways did the joint programme contribute to the targeted cross-cutting issues: gender mainstreaming and women's empowerment, public private partnerships (PPPs) and sustainability at the local and national levels?
- c) What impact did the matching funds have in the design, implementation and results of the joint programme?
- d) To what extent did the joint programme have an impact on the targeted beneficiaries? Were all targeted beneficiaries reached? Which were left out?
- e) What unexpected/unintended effects did the joint programme have, if any?

Sustainability: Probability of the benefits of the intervention continuing in the long term

- a) Which mechanisms already existed and which have been put in place by the joint programme to ensure results and impact, i.e. policy, policy coordination mechanisms, partnerships, networks?
- b) To what extent has the capacity of beneficiaries (institutional and/or individual) been strengthened such that they are resilient to external shocks and/or do not need support in the long term?
- c) To what extent will the joint programme be replicated or scaled up at local or national levels?

METHODOLOGICAL APPROACH

This final evaluation will make use of:

- **All relevant secondary information sources**, such as reports, programme documents, internal review reports, programme files, strategic country development documents, evaluations and
- **Primary information sources** including: interviews, surveys, etc. to ensure participatory approach and appropriate consultation and engagement of stakeholders
- **Triangulating of information** to allow for validation and discern discrepancies

The methodology and techniques to be used in the evaluation should be described in the inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory approaches.

5. EVALUATION DELIVERABLES

The Evaluator will provide the following deliverables:

Inception Report

This report will be 10 to 15 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study report will propose initial lines of inquiry about the joint programme this report will be used as an initial point of agreement and understanding between the Evaluator and the evaluation reference group. The report will follow this outline in Annex II:

Draft Final Report

The draft final report will follow the same format as the final report (described in the next paragraph) and will be 30-40 pages in length. See Annex III for the template.

Final Evaluation Report

The final report will be 30-40 pages in length. It will also contain an executive summary of no more than five pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. This report will follow the template and follow the outline as given in Annex III.

6. ROLES OF ACTORS IN THE EVALUATION - EVALUATION REFERENCE GROUP

The main actors in the evaluation process are the SDG-F Secretariat, the management team of the joint programme, including the Joint Programme Coordinator, M&E Officer, in addition to the Programme Management Committee. This group of institutions and individuals will serve as the **evaluation reference group**. Its role will extend to all phases of the evaluation, including:

- Facilitating the participation of those involved in the evaluation design
- Identifying information needs, defining objectives and delimiting the scope of the evaluation
- Providing input on the evaluation planning
- Prepare **communication and dissemination plan**
- Providing input and participating in the drafting of the Terms of Reference
- Facilitating the Evaluator's access to all information and relevant documentation, as well as to key actors, stakeholders and informants
- Monitoring the quality of the process and deliverables generated
- Prepare **improvement/action plan** following the submission of the final evaluation report
- Disseminating the results of the evaluation, especially among the organizations and entities within their interest group

7. TIMELINE FOR THE EVALUATION PROCESS

| | Scheduled date | Main activities |
|--|------------------------|---|
| | Desk study (Five days) | Briefing with the Evaluator and sharing of all documents to be reviewed (Annex I) Submission of the inception report including the findings from the desk review and evaluation methodology (see Annex |

| | | |
|---|----------------------------|--|
| Phase B: Execution phase of the evaluation study | | II) Preparation of mission itinerary by evaluation reference group |
| | Field visit (Five days) | Field visit conducted by Evaluator based on the planned agenda |
| | Final Report (15 days) | Submission of draft final report by Evaluator (Annex III) to the Secretariat Review of report by the evaluation reference group Review of report by Secretariat Finalization of the report by Evaluator and submission to the Secretariat |

8. USE AND UTILITY OF THE EVALUATION

The evaluation reference group and any other stakeholders relevant for the joint programme will jointly design and implement a complete **communication and dissemination plan** to share the evaluation findings, conclusions and recommendations with the aim to advocate for sustainability, replicability, scaling up or to share good practices and lessons learnt at local, national or/and international level.

The **communication and dissemination plan** should at least aim to target all members of the NSC and PMC and other relevant stakeholders as necessary.

9. ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality** - the evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality
- **Responsibility** - the report must mention any dispute or difference of opinion that may have arisen between the Evaluator and the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted
- **Integrity** - the Evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention
- **Independence** - the Evaluator should ensure his or her independence from the intervention under

review, and he or she must not be associated with its management or any element thereof

- **Incidents** - if problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the SDG Fund Secretariat. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the Secretariat in these terms of reference
- **Validation of information** - the Evaluator will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report
- **Intellectual property** - in handling information sources, the Evaluator shall respect the intellectual property rights of the institutions and communities that are under review
- **Delivery of reports** - if delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable

10. COMPETENCIES OF THE EVALUATOR(S)

In observing UNEG Norms and Standards for Evaluation (2016),¹ the evaluation should be conducted by evaluator/s who are:

- Well-qualified, selected on the basis of competence, by means of a transparent process
- Impartial, i.e. not have been (and not expected to be) involved in the design or implementation of the joint programme
- Suitably experienced, possess methodological expertise and at least five years of recognized experience in conducting or managing evaluations, research or review of development programmes, and experience as main writer of an evaluation report.

In the case of hiring more than one evaluator, one consultant should be experienced in the sector or technical areas addressed by the evaluation, or have a sound knowledge of the subject to be evaluated. The other should be an evaluation specialist and be experienced in using the specific evaluation methodologies that will be employed for that evaluation.

D. Expected Outcomes and Deliverables:

Inception Report
 Draft Evaluation Report
 Final Evaluation Report

E. Institutional Arrangement:

The consultant will be working closely with UNDP and WIBDI during this assignment. He or she will conduct the work both home based & Samoa during the mission.

F. Duration of the Work:

¹ UNEG (2016) Norms and Standards for Evaluation, 2016:
<http://www.unevaluation.org/document/detail/1914>

The consultant will complete this assignment within 25 working days over a three months period.

G. Duty Station:

A. Apia , Samoa

H. Competencies:

- A. Creates effective advocacy strategies
- B. Provides information for linkages across programme activities to help identify critical points of integration
- C. Provides information and documentation on specific stages of projects/programme implementation
- D. Provides background information to identify opportunities for project development and helps drafting proposals
- E. Participates in the formulation of project proposals
- F. Seeks a broad range of perspectives in developing project proposals
- G. Identifies new approaches and promotes their use in other situations

I. Qualifications of the Successful Contractor:

- Degree in political science, development studies, economics, public administration or related field; 20%
- At least 10 years of relevant experience in inclusive growth work at senior; 25%
- Proven experience in undertaking evaluation projects; 20%
- Global experience in engaging with inclusive growth development is highly desirable; 20%
- Excellent interpersonal and cross-cultural communication skills; and ability to meet tight deadlines; 10%
- Excellent English written and communication skills; 5%

J. Scope of Bid Price & Schedule of Payments:

| Deliverables/ Outputs | Target Due Dates | Amount in USD |
|--|----------------------|---------------|
| Preparation and submission of the Inception Report | End January 2018 | 10% |
| Preparation of the Draft Evaluation Report | Mid-February 2018 | 60% |
| Preparation of the Final Evaluation Report | End of February 2018 | 30% |

K. Recommended Presentation of Proposal:

A. Given below is the recommended format for submitting your proposal. The following headings with the required details are important. Please use the template available (Letter of Offer to complete financial proposal)

CVs with a proposed methodology addressing the elements mentioned under deliverables must be submitted by **16th January 2018** electronically via procurement.ws@undp.org. Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted.

Proposals must include:

- **P11** and what time you are available from – template provided
- **A brief methodology** on how you will approach and conduct the work,
- **Financial Proposal** specifying the daily rate and whether per diem is included – template provided
- **Letter of interest and availability** summarises all details required – template provided

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

ANNEXES

I. Check List: Documents to be Reviewed

The documents below should be provided by the evaluation reference group who will be responsible for compiling the complete list and collecting all the documents for timely submission to the Evaluator.

SDG-F Context

- [SDG Fund TORs and Guidance for Joint Programme Formulation](#)
- SDG Fund M&E strategy
- Communications and Advocacy Strategy
- Knowledge Management Strategy

Programme-Specific Documents

- Joint programme document and its annexes (annual work plan and budget, theory of change, integrated M&E research framework, performance monitoring framework, risk analysis matrix)
- Baseline and end line study (if any)
- Mid-term review report (if any)
- NSC and PMC minutes
- Exit strategy
- Biannual monitoring reports
- Financial information (MPTF)

Other in-country documents or information

- All assessments, reports and/or evaluations directly conducted/commissioned by the joint programme
- Relevant documents or reports on the SDGs at the local and national levels
- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country

Inception Report - Outline

0. Introduction
1. Background to the evaluation: objectives and overall approach
2. Identification of main units and dimensions for analysis and possible areas for research
3. Main substantive interventions of the joint programme
4. Methodology for the compilation and analysis of the information
5. Criteria to define the mission agenda, including field visit

Draft/Final Evaluation Report - Outline

1. Cover Page
2. Executive Summary – a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations.
3. Introduction
 - a. Background, goal and methodological approach
 - b. Purpose of the evaluation
 - c. Evaluation methodology
 - d. Constraints and limitations of the study conducted
4. Description of the development interventions carried out
 - a. Detailed description of the development intervention undertaken: description and judgement on implementation of outputs delivered (or not) and outcomes attained as well as how the programme worked in comparison to the theory of change developed for the programme.
5. Levels of Analysis: Evaluation criteria and questions (all questions included in the TOR must be addressed and answered)
6. Conclusions and Lessons Learnt
7. Recommendations

Annexes

Annex 2: List of stakeholders consulted

Annex 2: List of key stakeholders consulted

| No | Surname/ Last name | First name | Position | Institution | Phone | E-mail |
|----|-----------------------|------------|--|---------------------------|-------------------|--|
| 1 | Apa, | Taaloga | Sr Programme Manager | WIBDI | | |
| 2 | Avefua | Ah Sam | Young Trained | F2T | | |
| 3 | Bonin | Georgina | Assistant Resident Representative, Governance and Poverty Reduction Unit | UNDP | 23670 | Georgina.bonin@undp.org |
| 4 | Brown | Asi | Young OWA Graduate | | | |
| 5 | Bush | Gabby | Consultant | UNDP | 77 97129 | Gabby.bush@undp.org |
| 6 | Faasavalu | Grace | Data Officer | WIBDI | 72 84430 | data@womeninbusiness.ws |
| 7 | | | Young OWA Graduate | | | |
| 8 | Fereti | Feferi | Young Trained | F2T Projec | | |
| 9 | Filo Fualpu | Iosia | Farmer | Owa Grauvate SATALO | | |
| 10 | Fruean | Cherelle | Program Analyst, SDGs Localization | UNDP | 23670 | Cherelle.fruean@undp.org |
| 11 | Freuan | Meipo | Young OWA Graduate | F2T Projec | | |
| 12 | Horris | | Owner | Home Café Restaurant | | |
| 13 | Krishna | Jay | Hotel Manager | Tanoa Hotel Samoa | 77 00113 | Gm.tth@tanoahotels.com |
| 14 | Lafaele | Alosio | Accountant | Insel Fehmarn Hotel Hôtel | 23301 72 62226 | Accounts.vecenblo@inselfehmarn.ws |
| 15 | Lagaia | James | Non-beneficiary (Young) | | | |
| 16 | Lalopua | Tafaomalo | Farmer | Owa Grauvate SATALO | | |
| 17 | Leauanae | Tony | Non-beneficiary (Young) | | | |
| 18 | Loo | Etueni Ah | Non-beneficiary (Young) | | | |
| 19 | Luau | Emosi | Young OWA Graduate | | | |
| 20 | Maimaia | Tyrone | Farmer | F2T Projec | | |
| 21 | Malaitai | Tasi | Sr Field Officer | WIBDI | 72 34714 | organics@womeninbusiness.ws |

| No | Surname/ Last name | First name | Position | Institution | Phone | E-mail |
|----|-----------------------|-------------------------|----------------------------------|---------------------|-----------|--|
| 22 | Me | Fuimaono Rosalia | Protocol and Cultural Specialist | WIBDI | 21951 | |
| 23 | Meafou | Tuputa | Sr Field Officer | WIBDI | | |
| 24 | Meredith | Gloria | Non-beneficiary (Young) | | | |
| 25 | Oneone | | Staff | WIBDI | | |
| 26 | Paula | | Farmer | F2T | | |
| 27 | Poulava | Junior | Chef | Whisk Dining Room | 76 29300 | thewiskdinningroom@gmail.com |
| 28 | Rollin | Rigardt | Volunteer | WIBDI | 76 50117 | Regard.lipton@gmail.com |
| 29 | Surname/ Last name | First name | Position | Institution | Phone | E-mail |
| 30 | Rossi | Giovanni | Owner | Paddles Restaurant | 77 48131 | Giogizu23@gmail.com |
| 31 | Sawicky | Michael | Food and Beverage Manager | Tanoa Hotel Samoa | 77 00110 | Fnb.tth@tanoahotels.com |
| 32 | Samata | Paulo | Farmer | Owa Grauvate SATALO | | |
| 33 | Shaw | Sue-Ellen | Volunteer | WIBDI | 76 19005 | Sueellen.shaw@gmail.com |
| 34 | Silva | Hugo | Non-beneficiary (Young) | | | |
| 35 | Sio | Marcus | Field Officer | WIBDI | | |
| 36 | Sooula Traders | | Retail Company | Retail Company | | |
| 37 | Stanley | Kalais Jade | Owner | Nourish Cafe | 84 00 602 | Nourishcafe@gmail.com |
| 38 | Sua | Riso | Young OWA Graduate | F2T Projec | | |
| 39 | Sua | Solovi | Young OWA Graduate | F2T Projec | | |
| 40 | Suaesi | Oneone | Field Officer | WIBDI | 75 94938 | |
| 41 | Tafuna'i | Faumuina Felolini Maria | Media Consultant | WIBDI | 21951 | flyinggeesepro@gmail.com |
| 42 | Tafuna'i | Adimaimalaga | Executive Director | WIBDI | 21951 | Adi@womeninbusiness.ws |
| 43 | Tailapa | Pita | Young OWA Graduate | F2T Projec | | |

| | Surname/ Last name | First name | Position | Institution | Phone | E-mail |
|----|-------------------------------|-------------------|-------------------------|------------------------|--------------|--|
| 44 | Taualai | Ferite | Sr Field Officer | WIBDI | 76 52767 | |
| 45 | Tuilaepa | Mele | Non-beneficiary (Young) | | | |
| 46 | Tauilili-Keleni | Norma | Sr Field Officer | WIBDI | 75 75653 | Norma.tailili2011@womeninbusiness.ws |
| 47 | Tuitama | Vioanna | Farmer | F2T Projec | | |
| 47 | Turituri | Marcus | Non-beneficiary (Young) | | | |
| 49 | Tatau | Segia | Young OWA Graduate | F2T Projec | | |
| 50 | Uele | Olataga | Farmer | Owa Grauvate AUFASA | | |
| 51 | Vailaie | Lise | Non-beneficiary (Young) | | | |
| 52 | Vitale | Alberta | Associate Director | WIBDI | 21951 | albertam@womeninbusiness.ws |

Respondents' demographic characteristics and level of knowledge of the Project and rating of the programme efficiency

Type of Respondents

| | Effectifs | Pourcentage | Pourcentage valide | Pourcentage cumulé | |
|-------|---|-------------|--------------------|--------------------|-------|
| Valid | WIBDI Staff | 9 | 22,5 | 22,5 | 22,5 |
| | Youth Trained | 9 | 22,5 | 22,5 | 45,0 |
| | Farmer | 4 | 10,0 | 10,0 | 55,0 |
| | Hotel/Restaurant | 5 | 12,5 | 12,5 | 67,5 |
| | Chef/Manager | | | | |
| | Non-beneficiary but hears about project | 4 | 10,0 | 10,0 | 77,5 |
| | Non-beneficiary and didn't hear about the project | 9 | 22,5 | 22,5 | 100,0 |
| | Total | 40 | 100,0 | 100,0 | |

Gender of Respondents

| | Effectifs | Pourcentage | Pourcentage valide | Pourcentage cumulé | |
|---------|----------------|-------------|--------------------|--------------------|-------|
| Valid | Male | 19 | 47,5 | 50,0 | 50,0 |
| | Female | 19 | 47,5 | 50,0 | 100,0 |
| | Total | 38 | 95,0 | 100,0 | |
| Missing | Missing System | 2 | 5,0 | | |
| Total | | 40 | 100,0 | | |

Age of Respondents

| | Effectifs | Pourcentage | Pourcentage valide | Pourcentage cumulé | |
|---------|----------------|-------------|--------------------|--------------------|-------|
| Valid | 15 to 30 | 18 | 45,0 | 47,4 | 47,4 |
| | 31 to 40 | 9 | 22,5 | 23,7 | 71,1 |
| | 41 to 50 | 9 | 22,5 | 23,7 | 94,7 |
| | 51 and plus | 2 | 5,0 | 5,3 | 100,0 |
| | Total | 38 | 95,0 | 100,0 | |
| Missing | Missing System | 2 | 5,0 | | |
| Total | | 40 | 100,0 | | |

Knowledge about the project

| | Effectifs | Pourcentage | Pourcentage valide | Pourcentage cumulé |
|-------------------------------|-----------|-------------|--------------------|--------------------|
| Highly Satisfactory | 14 | 35,0 | 35,0 | 35,0 |
| Satisfactory | 12 | 30,0 | 30,0 | 65,0 |
| Valid Moderately Satisfactory | 2 | 5,0 | 5,0 | 70,0 |
| Highly Unsatisfactory | 12 | 30,0 | 30,0 | 100,0 |
| Total | 40 | 100,0 | 100,0 | |

Annex 3: Notes on the Theory of change and Result-Based Management

The Theory of Change (TOC) applied to development, the Participatory Development and Local Development practices are mutually embedded and are based on grassroots stakeholders and institutions capacity building. It is about development from inside and aligned on national and local sociological and institutional context. It is also part of the tradition of social change processes. Projects and programs that are based on an inadequate theory of change are less likely to be effective as plans and activities will not cover everything that needs to be done, and projects will be implemented when there is little chance of success.

Simply defined, the theory of change in development is a context based and results-chain based development. Theory of change potential lies in supporting context-based innovation through on-going learning about what is effective in context, identifying and responding to opportunities, adaptations and improvements (Voguel, 2012). Theory of change, frameworks and visuals are used to support a more dynamic exchange between donors, funders, grantees, development partners, programmes and communities, to help open up new area. If the theory of change utilises the Result-Based-Management Framework, its goes beyond it. It doesn't have to only be in the form of a pipeline of: inputs -> activities -> outputs -> outcomes -> impacts. It pays a thorough attention to the context's factors that can influence positively or negatively the course of the results and adapt the course of actions as one move on with strengthening measures or remedy solutions. Adaptation and lessons learnt are permanent to the project process. A theory of change is often used for planning a program or project, developing a clearer and more plausible plan but sometimes its benefits for monitoring and evaluation are not realised. Here are some ways to use it:

1. Guide data collection by focusing on what is needed in terms of measures, indicators or metrics of intended outcomes.
2. Identify which outcomes are likely to be evident during the life of the evaluation
3. Identify other sources of evidence that can support later causal links - for example, early childhood programs are often evaluated well before the effects on children's

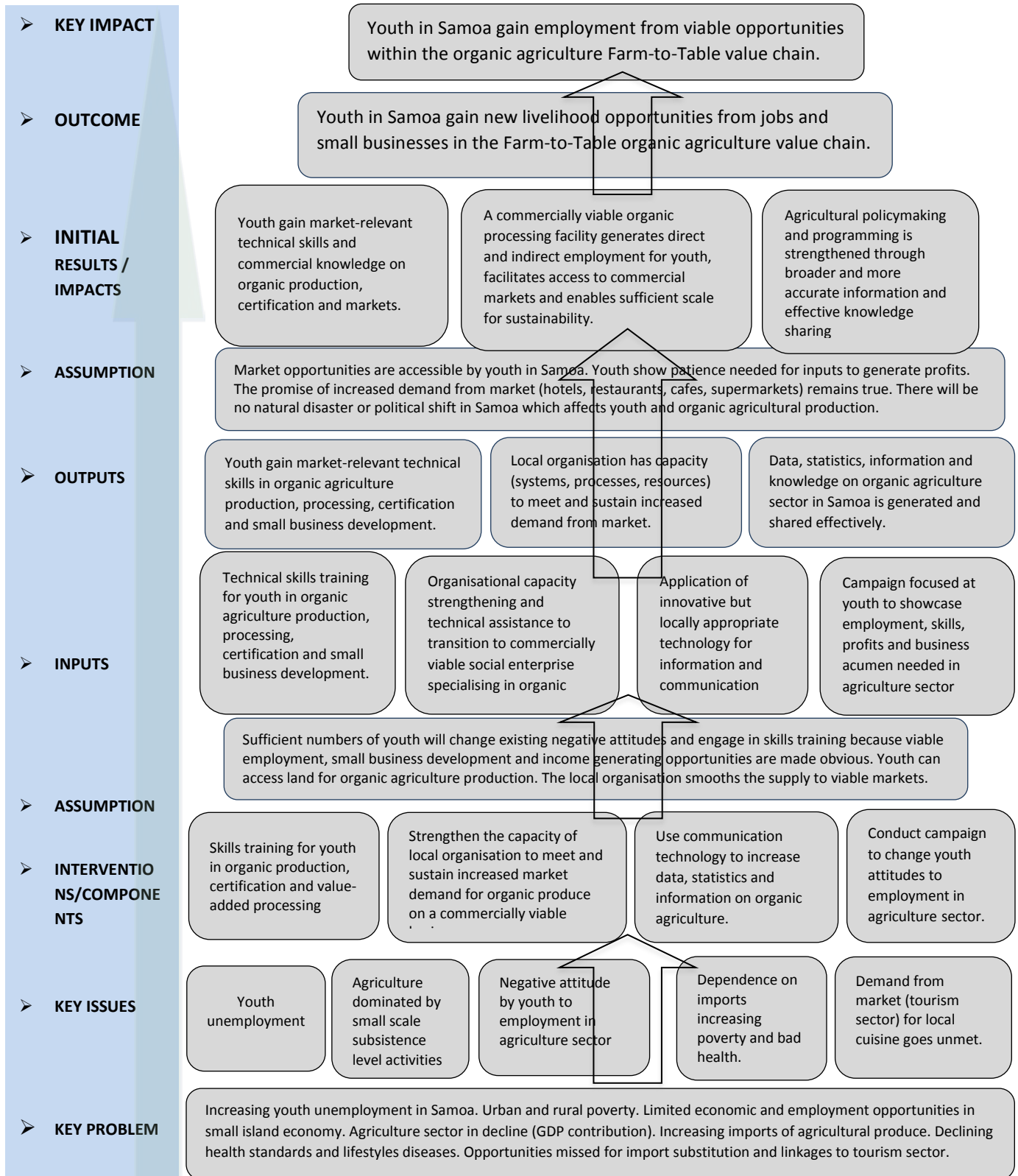
education and employment can be seen, but these evaluations can draw on evidence from research and evaluations about the likely positive impacts of improving literacy, secure attachment and emotional intelligence.

4. Explain whether failure to achieve intended results is due to implementation failure or to theory failure - by connecting information about processes with information about results across cases or sites
5. Strengthen causal inference by identifying evidence that is either consistent with or challenges the theory of change
6. Support generalization by identifying what works for whom in what context
7. Support synthesis across different studies with a common theory of change.

Annex 4: Initial Theory of Change of the project

Engaging Youth in Samoa in Organic Farming: A Farm to Table Chain Approach

Theory of Change



Annex 5: Focus Group Discussion Guide for *Evaluation of the SDGs Trust Fund Farm to Table Project with WIBDI in Samoa*



FOCUS GROUP DISCUSSION GUIDELINES

Evaluation of the SDGs Trust Fund Farm to Table Project with WIBDI *(Prepared by Dr Komi Gligbe, Apia, Samoa, May 2018)*

A/ SNAPSHOT THE MISSION AND THE EVALUATION METHODOLOGY

Background: The Sustainable Development Goals Fund (SDGs-F) is a development cooperation mechanism created in 2014 to support sustainable development (SD) activities through integrated and multidimensional Joint Programmes. It builds on the experience, knowledge, lessons learnt, and best practices of the MDG Fund and the MDG experience, while focusing on the fostering of sustainable development, public-private partnerships and gender and women’s empowerment as cross-cutting priorities in all our areas of work. Farm to Table Project, as all joint programmes requires an independent final evaluation in the last three months of implementation.

Mission Objectives:

6. Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase;
7. To measure joint programme’s degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised;
8. Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc.;
9. To measure the impact of the joint programme on the achievement of the SDGs
10. To identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships.

The methodology is based on the evaluations criteria of **Relevance, Effectiveness, Efficiency, Impact, and Sustainability**. Direct and Indirect Stakeholders to the project are requested to measure its outcome and propose recommendations. Generally, the criteria will be measured against the following Rating Scale:

| | |
|---------------------------------------|--|
| <i>Highly Satisfactory (HS)</i> | There were no shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Satisfactory (S)</i> | There were minor shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Moderately Satisfactory (MS)</i> | There were moderate shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Moderately Unsatisfactory (MU)</i> | There were significant shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Unsatisfactory (U)</i> | There were major shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Highly Unsatisfactory (HU)</i> | There were severe shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance. |

| QUESTION | RESPONSE | COMMENTS |
|--|----------|----------|
| RELEVANCE: The extent to which the aid activity is <u>suited to the priorities and policies of the target group, recipient and donor.</u> | | |
| 1. To what extent are the objectives of the programme still valid? | | |
| 2. Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives? | | |
| 3. Are the activities and outputs of the programme consistent with the intended impacts and effects? | | |

| | | |
|---|--|--|
| EFFECTIVENESS: A measure of the extent to which an aid activity <u>attains its objectives.</u> | | |
| 1. To what extent were the objectives achieved / are likely to be achieved? | | |
| 2. What were the major factors influencing the achievement or non-achievement of the objectives? | | |

| QUESTION | RESPONSE | COMMENTS |
|--|----------|----------|
| <p>EFFICIENCY: measures the outputs -- <u>qualitative and quantitative</u> -- <u>in relation to the inputs</u>. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.</p> | | |
| 1. Were activities cost-efficient? | | |
| 2. Were objectives achieved on time? | | |
| 3. Was the programme or project implemented in the most efficient way compared to alternatives? | | |

| | | |
|---|--|--|
| <p>IMPACT: The positive and negative <u>changes produced</u> by a development intervention, directly or indirectly, <u>intended or unintended</u>. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.</p> | | |
| 1. What has happened as a result of the programme or project? | | |
| 2. What real difference has the activity made to the beneficiaries | | |
| 3. How many people have been affected? | | |

| QUESTION | RESPONSE | COMMENTS |
|--|----------|----------|
| SUSTAINABILITY: measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable | | |
| 1. To what extent did the benefits of a programme or project continue after donor funding ceased? | | |
| 2. What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project? | | |

Annex 6: Individual Questionnaire for *Evaluation of the SDGs Trust Fund Farm to Table Project with WIBDI in Samoa*



INDIVIDUAL QUESTIONNAIRE

Evaluation of the SDGs Trust Fund Farm to Table Project with WIBDI

(Prepared by Dr Komi Gligbe, Apia, Samoa, May 2018)

A/ SNAPSHOT THE MISSION AND THE EVALUATION METHODOLOGY

Background: The Sustainable Development Goals Fund (SDGs-F) is a development cooperation mechanism created in 2014 to support sustainable development (SD) activities through integrated and multidimensional Joint Programmes. It builds on the experience, knowledge, lessons learnt, and best practices of the MDG Fund and the MDG experience, while focusing on the fostering of sustainable development, public-private partnerships and gender and women’s empowerment as cross-cutting priorities in all our areas of work. Farm to Table Project, as all joint programmes requires an independent final evaluation in the last three months of implementation.

Mission Objectives:

1. Measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase;
2. To measure joint programme’s degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised;
3. Measure to what extent the joint programme has attained the results originally foreseen in their project document, M&E frameworks, etc.;
4. To measure the impact of the joint programme on the achievement of the SDGs
5. To identify and document substantive lessons learnt and good practices on the specific topics of the thematic areas and crosscutting issues: gender, sustainability and public private partnerships.

The methodology is based on the evaluations criteria of ***Relevance, Effectiveness, Efficiency, Impact, and Sustainability***. Direct and Indirect Stakeholders to the project are requested to measure its outcome and propose recommendations. Generally, the criteria will be measured against the following Rating Scale:

| | |
|--------------------------------|---|
| <i>Highly Satisfactory</i> | There were no shortcomings in the operation’s achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Satisfactory</i> | There were minor shortcomings in the operation’s achievement of its objectives, in its efficiency, or in its relevance. |
| <i>Moderately Satisfactory</i> | There were moderate shortcomings in the operation’s achievement of its objectives, in its efficiency, or in its relevance. |

- Moderately Unsatisfactory* There were **significant** shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance.
- Unsatisfactory* There were **major** shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance.
- Highly Unsatisfactory* There were **severe** shortcomings in the operation's achievement of its objectives, in its efficiency, or in its relevance.

B/ EVALUATION OF THE SDGs TRUST FUND FARM TO TABLE PROJECT WITH WIBDI

Confidentiality Statement: Your answers to *this questionnaire* will be *CONFIDENTIAL*. The information you provide in *this questionnaire* will be exclusively used to determine the relevance, effectiveness, efficiency, impact and sustainability of the SDGs Trust Fund Farm to Table Project with WIBDI. You can skip any question you do not feel comfortable with.

Questionnaire N° _____ Date _____

1. Demographic data

Type of respondent: 1.1. Individual /__ / 1.2. Group/ Institution /__ /, Specify _____
(go to question N° 2)

Gender: 1.3. Male /__ / 1.4. Female /__ / 1.5. Not specify /__ /

Group of age 1.5. 15 – 30 /__ / 1.6. 31-40 /__ / 1.7. 41-50 /__ /
1.8. 51 + /__ /

2. Level of Knowledge of the SDGs Trust Fund Farm to Table Project with WIBDI

2.1. How can you rate your knowledge of the Sustainable Development Goals (SDGs) Trust Fund Farm to Table Project with WIBDI?

- a. Highly Satisfactory /__ / b. Satisfactory /__ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory /_ / e. Highly Unsatisfactory/_ / f. Don't know /_ /

2.2. Please, explain your rating _____

3. Relevance (The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and achieving the SDGs)

3.1. How has the joint programme contributed to solve the needs and problems identified in the design phase, in particular with reference to the baseline situation?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

3.2. To what extent was the joint programme aligned with national development strategies and the UNDAF/UNDAP?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

3.3. To what extent are the objectives of the joint programme still valid in the context of national policy objectives and SDGs?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

3.4. To what extent was joint programming the best option to respond to development challenges described in the programme document?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

3.5. To what extent have the implementing partners participating in the joint programme contributed added value to solve the development challenges stated in the programme document?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

3.6. What recommendations would you make for a better relevance of the programme?

4. Effectiveness (Extent to which the objectives of the development intervention have been achieved)

4.1. To what extent did the joint programme attain the development outputs and outcomes described in the programme document?

- a. Highly Satisfactory /_/ b. Satisfactory /_/ c. Moderately Satisfactory /_/
- d. Moderately Unsatisfactory/_/ e. Highly Unsatisfactory/_/ f. Don't know/_/

Please, explain your rating _____

4.2. What are the best good practices, success stories, lessons learnt and replicable experiences can you identify?

- a. _____

- b. _____

- c. _____

4.3. To what extent has the joint programme contributed to the advancement and the progress of fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF, etc.)

- a. Highly Satisfactory /_/ b. Satisfactory /_/ c. Moderately Satisfactory /_/
- d. Moderately Unsatisfactory/_/ e. Highly Unsatisfactory/_/ f. Don't know/_/

Please, explain your rating _____

4.4. To what extent did the joint programme help to increase stakeholder/citizen dialogue and or engagement on development issues and policies?

- a. Highly Satisfactory /_/ b. Satisfactory /_/ c. Moderately Satisfactory /_/
- d. Moderately Unsatisfactory/_/ e. Highly Unsatisfactory/_/ f. Don't know/_/

Please, explain your rating _____

4.5. What recommendation would you make for a better effectiveness of the programme?

5. Efficiency (Extent to which resources/inputs (funds, time, human resources, etc.) have been turned into results)

5.1. To what extent was the joint programme management model (governance and decision-making structure, i.e. lead agency, Joint Programme Coordinator, Programme Management Committee and National Steering Committee, financial management and allocation of resources, i.e. one work plan, one budget) efficient in comparison to the development results attained?

5.1.1. In terms of Funds

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

5.1.2. In terms of Time

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

5.1.3. In terms of Human Resources

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

5.2. To what extent were joint programme's outputs and outcomes synergetic and coherent to achieve better results when compared to single-agency interventions?

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

5.3. What efficiency **gains** were there as a result? _____

5.4. What efficiency **losses** were there as a result? _____

5.5. What types of methodologies, financial instruments, business practices did the implementing partners use to promote/improve efficiency? _____

5.6. What type of (administrative, financial and managerial) obstacles did the joint programme face in terms of efficiency?

5.7. To what extent these (administrative, financial and managerial) obstacles have these affected its efficiency?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating

5.8. Do you identify Other aspect on efficiency?

5.9. rating of the Other aspect on efficiency (identified above, question 5.8)

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating

5.10. What recommendation would you make for a better efficiency of the programme?

6. Impact (Positive and negative effects of the intervention on development outcomes, SDGs)

6.1. To what extent and in what ways did the joint programme contribute to the SDGs?

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

6.2. To what extent and in what ways did the joint programme contribute to the targeted cross-cutting issues: gender mainstreaming and women's empowerment, public private partnerships (PPPs) and sustainability at the local and national levels?

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

6.3 What impact did the matching funds have in the design, implementation and results of the joint programme?

6.4. To what extent did the joint programme have an impact on the targeted beneficiaries?

- a. Highly Satisfactory /_ / b. Satisfactory /_ / c. Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / e. Highly Unsatisfactory/_ / f. Don't know/_ /

Please, explain your rating _____

6.5. Were all targeted beneficiaries reached?

- a. Yes /__ / b. No /__ / c. Do not know /__ /

6.6. Who are the beneficiaries, if any, left out?

6.7. What unexpected/unintended effects did the joint programme have, if any?

6.8. What recommendation would you make for the a better impact of the programme?

7. Sustainability (Probability of the benefits of the intervention continuing in the long term)

7.1 Which mechanisms already existed and which have been put in place by the joint programme to ensure results and impact, i.e. policy, policy coordination mechanisms, partnerships, networks?

7.2. To what extent has the capacity of beneficiaries (institutional and/or individual) been strengthened such that they are resilient to external shocks and/or do not need support in the long term?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / **f.** Don't know/_ /

Please, explain your rating _____

7.3. To what extent will the joint programme be replicated or scaled up at local or national levels?

- a.** Highly Satisfactory /_ / **b.** Satisfactory /_ / **c.** Moderately Satisfactory /_ /
d. Moderately Unsatisfactory/_ / **e.** Highly Unsatisfactory/_ / **f.** Don't know/_ /

Please, explain your rating _____

7.4. What recommendation would you make for a better sustainability of the programme?

8. Any other comments?

 **Thank you for contributing to the success of the Sustainable Development and Poverty Reduction Strategy in Samoa**

