

**CIVIL SOCIETY SUPPORT PROGRAM, SAMOA  
MID-TERM REVIEW REPORT**

**PREPARED FOR AUSAID - MARCH, 2013**

## Acronyms and abbreviations

AusAID	Australian Agency for International Development
CBO	Community Based Organisation
CSSP	Civil Society Support Program
ECE	Early Childhood Education
EU	European Union
GoS	Government of Samoa
HIES	Household Income and Expenditure Survey
MAFF	Ministry of Agriculture Forestry and Fisheries
MoF	Ministry of Finance
MTR	Mid-term Review
MWCSD	Ministry of Women, Community and Social Development
NGO	Non-Governmental Organisation
NOLA	Nuanua O Le Alofa
NZAID	New Zealand Agency for International Development
PMEF	Program Monitoring and Evaluation Framework
PMU	Programme Management Unit
SAT\$	Samoa Tala (dollar)
SC	Steering Committee
SDS	Strategy for the Development of Samoa
SGS	Small Grants Scheme
STN	Sui Tamaitai ole Nuu
SUNGO	Samoa Umbrella of Non Government Organisations

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## Executive Summary

### 1. Introduction and Overview

- 1.1. Introduction:** The Civil Society Support Program (CSSP) has been in operation in Samoa since December, 2010. An independent Mid-term Review (MTR) of CSSP was commissioned by AusAID earlier this year and took place in parallel to a similar review commissioned by the EU. This report includes: an introductory section on the MTR including the key questions, approach and methodology (Section 1); background information on CSSP and program implementation (Section 2); the major findings of the MTR (Section 3); and conclusions and recommendations (Section 4).
- 1.2. Mid-Term Review Objectives:** The purpose of the AusAID MTR as outlined in the TOR (see Annex 1) was to: “evaluate the effectiveness and efficiency of the CSSP and make recommendations to AusAID for the improvement of the program”. Major review tasks outlined in the TOR included document reading, in-country work, synthesis and report writing.
- 1.3. Review Framework:** an evaluative framework of eight evaluation questions was provided by AusAID to guide the Review, which overlapped with the EU TOR. These questions were refined by the reviewer through desk review of documentation and consultations with key stakeholders.
- 1.4. Approach and strategies:** this (AusAID) Review adopted a ‘formative evaluation’ approach, the purpose being to furnish recommendations for guiding program improvement over the latter phase of CSSP. Four important evaluative strategies were used to develop a field research methodology: contextual analysis, beneficiary perceptions of community development; evidence of project activity impacts; and challenges and lessons learnt.
- 1.5. In-country consultations and project sample:** a series of key stakeholder consultation were held at the start of the Review. These included consultations with the Program Management Unit (PMU), the Steering Committee (SC), representatives from three government ministries and two non-state actors (SUNGO and Red Cross). Following the key stakeholder consultations, a purposeful sample of 24 projects was selected in collaboration with the PMU.
- 1.6. Strengths, challenges and limitations:** the idea of a parallel review, with some cross-fertilisation of review questions and insights between development partners, is a positive one and fits with the current level of harmonisation between AusAID and the EU. The MTR did however experience a few practical and methodological challenges, which have been outlined in the report for future learning.
- 1.7. Scope exclusions:** the MTR has not covered in detail:
  - The consultancy input to CSSP monitoring and evaluation work
  - SUNGO capacity building work
  - NGO Performance and impact
  - Research grants and Category 3 funding

### 2. Background and context

- 2.1. Samoan development context:** This Review is set in the context of steady national progress towards international development targets and indicators. The Government of Samoa does however face critical development challenges around reducing poverty and dealing with social transformation. Samoa like other Pacific islands is also vulnerable to natural and economic shocks. The Government response to these challenges has been strategic and well-articulated through Strategies for the Development of Samoa (SDS) – the latest two of which, span a four year time frame aligned to fiscal frameworks.

- 2.2. Australian Aid Program in Samoa:** Australia’s aid program in Samoa operates under the Samoa-Australia Partnership for Development. Australia is Samoa’s largest development partner with an estimated budget of over \$43 million for 2012/13. Australia’s main implementing partner is the Samoan government with about 70% of the bilateral program delivered through government systems. Over the past two decades, AusAID has supported several schemes linked to promoting civil society in Samoa.
- 2.3. Background to CSSP:** CSSP’s overall objective is “improving the social and economic well-being of the people of Samoa”. The program design identifies three sub-objectives:
- Sustainable social and economic benefits which meet the needs of vulnerable groups in Samoa
  - Well governed civil society organisations with strengthened capacity to manage developmental programs on a sustainable basis
  - A strengthened voice of civil society organizations to effectively influence national policy
- 2.4. Program operations and funding arrangements:** In practical terms, CSSP provides a single point of contact for funding requests from CBOs and NGOs to support a range of projects and services. Operational management of the CSSP is undertaken by a Program Management Unit (PMU) and the program is governed by a Steering Committee (SC). The design also included capacity building support to strengthen governance and management systems of civil society organisations. Through a separate performance based contract, SUNGO as the umbrella NGO organisation provides training and mentoring for CBOs and NGOs seeking and gaining CSSP funding.
- 2.5. Reported progress on program performance:** Highlights from progress reports prepared for AusAID and the EU with additional ‘process’ information, collected through the key stakeholder consultations are shared in the MTR report

### 3. Findings

#### 3.1. Assess whether program objectives are relevant and whether they are adequately-linked to the development priorities of Samoa

- 3.1.1. The MTR confirmed that CSSP is aligned to national goals and priorities and the nature of support to civil society is relevant to the social and political context in Samoa.
- 3.1.2. The Review also found that there is program coherence at a sub-national level, as CSSP is delivering important services with civil society organisations as active participants in the process.
- 3.1.3. The limitation of the Program model is that it does not address the incremental nature of support required to build civil society organisations.
- 3.1.4. A further disconnect between program performance and developmental relevance occurs through the demand-driven nature of the CSSP model
- 3.1.5. The relevance and impact of CSSP funds has also been diluted by the Program’s lack of utilisation of household level data on poverty and vulnerability.
- 3.1.6. Finally, in the context of discussions on relevance and achievement of purpose, the Review found that the overall accountability of the Program needs to be reviewed.

#### 3.2. Assess the relevance and quality of the program logic and logical framework matrix, and the appropriateness of the objectively verifiable indicators of achievement

- 3.2.1. The Review experienced practical challenges in assessing the relevance and quality of the logical framework matrix, as more recent re-iterations of the design have not been finalised and/or reviewed by the Steering Committee.
- 3.2.2. The tentative finding that can be drawn from the consultations and evidence from the field, is that the current log frame does not include adequate, tangible strategies for working with NGOs and CBOs, which is required in a civil society program

- 3.2.3. Discussions with PMU and the Steering Committee also suggests that there is a gap between the indicators of achievement and the kind of monitoring information that PMU collects at an activity level.
- 3.2.4. Finally, the program logic as well as the log frame matrix is weak on the issue of sustaining benefits received from project activities.

**3.3. Assess how effectively the CSSP has identified and targeted vulnerable geographical areas and groups of people. On what basis has this occurred and is the logic valid?**

- 3.3.1. An important finding of the Review is that CSSP has drifted from its original purpose of targeting vulnerable individuals and groups
- 3.3.2. Discussions with PMU suggest that understanding of what is involved in poverty and vulnerability analysis and how it fits in with the existing decision making process, is also unclear.
- 3.3.3. The Review did come across projects (20% of AusAID sample), where project recipients had relatively more access to external resources and funding than other community members, making it questionable as to whether CSSP should have funded these CBOs.
- 3.3.4. At the community level, the 10% community contribution is also a key factor in determining who benefits from project inclusions.
- 3.3.5. On a positive note, in a small number of projects, project participants were able to cite examples of vulnerable individuals and families that received some flow-on benefits from CSSP funding.
- 3.3.6. CSSP funding to NGOs like Goshen and NOLA that are addressing sensitive social issues and work primarily with vulnerable groups are highly relevant to the program's purpose.
- 3.3.7. Overall, the Review found that with this experience of the first phase of program implementation, CSSP can do better in terms of articulating and communicating its vulnerability focus.

**3.4. Assess the quality of the process by which funding decisions are made. Is there a clear logic to how funded grants will contribute to the achievement of program objectives? Are formal selection criteria adhered to or are informal criteria co-determinant?**

- 3.4.1. The MTR confirmed that initial guidelines on the process for funding decisions are being adhered to but improvements can be made in the communication of these decisions as well as the response time frame.
- 3.4.2. Decisions on project budget allocations appear to be informed and the foundation for more strategic, targeting towards particular sectors has been laid.
- 3.4.3. At the community level, the Review did find that there is a tendency to 'under' budget as plans often evolve once implementation commences.
- 3.4.4. It is important to note here that the PMU has demonstrated a high degree of commitment to steering the application process and provides valuable mentoring to CBO and NGO applicants.

**3.5. Assess the quality of monitoring, evaluation and reporting arrangements, including the extent to which they have been applied and whether they have produced the information necessary to evaluate progress towards meeting objectives**

- 3.5.1. The key stakeholder discussions revealed that the monitoring and evaluation components of the log frame are the least understood components and there are significant disconnects between the logic of what information is needed to inform discussions on impact and outcome and what information is actually collected by PMU.

- 3.5.2. The importance of a robust PMEF is highlighted further by the finding that CSSP might be missing out on valuable opportunities for sustaining benefits at a local level, because it lacks the tools and methodologies for this.
- 3.5.3. Overall, the Review suggests that the M&E area is one where CSSP will benefit from development partner assistance – to develop a PMEF as well as ‘catch-up’ with establishing critical monitoring processes.
- 3.5.4. Once the PMEF is in place and attempts to capture change stories in narrative formats are underway, the priority will be to review and locate this capacity in-house.
- 3.5.5. Finally, some further work is required from both development partners on streamlining their reporting requirements and engaging in a strategic dialogue with PMU on the weightage and time allocation required for these activities.
- 3.6. **Assess the extent of progress towards the achievement of objective three (strengthened voice to influence national policy)**
- 3.6.1. There is a good understanding within PMU and the Steering Committee of the importance of an active and informed civil society in the Samoan context. The practicalities of program delivery have however, overshadowed further articulation of Objective 3.
- 3.6.2. At the project level, the Review did find that CSSP is contributing to strengthening governance at the NGO and CBO level – an important pre-condition for sector level networking or engaging with government. A weakness at the project level is that it is often the voice of the more empowered community members that is heard.
- 3.6.3. Finally, the scope of the Category 3 grants creates opportunities for ‘building-in’ an advocacy focus and working incrementally with some CBOs and NGOs.
- 3.7. **Assess the integration of gender equality into the program design and implementation. To what extent have gender equality considerations influenced funding decisions and to what extent can gender equality outcomes be evaluated?**
- 3.7.1. The Review found that gender equality has not been strongly addressed at the Program design level and in most of the CSSP Category 1 and Category 2 initiatives.
- 3.7.2. At the project level, while the number of women participating in CSSP funded activities is high, there is not enough complementary capacity building work to ensure that this will contribute to gender issues being addressed.
- 3.7.3. A positive trend in the implementation process that the Review picked up on was the involvement of *Sui Tamaitai ole Nuu* (STNs) in promoting CSSP at the local level, which is promising in context of improving gender analysis as well as providing a more general community empowerment focus.
- 3.7.4. A tentative observation that can be made is that CSSP needs to have a more purposeful approach to promoting NGO and research activities in this area.
- 3.8. **Evaluate the program’s governance arrangements. How effective and efficient has the relationship between the Steering Committee and the Program Management Unit been and how effective has been the contribution of each towards overall program objectives?**
- 3.8.1. The MTR confirmed the relevance of: overall accountability for CSSP resting with the Government of Samoa; a multi-stakeholder Steering Committee with governance responsibilities; and an independently located program management team.
- 3.8.2. The governance processes (Steering Committee meetings, approval of new grants, linkages with other ministries, etc.) that underpin the Program structure however, need to be streamlined.

3.8.3. Finally, the two development partners have additional support roles to play in this respect – both in terms of providing technical assistance to resource CSSP’s reengineering and also to enrich governance and decision making processes with learning from other country experiences.

## **4. Conclusions and Recommendation**

### **4.1. Summary points**

- 4.1.1. The MTR has confirmed the value of the CSSP model (direct grants to communities + operational capacity building + advocacy support) to the socio-political context in Samoa.
- 4.1.2. The move by development partners (AusAID and EU) to collaborate on CSSP funding is in line with the Government of Samoa’s approach to managing overseas aid.
- 4.1.3. Phase 1 of CSSP has laid the foundations for community awareness, development partner harmonisation, program management and financial accountability.
- 4.1.4. The Program has a sound multi-stakeholder governance structure and committed staff, managing varied client service and program delivery roles.
- 4.1.5. The major limitation of the program is that it does not address the incremental nature of support required to build civil society organisations in the Samoan context. In addition to financing service delivery ‘on-demand’, CSSP should seek out and fund: income generation and livelihood-related activities (community level); and information exchange, media work and networking (organisational level).
- 4.1.6. Moreover, CSSP has drifted from its original purpose of targeting vulnerable individuals and groups.
- 4.1.7. The operational workload and other factors (line ministry location, PMU capacities, and initial design) have left CSSP with a weak community interface.
- 4.1.8. At this time, it is vital that the Steering Committee focusses on strategic tasks, while ensuring that PMU is sufficiently empowered and resourced to manage business-as-usual.
- 4.1.9. The development of a ‘Program’ Monitoring and Evaluation Framework will be a key factor in ensuring that community-level benefits are sustained.
- 4.1.10. Further work is required by both development partners on streamlining their reporting requirements and engaging in a strategic dialogue with PMU on M&E and international good practice models in civil society support.
- 4.1.11. The recommendations from the MTR include a mix of priority, medium-term and longer range strategies to set CSSP on the right track.
- 4.1.12. Overall, this MTR recommends that AusAID and the EU should continue to support CSSP and even explore the possibilities of a CSSP 2 if the Program moves beyond gap, service delivery to deepening its engagement with civil society organisations over Phase 2.

### **4.2. Recommendations**

The Report includes a total of 29 recommendations clustered by topic. The priority recommendations are listed below.

- i. The Review recommends establishing a temporary working party composed of a CSSP representation, an AusAID representative, EU representative and technical expert to review the original CSSP Program Design and develop a set of principles for civil society engagement as well as revised outcome and activity targets for the Phase 2 of CSSP ( mid 2013 -2015).



- ii. Program re-engineering may include establishment of intermediate objectives, which enable an incremental approach to community development (Objective 1) and civil society strengthening (Objectives 2 and 3).
- iii. The Review recommends utilising a combination of GIS data and the Government's HIES data, to establish priority sub-regions/villages for Objective 1 and a further percentage allocation of grants (example: 50%) to vulnerable households within those priority areas for the remainder of the program cycle.
- iv. The Review also recommends the application of an action research methodology to three pilot initiatives in the areas of community development (objective 1), capacity building (Objective 2) and strengthening voice (objective 3).
- v. Prioritise training for PMU Project Officers in community development principles and participatory data collection methods such as participatory appraisals and asset mapping for use in community development pilot projects.
- vi. Prioritise development of a Program Monitoring and Evaluation Framework, which tracks progress towards (revised) outcomes, including program-level performance indicators linked to community development and civil society strengthening (capacity building and voice).
- vii. The PMEAF should include a Phase 2 M&E plan including the project as well as the program-level data, tools and products required to track progress against outcomes. The data that informs the PMEAF should include project data as well as secondary data and community-based analysis by PMU/MWCSD.
- viii. The Steering Committee needs to review CSSP's engagement with MWCSD at a strategic as well as an operational level. This may require an additional MoU between CSSP/MoF and MWCSD for the latter to support community-level analysis (pre-approval stage), monitoring and evaluation of priority projects; with corresponding changes to the number of MWCSD staff represented on the SC and their roles.
- ix. The Steering Committee needs to review the PMU structure and responsibilities, and identify M&E roles within PMU. This may involve additional staff inputs (local consultant housed in CSSP; additional part-time staff member) or other strategies such as and sub-contracting impact assessment and thematic studies to line ministries or NGOs like SUNGO and Red Cross.

## 1. Introduction and Overview

### 1.1. Introduction

**The Civil Society Support Program (CSSP) has been in operation in Samoa since December, 2010.** The Program is implemented through the Samoan Government’s Ministry of Finance, with funding support from the Australian Agency for International Development (AusAID) and the European Union (EU).

**An independent Mid-term Review (MTR) of CSSP was commissioned by AusAID earlier this year and took place in parallel to a similar review commissioned by the EU.** There was an overlap in the Terms of Reference (TOR) for the two reviewers, in relation to evaluation objectives and the evaluation process; with slightly differing emphasizes in the evaluation questions.

This report includes: an introductory section on the MTR including key questions, the approach and methodology (Section 1); background information on CSSP and program implementation (Section 2); the major findings of the MTR (Section 3); and conclusions and recommendations (Section 4).

### 1.2. Mid-Term Review Objectives

**The purpose of the AusAID MTR as outlined in the TOR (see Annex 1) was to: “evaluate the effectiveness and efficiency of the CSSP and make recommendations to AusAID for the improvement of the program”.** Major review tasks outlined in the TOR included:

- completing the necessary pre-reading of key program documents as directed by AusAID;
- travel to Samoa and work alongside European Union-contracted consultant for the in-country component of the services;
- preparation of an initial report within three days of arrival in-country; and
- Working alongside but independent of the EU contracted consultant to conduct a field evaluation of the effectiveness and efficiency of CSSP in achieving its program objectives. A full description of background documentation is provided in the Annex (see Annex 2 - List of Documents Reviewed).

### 1.3. Review Framework

**An evaluative framework of eight evaluation questions was provided by AusAID to guide the Review.** These questions were refined by the reviewer through desk review of documentation and consultations with key stakeholders (see Box 1, Page 2).

This framework overlapped with the EU TOR which, as designed around the five OECD DAC evaluation criteria, included a lengthier list of sub-questions. The common themes across both TORs were that of program relevance, targeting of vulnerable individuals and groups and assessing program management and governance challenges.

## Box 1: CSSP Mid-Term Review – Evaluation Questions (AusAID)

AusAID TOR Evaluation Brief	Sub Themes and Questions
i. Assess whether program objectives are relevant and whether they are adequately-linked to the development priorities of Samoa	<ul style="list-style-type: none"> <li>○ Is there coherence between CSSP and national policy/program initiatives?</li> <li>○ Does CSSP support government and donor programs in project areas?</li> <li>○ Are project activities and outputs (CBO as well as NGO) relevant at the sectoral and sub-national level?</li> <li>○ What do government players see as CSSP's niche, strengths or weaknesses at present? In the future?</li> </ul>
ii. Assess the relevance and quality of the program logic and logical framework matrix, and the appropriateness of the objectively verifiable indicators of achievement	<ul style="list-style-type: none"> <li>○ Is the program logic relevant to the current context? Has it contributed to shaping program direction and funding arrangements?</li> <li>○ To what extent has the log-frame process (review, incorporating lessons, etc.) strengthened program implementation and impact?</li> <li>○ Are activities relevant and sufficient to lead to the desired results?</li> <li>○ Are activities as well as impacts being assessed?</li> </ul>
iii. Assess how effectively the CSSP has identified and targeted vulnerable geographical areas and groups of people. On what basis has this occurred and is the logic valid?	<ul style="list-style-type: none"> <li>○ Do CSSP funded projects reach vulnerable individuals?</li> <li>○ Who sets the objectives of local projects? Who benefits?</li> <li>○ Have projects had unintended impacts on the vulnerable?</li> <li>○ Is CSSP's vulnerability focus understood by CBOs and NGOs?</li> <li>○</li> </ul>
iv. Assess the quality of the process by which funding decisions are made. Is there a clear logic to how funded grants will contribute to program objectives?	<ul style="list-style-type: none"> <li>○ How do PMU and the SC manage the funding process?</li> <li>○ Are budget requests and allocations appropriate?</li> <li>○ Is there logic to geographical/sectoral mix in the grant portfolio?</li> <li>○ How do the development partners support the decision-making process?</li> </ul>
v. Assess the quality of monitoring, evaluation and reporting arrangements, including the extent to which they have been applied and whether they have produced the information necessary to evaluate progress towards meeting objective	<ul style="list-style-type: none"> <li>○ Does the M&amp;E enable assessment of impact against outcomes?</li> <li>○ Is the information that is collected adequate for program improvement?</li> <li>○ What implications do government and donor accountability requirements have on M&amp;E resources and processes?</li> <li>○ Can further progress be made in relation to the harmonisation of M&amp;E requirements between EU and AusAID?</li> </ul>
vi. Assess the extent of progress towards the achievement of objective three (strengthened voice to influence national policy);	<ul style="list-style-type: none"> <li>○ Is there further articulation of Objective 3 beyond contractual arrangements and design documentation?</li> <li>○ How does CSSP see its role vis-à-vis strengthening civil society voice and in relation to other national level players?</li> <li>○ To what extent are CSOs and NGOs articulating the social interests of communities they represent?</li> <li>○ Do project outputs or implementation promote voice?</li> <li>○</li> </ul>
vii. Assess the integration of gender equality into the program design and implementation. To what extent have gender equality considerations influenced funding decisions and to what extent can gender equality outcomes be evaluated?	<ul style="list-style-type: none"> <li>○ Is there a clear articulation of gender equality principles at the Program and project level?</li> <li>○ Do project outputs or implementation support gender equality?</li> <li>○ To what extent are CBOs and NGOs mainstreaming gender in their work?</li> <li>○ What opportunities exist for CSSP to contribute to strengthening the integration of gender equality?</li> </ul>
viii. Evaluate the program's governance arrangements. How effective and efficient has been the relationship between the Steering Committee and the Program Management Unit and how effective has been the contribution of each towards overall program objectives?	<ul style="list-style-type: none"> <li>○ Do the current governance structures enable CSSP to operate efficiently and effectively?</li> <li>○ What do PMU and SC members see as major challenges?</li> <li>○ What contributions or support do the development partners plan in CSSP governance?</li> <li>○ What governance and staffing options exist for CSSP to manage growth?</li> </ul>

The minor distinctions between both TORs included: an emphasis in the AusAID TOR on the issue of ‘voice’ (Program Objective Three) and the integration of gender equality into design as well as implementation stages. The EU TOR had more detail on program coherence and visibility.

#### 1.4. Approach and strategies

**This (AusAID) Review adopted a ‘formative evaluation’ approach, the purpose being to furnish recommendations for guiding program improvement over the latter phase of CSSP.** This was achieved by a) involving program staff and key stakeholders in discussions on what is working and what is not in terms of program performance as well as activity level impacts; and b) involving beneficiary groups in identifying benefits received as well as intended or unintended change. The causal statement method used by the EU evaluator worked well alongside this approach.

Four important evaluative strategies were used to develop a field research methodology (see Box 2, Page 4), consistent with a formative evaluation approach:

- Contextual analysis: to situate CSSP in the broader context of socio-economic development at the local level and the overlaps with government programs and other funding
- Beneficiary perceptions of community development/project inputs: to understand which groups have benefitted from projects and which groups have not and why
- Project activity impacts: to identify the causes of impacts (positive and negative) and the extent to which these may be linked to intended outcomes, at present or in the future
- Challenges and lessons learnt: to understand whether the program logic is working and to what extent

#### 1.5. In-country consultations and project sample

A series of **key stakeholder consultation** were held at the start of the Review. These included consultations with the Program Management Unit (PMU), the Steering Committee (SC), representatives from three government ministries and two non-state actors (SUNGO and Red Cross). The Reviewers adopted a semi-structured interview methodology, which covered essential elements of both TORs (see Annex 3 – List of Key Stakeholder Consultations).

Following the key stakeholder consultations, a **purposeful sample of 24 projects** was selected in collaboration with the PMU. The sample included a mix of projects by sector (education, water and community development) and category (Category 1 grants and Category 2 grants), as well as projects which were located away from Apia or in difficult social environments. The AusAID reviewer visited 11 CBO projects and 4 NGO projects on Upolu. The EU reviewer visited an additional 8 CBO projects on Savai and 1 CBO project on Upolu. A complete description of the AusAID sample is included in the Annex with a map of CBO Sample Projects in Section 2 of this report (see Annex 4 – CSSP MTR Project Sample).

## Box 2: CSSP MTR –Fieldwork Approach and Methodology

Is CSSP effective and efficient?		M E T H O D O L O G Y (What information? How collect?)	
A P P	Contextual analysis	<p>What are the distinctive features about your community? (Households, income generation activities, churches, etc.)</p> <p>What are your important resources? (social, physical, infrastructural)</p> <p>What are the things you want to change or improve?</p> <p>How many families experience a high level of hardship?</p>	<p>Project documentation</p> <p>Mapping by key local stakeholders (groups)</p>
	Beneficiary perspective of community development/the program	<p>Which of these improvements is it easy/difficult to get support for?</p> <p>What other support have you received? Govt? Other?</p> <p>How did you first hear of CSSP?</p> <p>How easy/difficult was the application process?</p> <p>What were the key lessons?</p>	<p>Reviewers separated between groups/projects as needed</p> <p>Focus group discussion</p> <p>Project officers compiled list of participants/ask about other community groups/donors</p>
	Project activity impacts	<p>Tell us about X (the project). How did the idea of X come about?</p> <p>Who was involved in preparing the application?</p> <p>Who has involved in supervising implementation?</p> <p>Did any community members attend training? What was this about?</p> <p>Are you happy with the results? In what way?</p> <p>Can you give us an example of one person or one family that has benefitted from X</p> <p>Do you have a maintenance plan?</p>	<p>Project document review</p> <p>Key informant interviewing Photos</p> <p>Project officers/interviewees document names and change stories</p>
	Challenges and lessons learnt	<p>Do you have any examples of things which were difficult (in implementing the project)?</p> <p>Do you have any examples of things you would do differently for your community?</p> <p>What other ideas do you have for improving your village?</p>	<p>Project officers document/interviewees names and challenge stories</p>

## 1.6. Strengths, challenges and limitations

**The idea of a parallel review, with some cross-fertilisation of review questions and insights between development partners, is a positive one and fits with the current level of harmonisation between AusAID and the EU.** This was achieved through the recruitment, albeit inadvertently, of experienced reviewers able to negotiate and manage different TORs and construct shared field methodologies, within a very short time frame. Understandably, the final review will require more preparation time, collaboration between development partners and attention to detail around commissioning analytical input, developing field methodologies, and training local interpreters.

Recommendation (26): improved coordination between development partners and with CSSP to conduct a joint final review of CSSP. The final review will require more in-country preparatory time with definite monitoring and evaluation inputs (impact assessments, thematic working papers, etc.) that feed into the process.

**The MTR did experience a few practical and methodological challenges, which have been outlined here for future learning.** The major practical challenge was the timing of the Review. The Review schedule clashed with a PMU retreat, retreat follow-up activities as well as important program activities such as the approval of Category 3 grants. While the PMU managed this work load well, the reviewers did have to compromise in terms of the time spent filling documentation gaps, translating Samoan project information into English as well as the time spent traveling to Savaii (no field travel occurred in Week1).

On the methodological side, the challenge was that CSSP's monitoring and evaluation data is in its infancy stages. Project documentation lacks baseline data and project files include limited information on program performance or impact. Without a power and social relations analysis embedded in the design or initial M&E, it is only possible to make an approximate judgement on the extent to which program strategies contribute towards broader socio-economic goals.

## 1.7. Scope exclusions

**Finally, it is important to acknowledge the areas that the Review has not touched upon for reasons linked to the review framework or the practical and methodical issues highlighted above.** These areas include:

- The consultancy input to CSSP monitoring and evaluation work – the reviewers met informally with the consultants (Alison Gray and Mary Cretney) but final documentation from this process was not received.
- SUNGO capacity building work – the reviewers met with SUNGO (Ms Roina Vavatu and Mr Ray Voigt); reviewed SUNGO training documentation; and also obtained community feedback on SUNGO training for CBOs. However, a full assessment of the relevance and effectiveness of SUNGO training for CSSP was beyond the scope of this review. SUNGO has commissioned studies like a 'tracer study of impact', which will be useful input to the Final Review.
- NGO Performance and impact – the AusAID reviewer met with four NGOs (Goshen, Tagi I Lima, National Council for ECE and NOLA), to assess the scope of CSSP assistance to NGOs. The field visit

schedule did not allow for meeting with NGO beneficiaries or further investigation of NGO project impacts. The PMU and SUNGO also, have only just begun to assess the impact of CSSP assistance to NGOs. NGO performance and impact will therefore be a necessary focus in 2013 six monthly reports and the final review of CSSP.

- Research grants and Category 3 grants – the AusAID reviewer undertook a rapid assessment of research proposals and Category 3 concept notes and discussed the scope and content of these with PMU. As these proposals and concept notes are being finalised at present, the impact of these grants will need to be assessed at a later stage.

## 2. Background and context

### 2.1. Samoan development context

**A review of recent policy and research on the Samoan development context, suggests that the country has made steady progress towards international development targets and indicators.** In human development terms, there was an improvement in its Human Development Index from 0.709 in 1985 to 0.785 in 2005, with a small decline in 2011 to 0.688. Samoa is also quite advanced in its progress around achievement of the Millennium Development Goals and in this regard is a stand out amongst its Pacific neighbours.

**The Government of Samoa does however face critical development challenges around reducing poverty and dealing with social transformation.** The Samoan Government's Household Income and Expenditure Survey (HIES) data indicates that hardship and poverty (defined in the Samoan context by food and basic needs poverty lines) is a growing problem. The Poverty Gap Index, or the index of the percentage by which the average expenditure of poor households falls below the basic needs poverty line, indicates that in poor households, real income needs to rise by 8% for them to rise above the basic needs poverty line. Additionally, many households (even those above not experiencing basic needs poverty) experience hardship or a 'poverty of opportunity' - a lack of access to basic services or limited opportunities to participate fully in the socioeconomic life of a community.

#### **Box 3: Defining poverty, hardship and vulnerability in Samoa**

Samoa's 2008 HIES adopted the ADB's definition of hardship—an inadequate level of sustainable human development manifested by a lack of:

- access to basic services such as healthcare, education and clean water
- opportunities to participate fully in the socioeconomic life of the community
- access to productive resources and income-generation support systems (rural credit, capital, markets, skill) to meet the basic needs of the household, and/or customary obligations to the extended family and village community.

*Source: HIES 2008, Asian Development Bank*

**Samoa like other Pacific islands is also vulnerable to natural and economic shocks.** A devastating tsunami in 2009 followed by the international financial crises adversely affected the country's economy and quality of life of its citizens. New vulnerabilities are emerging from a transition to a cash economy, increased urbanisation, and shifts in the geographical distribution of the total population and changing societal norms.

**The Government response to these challenges has been strategic and well-articulated through Strategies for the Development of Samoa (SDS) – the latest two of which, span a four year time frame aligned to fiscal frameworks.** The current SDS (2012 – 2016) emphasizes the importance of *"boosting productivity for sustainable development"* through increasing investment in the productive sectors of the economy. It builds on the vision of *"improved quality of life for all"*, which was the defining theme of the SDS (2008 – 2012) with outcome focussed strategic goals.



Community development including “improved economic and social wellbeing and improved village governance, was a key goal in the 2008 – 2012 SDS and was reemphasized in the 2012 – 2016 SDS with an additional focus on mainstreaming gender and disability in policy development.

## 2.2. Australian Aid Program in Samoa

**Australia’s aid program in Samoa operates under the Samoa-Australia Partnership for Development, the aim of which is to raise the standard of living for Samoans living in hardship and achieve the Millennium Development Goals.** The Partnership includes six initial Priority Outcomes, each of which links to an SDS goal.

Australia is Samoa’s largest development partner with an estimated budget of over \$43 million for 2012/13. Australia’s main implementing partner is the Samoan government with about 70% of the bilateral program delivered through government systems. Coordination with other development partners is strong with an estimated 50% of Australian aid delivered through jointly-funded programs with the Asian Development Bank, European Union, New Zealand and the World Bank.

**Over the past two decades, AusAID has supported several schemes linked to promoting civil society in Samoa.** These include: the Human Right Small Grants Scheme, the Australian Youth Ambassadors in Development Program, the In-Country Training Program and the Small Grants Scheme. In addition, AusAID has supported NZAID led programs in this area. The Small Grants Scheme in particular had similar community-oriented outcomes to CSSP and like CSSP involved assistance to smaller stand-alone projects activities, providing complementary support to other AusAID projects.

## 2.3. Background to CSSP

CSSP originated as the result of a Government of Samoa request for a harmonised facility for civil society funding. A feasibility study was undertaken in 2009 followed by a program design in 2010. CSSP has since provided the opportunity to harmonise civil society funding from two donors – AusAID and the EU.

**CSSP’s overall objective is “improving the social and economic well-being of the people of Samoa”.** The program’s purpose is to empower civil society organisations in ways that contribute to inclusive socio-economic development. The program rests on the twin premise that while civil society’s critical role in social-economic development has expanded civil society organisations are often limited by a lack of skilled personnel, resources and the capacity to respond to this challenge. The initial design identifies three sub-objectives:

- Sustainable social and economic benefits which meet the needs of vulnerable groups in Samoa
- Well governed civil society organisations with strengthened capacity to manage developmental programs on a sustainable basis
- A strengthened voice of civil society organizations to effectively influence national policy

## 2.4. Program operations and funding arrangements

Samoan civil society is made up of social institutions, mostly at the village level, such as village councils, women's committee, church groups and youth groups - referred to in CSSP parlance as 'community-based organisations' or CBOs. In addition there are a growing number of 'non-government organisations' or NGOs established in recent years, to address health, environment, poverty and livelihood concerns.

**In practical terms, CSSP provides a single point of contact for funding requests from CBOs and NGOs to support a range of projects and services.** Operational management of the CSSP is undertaken by a Programme Management Unit (PMU) and the program is governed by a Steering Committee (SC) composed of civil society, donor and government representatives that focus on strategy, policy and the allocation of funds. Both the SC and the PMU are accountable to the Ministry of Finance for governance and management functions.

The design also included capacity building to strengthen governance and management systems of civil society organisations. Through a separate performance based contract, SUNGO as the umbrella NGO organisation provides training and mentoring for CBOs and NGOs seeking and gaining CSSP funding.

Three categories of grants are offered:

- Category 1 grants of SAT \$ 5000 – 30, 000
- Category 2 grants of SAT of \$30,000 – 150, 000
- Category 3 grants of SAT \$ 150, 000 – 300, 000

The EU provides funding for all Category 1 and Category 3 projects and most CSSP's operational expenses (approximately SAT 2.7 million over Phase 1). AusAID funds all Category 2 projects, additional 'Water Security and Climate Change Adaptation' projects, SUNGO capacity building activities and some CSSP operational support. AusAID's operational support includes support for program and financial manager salaries, technical support to applicants and CSSP capital investments. In 2010/2011, AusAID provided Samoan Tala (SAT) 3,464,573 to CSSP for start-up operations. The 2011/12 CSSP budget included SAT 2 million of AusAID funds. AusAID transferred an additional SAT \$1 million in March, 2012 for Climate Change Adaptation projects in response to a request to assist communities affected by the 2011 drought.

## 2.5. Reported progress on program performance

Following are some of the highlights from progress reports prepared for AusAID and the EU with additional 'process' information on activities undertaken, collected through the key stakeholder consultations.

- Objective 1: Sustainable social and economic benefits which meet the needs of vulnerable groups in Samoa: Over the past two years, after initial establishment of a team, office and governance structure, CSSP held 3 Calls for proposals in October 7, 2011 (Category 1), February 24, 2012 (Category 2) and March 13, 2012 (Category 3). Applicants were given 12 months from the date of a signed contract to implement their projects. Grants included a 10% community contribution and applicants were asked to report on progress once 80% funds are dispensed. Additionally, PMU conducted End of Project Reviews (EOPR) and rated CBO and NGO performance.

**As of June, 2012, 424 applications were received for Category 1 and 2 projects and 106 applications of these have been approved. Additionally, seven concept notes have been approved for Category 3 funding.** CSOs received the bulk of this funding (82% in 2011/12). The bulk of the funded projects are in the water and sanitation sector (35% in 2011/12) followed by education and community development. North-west Upolu has the greatest share of funded activities.

**The program is assessed by PMU as meeting most of the indicators of progress included in the initial design for Objective 1 for CBOs.** All approved applicants (100%) were rated as medium to high vulnerability. This exceeded CSSP's vulnerability target of 50%. Nearly all projects were found to be meeting or 'on track', in terms of governance and meeting project deadlines, which is higher than the implementation target of 75%. Less than 10% were unable to complete project implementation. This performance indicator is the only one that has not been met, with less than 75% of completed projects receiving a high performance rating in End of Project Reviews.

- Objective 2: Well governed civil society organisations with strengthened capacity to manage developmental programs on a sustainable basis: The bulk of assistance in this area has been for SUNGO to conduct project management workshops, application seminars and mentor prospective applicants. **A total of 70 mentoring sessions were delivered (34 Savaii; 36 Upolu) to a total of 241 organisations attended (122 Cat 1; 119 Cat 2).** In addition, CSSP assistance has been employed to fund a consultant (John Cretny) via SUNGO to develop and conduct an NGO Assessment Tool. Participants rated the course at 73% in terms of satisfaction with course content and trainers 90%. Due to the low 73% rating of the mentoring course and recommendations from SUNGO, mentoring of applications will be handled differently in 2012/2013. Additionally, this year the NGO Assessment tool was piloted in 6 organisations, which now receive CSSP funding.

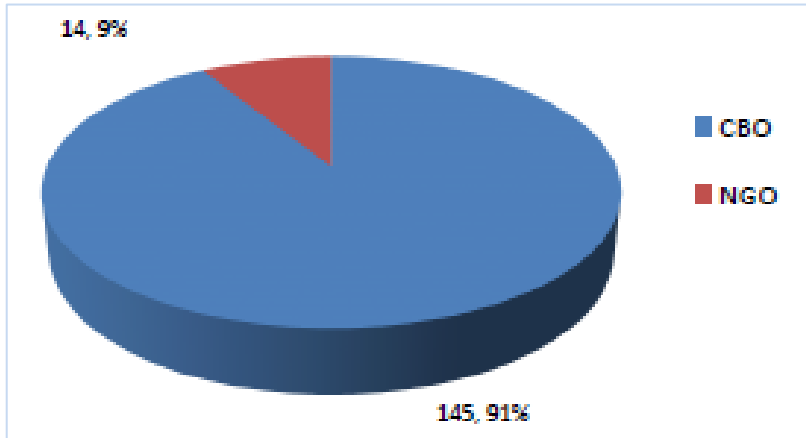
**PMU is also engaged in several informal, mentoring activities, which while not documented in work plans and progress reports, strongly support this Objective.** The CSSP office functions as a community resource centre for clarifying application processes and individual project staff mentor CBO and NGO applicants.

**PMU and SUNGO have only just begun to assess performance against Objective 2. Some indicators (e.g. performance against 'Good Practice Standards') have been found to be inappropriate and others (% of NGOs satisfied with services) need to be measured. Awareness of CSSP however has improved with a 45% increase in the number of organisations attending public workshops.**

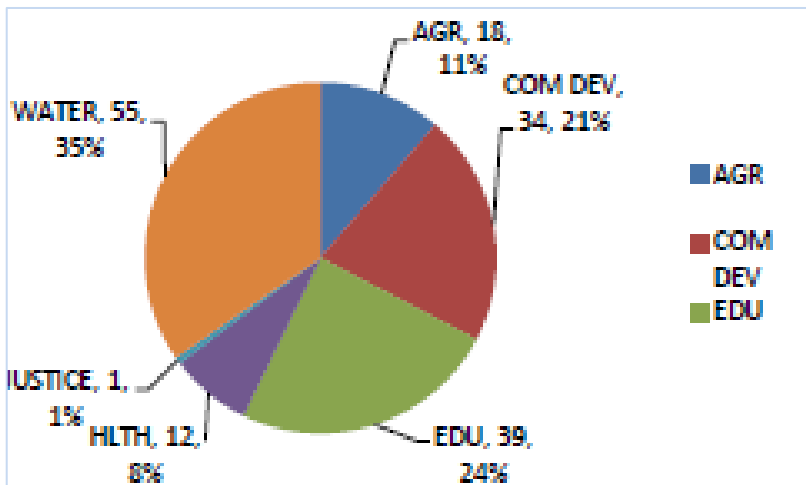
- Objective 3: A strengthened voice of civil society organizations to effectively influence national policy: At present, some of CSSP partners like SUNGO are involved in advocacy work. CSSP itself has only provide direct assistance to two research projects which have an implicit advocacy focus – a Gender Advocacy project with funding to Pan Pacific and South East Asia Women's Association of Samoa and a Street Youth Research Project with support to Pasefika Mana.

The issue that is raised in the progress reporting is that no organization applied directly for advocacy funds for research, publications, forums and other means to raise the profile of civil society issues and concerns. This matter has been raised with some of the larger NGOs who would be in a better position to utilize these funds.

Box 3: CSSP Approved Project, June 30, 2012 - by Type



Box 4: CSSP Approved Projects, June 30, 2012 - by Sector



### 3. Findings

#### 3.1. Assess whether program objectives are relevant and whether they are adequately-linked to the development priorities of Samoa

3.1.1. **The MTR confirmed that CSSP is aligned to national goals and priorities and the nature of support to civil society is relevant to the social and political context in Samoa.** CSSP's overall objective i.e. promoting socio-economic well-being is aligned to the current Strategy for the Development of Samoa as well as key sectoral plans like the Community Sector Plan. While the NDS does not explicitly mention civil society, it includes emphases on strengthening village governance and empowering communities to participate in decision-making – central themes in the CSSP model.

Discussions with key stakeholders in government and NGO sectors validated the basic rationale of the Program, which is to support an emerging civil society, as necessary and important. The relevance of a model that builds on lessons of previous small grant initiatives to include capacity building support was also found to be positive.

3.1.2. **The Review also found that there is program coherence at a sub-national level, as CSSP is delivering important services with civil society organisations as active participants in the process.** In all sample CBOs, demand for the projects was generated locally, an important contributor to the relevance of a development intervention. In many cases (50% of sample), there was anecdotal evidence that CSSP has responded to needs, which are not adequately supported by existing funding modalities or programs. A good example of this is CSSP's support to pre-schools and educational infrastructure. Overall, the evidence suggests that CSSP, similar to previous grant projects like AusAID's Small Grant Scheme, is filling gaps in service delivery and in this way is a useful support to existing development programs.

3.1.3. **The limitation of the Program model is that it does not address the incremental nature of support required to build civil society organisations.** The Review found that for a majority of CSSP's CBO and NGO partners, representing broader community interests, actively engaging with government or advocating for change at whatever level, is not a priority. Moreover, one-off grants and technical assistance may not encourage this behaviour unless complemented by other developmental strategies. So for example, CSSP support to the NGO Goshen, which is the form of operational funding, is unlikely to contribute directly to Goshen raising the profile of mental health issues, unless there is some further direct support or linkages established for Goshen to engage in this work.

These findings underlie the need for CSSP to be re-engineered to focus beyond service delivery activities and develop a more nuanced approach to supporting Samoan civil society, with a 'menu' of strategies and integrated implementation processes for addressing basic needs, capacity building and 'voice'. In addition to financing service delivery on-demand, CSSP should seek out and fund: income generation and livelihood-related activities (community level); and information exchange, media work and networking (organisational level).

Recommendation (1): Establish a temporary working party composed of a CSSP representative, an AusAID representative, EU representative and a technical expert to review the original CSSP Program Design and develop a set of principles for civil society engagement as well as revised outcome and activity targets for the Phase 2 of CSSP (mid 2013 -2015).

**3.1.4. A further disconnect between program performance and developmental relevance occurs through the demand-driven nature of the CSSP model** At the community level, the demand typically, has been for infrastructural projects, which respond to community needs but are not explicitly linked to addressing poverty and hardship. At the NGO level, CSSP support has been for core funding or general operational support to achieve the organisation’s objective and not support to specific activities like networking or advocacy.

The vignette provided below, illustrates a typical CSSP project, where CSSP is seen as quasi-service provider rather than a resource for building community capacity or targeting the vulnerable. The project has had some flow-on effects for poor families and children, but these were not explicit in the design and the sustainability of benefits is an issue. Findings such as these suggest that the demand-driven nature of the CSSP model can actually dilute the overall impact of the Program on socio-economic wellbeing unless project activities are seen as an entry-point or laying the foundation for more focussed efforts by CSSP or government in particular communities and sectors.

#### **Box 5: Vaitele Pre-school Committee**

Vaitele is a new settlement not far from the urban Apia in Samoa. A former parish priest in the area had commenced fundraising for a pre-school building when the church committee heard of CSSP. Committee members attended a CSSP public awareness seminar and were successful in obtaining a Category 2 grant for pre-school infrastructure.

The pre-school caters to a mixed income demographic. Some families can afford to send their children to private primary schools. From an approximate pre-school enrolment of 40, 10 children are judged by the Principal to be from lower income families.

The Parish covers the fees for 4 of these children. Committee members felt that they gained valuable planning and budgeting skills from the CSSP project. The committee is planning to put in another proposal for a fence. However, there are no plans for exploring other avenues for resourcing. A key concern of the committee is that they “don’t know where else to go for a long list of needs”. Furniture, books and cupboards were not considered as part of the initial proposal.

**3.1.5. The relevance and impact of CSSP funds has also been diluted by the Program’s lack of utilisation of household level data on poverty and vulnerability.** Initial project application templates collated data by CBO or project title with limited information on direct and indirect beneficiaries. A socio-political analysis of the existing population, poverty levels, existing developmental interventions, number of village-level organisations, etc. is also lacking from pre-funding assessments. This situation has left PMU with limited baseline information to assess program impact.

Recommendation (6): Utilise a combination of GIS data and the Government’s HIES data, to establish priority sub-regions/villages for Objective 1 and a further percentage allocation of grants (example: 50%) to vulnerable households in those priority areas for the remainder of the Program cycle.

3.1.6. **Finally, as part of the discussion on relevance and achievement of purpose, the Review broached the issue of sustainability to find that the overall accountability of the Program needs to be reviewed.** The discussions with key stakeholders (PMU, SC, SUNGO, Ministries) revealed that there will be a continued space for direct grant assistance to communities in the interest of promoting local capacity building and governance, well into the future. The extent to which this will involve a ‘CSSP 2’ or a different model remains unclear at this point in time.

At inception, the Ministry of Finance (MoF) was best positioned to coordinate CSSP, as the Program involved funding agreements with three development partners (AusAID, EU and NZAID). NZAID subsequently withdrew from CSSP and AusAID and EU have adopted a staged harmonisation approach, with positive synergies in term of the funding flows. While MoF will need to maintain oversight of funding arrangements and financial audits, the findings discussed above and also in Sections 3.3 – 3.7 suggest that it would be preferable for the Ministry of Women, Community and Social Development (MWCSO) to have operational oversight of CSSP. This will enable CSSP to be more relevant at a community level and to work incrementally with the better functioning civil society organisations.

Recommendation (21): The Steering Committee needs to review CSSP’s engagement with MWCSO at strategic as well as an operational level. This may require an additional MoU between CSSP/MoF and MWCSO for the latter to support community-level analysis (pre-approval stage), monitoring and evaluation of priority projects; with corresponding changes to the number of MWCSO staff represented on the SC and their roles.

As captured in the vignette above, infrastructural activities can be an entry point to build capacity of civil society organisations. However, without follow-up monitoring, evaluation and capacity building interventions, a cycle of dependency can set in. The MWCSO as well as the Ministry of Agriculture, Forestry and Fisheries (MAFF) through its extension workers and project officers, are well positioned to support PMU in the project selection process as well as to follow-up once the initial CSSP Project is complete.

Recommendation (28): A key objective of the Final Review should be for CSSP and its key stakeholders to compare the slightly different models adopted during Phase 1 (2010 – 13) and Phase 2 (2013 – 15) to establish the future orientation of civil society support and role of development partner engagement in this area.

### 3.2. Assess the relevance and quality of the program logic and logical framework matrix, and the appropriateness of the objectively verifiable indicators of achievement

3.2.1. **The Review experienced practical challenges in assessing the relevance and quality of the framework matrix, as more recent re-iterations of the design have not been finalised and/or reviewed by the Steering Committee.** A Report on the Monitoring and Evaluation Framework was prepared by external consultants in July, 2011. More recently, PMU participated in a retreat on management ‘bottlenecks’ as well as monitoring and evaluation. The MTR found that the process of program logic re-iteration and feedback into strategic planning processes has not been clear. In fact, from the time of inception, CSSP’s work plan has grown considerably with new funding for water-related initiatives and new partnerships, such as an evolving partnership with Samoa Red Cross. This evolution of the CSSP work plan and any operational changes need to be reflected back into the log frame, with sign-off from the Steering Committee on objective-level changes.

Recommendation (3): Incorporate consultancy outputs on PMU management and project-level M&E in the scope of Working Committee on program re-engineering

3.2.2. **The tentative finding that can be drawn from the consultations and evidence from the field, is that the current log frame does not include adequate, tangible strategies for working with NGOs and CBOs, which is required in a civil society program** There is a good understanding within PMU of the strengths and weakness of current CBO and NGO partners and the log frame matrix needs to build on this understanding to establish medium term goals and a combination of activities or interventions which are likely to bring about the desired results. For instance and in relation to capacity building (Objective 2), the log frame matrix should include activities which build community development capacity (e.g. exposure trips for successful CBO projects or linking CBOs/NGOs to government service delivery) in addition to skills-based training on the CSSP application process (technical capacity). Likewise, in relation to Objective 3, and in cases where CBOs/NGOs are relatively well organised, CSSP needs to explore leveraging off core funding to support specific advocacy projects. This might include information sharing activities, media work or networking in addition to public policy work.

Recommendation (2): Program re-engineering needs to include establishment of intermediate objectives, which enable an incremental approach to community development (Objective 1) and civil society strengthening (Objectives 2 and 3); and adopt an action research methodology to pilot different strategies in these programmatic areas. These pilots should form the basis of thematic review in the Final Program Review.

3.2.3. **Discussions with PMU and the Steering Committee also suggest that there is a gap between the indicators of achievement and the kind of monitoring information that PMU collects at an activity level.** The project database includes activity level indicators like ‘no. of projects completed’, which can be used to track program performance but fall short as an indicator to assess program impact or outcomes. The piloting approach recommended above, along with the development of a Program M&E framework will enable PMU to focus on impacts and potential outcomes for some projects. This finding is elaborated further in Section 3.5.



3.2.4. **Finally, the program logic as well as the log frame matrix is weak on the issue of sustaining benefits received from project activities.** At the project level, CSSP does not have adequate input into building local capacities to sustain benefits or tackle other socio-economic problems. At the PMU level, project follow-up or impact assessment is not a focus in current operational planning. The lack of built-in strategies for sustainability across the four objectives (including operational activities) limits the scope for PMU to purposefully engage in civil society support. CSSP runs the risk of remaining a ‘gap’ service delivery program rather than contributing to a deepening of engagement with civil society organisations.

The vignette provided below is a positive example, which demonstrates how the STN’s participation enabled the local women’s committee to procure a CSSP grant and utilise it for multiple local needs. The capacity within that group to seek out additional linkages and implement other projects is growing. It would be an excellent project to link up with other district level programs.

#### **Box 6: Komiti Tina Sa’anapu-Uta**

The women’s committee in Sa’anapu-Uta received a Category 1 grant for construction of a committee house. The women heard about CSSP through the *Sui Tamaitai ole Nuu* (STN) who is also a member of the committee. The STN recently received training from the MWCSO to conduct a village level poverty assessment. This assessment was valuable in initiating dialogue on local level poverty. The villagers identified a particularly vulnerable household and the women’s committee was instrumental in fundraising and providing them with clothing, food and bedding.

The STN also obtained CSSP application material and took the lead in preparing the application. The committee house is used for a variety of activities such as meetings, handicrafts, sewing and dancing. The women also feel that it has improved attendance at health assessments.

The highlight of the implementation process for the women was raising 10% of the budget. The committee is now discussing another project around handicrafts and income generation.

Recommendation (29): CSSP should encourage CBOs and NGOs to identify sustainability strategies as part of project implementation timelines and clearly articulate roles for project beneficiaries, CSSP and other stakeholders (key government ministries, SUNGO, etc.) in promoting sustainability.

### **3.3. Assess how effectively the CSSP has identified and targeted vulnerable geographical areas and groups of people. On what basis has this occurred and is the logic valid?**

**3.3.1. An important finding of the Review is that CSSP has drifted from its original purpose of targeting vulnerable individuals and groups.** In part, this is because household-level poverty data has not been mainstreamed in the project selection process. Additionally, the capacity of civil society organisations is judged in terms of their ability to manage the application process (top-down view) rather than their representativeness and ability to execute community interests (bottom-up view). This has meant that literate community members, especially those with networks or mobility to Apia are more likely to have their projects supported. The training provided by SUNGO also has a similar orientation. Training inputs have had a positive impact on applicants’ understanding of project planning and budgeting but have not adequately addressed equity issues in project design.

Recommendation (9): CSSP should encourage SUNGO to include a community development framework in SUNGO training and incorporate guidelines, which encourage CBOs and NGOs to consult broadly in their constituencies around key development priorities.

3.3.2. **Discussions with PMU suggest that understanding of what is involved in poverty and vulnerability analysis and how it fits in with the existing decision making process, is also unclear.** In fact, community-level discussions with project participants suggest that the project site visits, owing to time limitations, tend to focus on the application form and project timelines. There has been limited conversation with community groups on what community development resources do exist, who the vulnerable groups are and how the proposed initiative fits in with local needs and priorities. In sum, it seems unlikely that a grant intervention can target vulnerable individual and groups without adequate community consultation and/or community mobilisation to this end.

Recommendation (8): prioritise training for PMU Project Officers in community development principles and participatory data collection methods such as participatory appraisals and asset mapping, for use in pilot projects.

3.3.3. **The Review did come across projects (20% of AusAID sample), where project recipients had relatively more access to external resources and funding than other community members, making it questionable as to whether CSSP should have funded these CBOs.** In two of these cases, a considerable amount of overseas fundraising had taken place for church building. In another case, the pastor had commenced fundraising for the project but then diverted those funds to other projects once CSSP funding was approved.

3.3.4. **At the community level, the 10% community contribution is also a key factor in determining who benefits from project inclusions.** In some cases, CBOs have failed to gain approval for their application because of delays in collecting the 10% from poorer members. In other cases, community groups have established their own protocol for collecting the 10%, which tends to exclude cash-poor households. One example of this was seen in Tama'ita'I Vaisala where the water tanks were given to families that could come up with the 10% in a period of seven days.

3.3.5. **In a small number of projects, project participants were able to cite examples of vulnerable individuals and families that received some flow-on benefits from CSSP funding.** In addition to the pre-school example provided above, the Reviewers came across one infrastructural project which, while implemented by one of the four local church groups, was benefitting the youth of the entire community.

A vegetable garden project had a similar impact, as unemployed youth were encouraged to cultivate vegetable gardens on church land. The reviewers also observed positive behaviours in terms of the interface between project committees and traditional authority structures like the Village Council, in these villages.

These findings suggest that it is important for CSSP to follow-up completed projects and consolidate emerging beneficiary impacts through additional investments (non-infrastructureal purposes). The Program re-engineering around 'priority areas' can be used to determine which projects will benefit from follow-up visits and subsequent financial assistance.

#### Box 7: Vegetable garden project in Feleasi'u Uta

A church group in Feleasi'u Uta applied for SAT 6785 in Category 1 funding to develop a vegetable garden project for the entire village. Four vegetable garden plots were developed on church land and tended to by the youth. The project idea was developed by the pastor with support from the village council. The pastor, the mayor and the project manager attended SUNGO training.

The village is characterised by a high level employment and the village council is concerned about its youth. The project is seen as a means to keep unemployed youth engaged in income generation activities. The pastor has some previous experience of government programs and wants to attract more resources to the villages. However, he and other committee members are not sure how to go about this.

The project team has had some difficulties with the quality of seedlings and one plot was affected by the rainy season. The current priority for the committee is to sort out these issues and maintain the motivation of the youth.

Recommendation (7a): conduct a "community development pilot" including non-infrastructureal projects which explicitly target vulnerable households and directly impact on socio-economic well-being.

3.3.6. **Additionally, CSSP funding to NGOs like Goshen and NOLA that are addressing sensitive social issues and work primarily with vulnerable groups is highly relevant to the program's purpose.** Discussions with staff in these NGOs suggests that CSSP is providing valuable core support which helps build staff confidence and organisational stability – essential pre-conditions for working in complex, poverty and vulnerability contexts. The challenge facing CSSP, as discussed previously, will be to develop some intermediate strategies linked to outcomes other than operational stability for NGOs.

The Category 3 grants (beyond the scope of this Review) merit closer inspection here as they are larger grants and may include core support as well as assistance for public awareness raising, media work, or national level networking.

Recommendation (4): Engage a local consultant, following completion of program re-engineering, to conduct a rapid audit of Category 3 grant proposals and some focussed site visits to ensure that these new grants progress the CSSP model beyond service delivery.

3.3.7. **Overall, the Review found that with this experience of the first phase of program implementation, CSSP can do better in terms of articulating and communicating its vulnerability focus.** At present, the

public awareness seminars as well as the publicity material does mention the vulnerability focus of the CSSP. However, the technical nature of the application process and training that follows, confuses this message. CSSP is in a position to develop best practice stories and use these in seminars, training workshops and publicity material to demonstrate activities that have impacts on poverty and vulnerability.

Recommendation (17): engage a local consultant to develop a Communication Strategy for CSSP, including communication to potential applicants, to highlight best practice in terms of reaching vulnerable groups and/or activities which broaden the socio-economic impact of the Program.

### 3.4. Assess the quality of the process by which funding decisions are made. Is there a clear logic to how funded grants will contribute to the achievement of program objectives? Are formal selection criteria adhered to or are informal criteria co-determinant?

3.4.1. **The MTR confirmed that initial guidelines on the process for funding decisions are being adhered to but improvements can be made in the communication of these decisions as well as the response time frame.** CSSP receives more Category 1 and 2 grants than it funds. The preparatory work on project applications is undertaken by PMU, with further collaboration at the Steering Committee level to ensure that CSSP does not duplicate other programs. Often, the SC will refer PMU back to other Ministries for their approval of project objectives. In some cases, applications are returned with queries and clarifications for PMU to follow-up.

The limitation of this approach is that it creates a top-heavy decision making process. The time lag between when applicants send in the completed form, to when they are informed of the Steering Committee decision, can be quite lengthy. Additionally, PMU has limited time to provide a critical, field-based assessment. A few applicants also commented on the inappropriateness of the scoring template sent out with rejection letters.

Recommendations made above around program re-engineering and targeting CSSP resources, which will improve the depth and limit the spread of the Program, should address some of these issues.

Recommendation (18): work on a CSSP Communication Strategy can include a review of communication processes and letters to project applicants.

3.4.2. **Decisions on project budget allocations appear to be informed and the foundation for more strategic targeting towards particular sectors has been laid.** The consultations with PMU and Steering Committee members revealed that there is some discussion around maintaining a balance between sectors as well as balancing requests for infrastructural funding with community development type of initiatives. However, at this stage, these decisions have been fairly ad-hoc. The recommendations made around identifying priorities and targeting 50% of project funds to prioritized areas, will strengthen the logic of funding decisions further.

3.4.3. **At the community level, the Review did find that there is a tendency to ‘under’ budget as plans often evolve once implementation commences.** As described by one CBO recipient “it was only once we saw the building that we realised we need cupboards to put the books in and desks for children to

sit on". This issue can be addressed as part of the revised approach to community consultation and capacity building, particularly at the project assessment stage, as discussed in Section 3.5.

3.4.4. **It is important to note here that the PMU has demonstrated a high degree of commitment to steering the application process and provides valuable mentoring to CBO and NGO applicants.** The application process, forms and templates have been revised since program commencement and these modifications were found to improve and simplify the process. Additionally, PMU successfully manages a flood of visits and telephone queries from potential applicants on the application process. Several NGO and CBO project participants commented on the advice and guidance provided by PMU and the value-add they provide to the Program.

As a result, the workload of PMU is unwieldy and in urgent need of streamlining. As mentioned previously, consultancy input has been sought via the SUNGO contract, to identify managerial 'bottlenecks' and improve the flow of information from projects to PMU databases and to the development partners. In addition, PMU requires re-structuring to ensure that the team is adequately resourced and has the relevant capacities to take the Program forward.

The findings discussed so far suggest that community development expertise as well as specialist monitoring and evaluation skills are notable deficiencies in the team. Once the program re-engineering is complete, it will be essential to have a human resources plan in place which addresses the team structure, team size, as well as the external technical support that can be harnessed for short-term purposes. The approval of Category 3 grants and an expansion (geographic and sectoral) in the program portfolio, will add to PMU's workload making to even harder to operate as a capacity builder and mentor to CBOs and NGOs.

Recommendation (22): the Steering Committee needs to review the PMU structure and responsibilities, and identify M&E roles within PMU. This may involve additional staff inputs (local consultant housed in CSSP; additional part-time staff member) or other strategies such as and sub-contracting impact assessment and thematic studies to line ministries or NGOs like SUNGO and Red Cross.

### 3.5. **Assess the quality of monitoring, evaluation and reporting arrangements, including the extent to which they have been applied and whether they have produced the information necessary to evaluate progress towards meeting objectives**

3.5.1. As noted previously, the Review experienced practical challenges in assessing the relevance and quality of the log frame (including the monitoring and evaluation framework) as more recent re-iterations of the design have not been finalised. **The key stakeholder discussions revealed that the monitoring and evaluation components of the log frame are the least understood components and there are significant disconnects between the logic of what information is needed to inform discussions on impact and outcome and what information is actually collected by PMU.** In essence, PMU is collecting information which guides activity-level implementation but does not enable a stock-take of progress towards outcomes. There are several smaller factors, which have contributed towards this weakness: lack of incorporation of secondary data; limited in-house community development experience, a technical and quantitative data focus; etc.

**The biggest challenge perhaps is that activities funded under CSSP vary, so it is impossible to simply aggregate activity-level monitoring data to arrive at an understanding of outcomes in terms of civil society strengthening.** Essentially, CSSP needs a ‘program’ monitoring and evaluation framework (PMEF) which, in addition to project-specific performance indicators, incorporates a community development orientation (example: performance indicators for the participation of different groups) and a civil society orientation (example: performance indicators for information sharing by CBOs/NGOs, improved networking or interaction with government).

A good PMEF will also provide pathways to assess cross cutting themes such as vulnerability and gender and strengthen the evidence base for the Final Evaluation.

Recommendation (10): Prioritise development of a Program Monitoring and Evaluation Framework which tracks progress towards (revised) outcomes, including program-level performance indicators linked to community development and civil society strengthening (capacity building and voice).

3.5.2. **The importance of a robust PMEF is highlighted further by the finding that CSSP might be missing out on valuable opportunities for sustaining benefits at a local level, because it lacks the tools and methodologies for this.** For instance, a rapid appraisal of 70 End of Project Reviews, only revealed 10 statements or descriptions of community context or how community members were using the project inputs. Additionally, the follow-up plan for completed projects or the extent to which this should be a priority in CSSP work plans is not clear. The Review suggests that CSSP might miss out on valuable opportunities for sustaining project benefits and building CBO capacity, if the issues around project assessment and project follow-up are not resolved.

Even from a relatively small sample, the Review was able to pick up that there is evidence of small impacts at a community and organisational level. The example of Maaigiagi (below) where a resource centre has direct a direct impact on educational outcomes, illustrates this.

#### **Box 8: EFKS Maagiagi Reading Program**

The people in the Maagiagi community in Upolu have a reputation for being aggressive. To address this problem, a local pastor has been mobilising his church community to improve the educational opportunities for the youth.

A resource centre has been set up in the church building with CSSP funding for a photocopier and other resources. The project committee – educated members of the church community – volunteer their time in the evenings to assist young people with their school work and exam preparation. Motivation to attend these sessions is high and often “the centre is so full that (they) have to close the door”.

The impact of this initiative has been significant in a short period of time, with improved educational outcomes and improved pass-rates at a secondary level.

The project committee is disheartened by the fact that a second proposal to CSSP has been rejected and is now exploring other avenues to sustain the benefits of this initiative for the local community.

Recommendation (11): The PMEF should include a Phase 2 M&E plan including the project and program-level data, tools and products required to track progress against program outcomes. The data that informs the PMEF should include project data as well as secondary data and community-based socio analysis by PMU/MWCSD. The evaluation products might include impact assessment and thematic reviews.

3.5.3. **Overall, the Review suggests that the M&E area is one where CSSP will benefit from development partner assistance – to develop a PMEF as well as ‘catch-up’ with establishing critical monitoring processes.** The benefit of AusAID, getting involved in the M&E work is that this creates possibilities for learning from other country experiences – specifically AusAID’s experience in civil society engagement elsewhere in the Pacific. The paucity of narrative, case study accounts of program impact in CSSP’s project files is another area for AusAID to support.

Additionally, both development partners (AusAID and EU) have low-cost option for partner agencies to fill M&E gaps or resource M&E work. AusAID supports the placement of Australian Volunteers for purposes such as case study writing and research papers. The EU provides some assistance for results-based monitoring.

Recommendation (12): AusAID should provide technical assistance (senior expert/AusAID Program Officer) to support development of PMEF, which draws on best practice M&E and civil society experience in the Pacific. This work needs to build on outputs from the M&E consultancy as well as the discussions of the Working Party on CSSP Program Design.

Recommendation (13): AusAID should explore supporting PMU to prepare narrative accounts and case studies on good practice models for civil society engagement in Samoa, through placement of an Australian Volunteer in CSSP.

3.5.4. **Once the PMEF is in place and attempts to capture change stories in narrative formats are underway, the priority will be to review and locate this capacity in-house.** Discussions with PMU as well as a review of the work plan for 2013 revealed that staff time inputs for M&E are limited. Moreover, the monitoring and evaluation of CBO activities does require field travel and time spent in consultation with local communities. Monitoring of NGO activities has added requirements for senior project officer skills and an understanding of NGO-government relations.

The recommendation made previously for a MoU with MWCSD, incorporating M&E support will address the M&E for priority projects. Additionally, PMU staff should consider the concept of a ‘travel week’, accompanying MWCSD staff, for peer learning exposure to community development M&E practice. Subsequently, it will be important to review the in-house M&E capacity through allocation of roles between project officers or additional staffing inputs.

Recommendation (24): PMU should engage with MWCSD on exploring the concept of a Project Officer ‘travel week’ – accompanying MWCSD staff, for peer learning exposure to community development M&E practice.

3.5.5. **Finally, some further work is required from both development partners on streamlining their reporting requirements and engaging in a strategic dialogue with PMU on the weightage and time allocation required for these activities.** Discussions with the development partners and PMU revealed that there is a sense of frustration in all camps. It appears that simplified requirements are still not being met and the workload issues seem to blow out of proportion at certain times of the year. This invariably results in financial information taking precedence over the narrative type of discussions. Indeed PMU's project files include 20% application information, 70% financial and procurement information and only 10% monitoring and evaluation information.

Recommendation (16): The development partners need to explore a common six-monthly narrative report format, which is linked in structure and focus to the revised log frame and PMEF.

### 3.6. Assess the extent of progress towards the achievement of objective three (strengthened voice to influence national policy)

3.6.1. As noted previously, not all Samoan civil society organisations, have the capacity to promote local concerns or advocate for change. Moreover, one-off grants and technical assistance may not produce this result unless complemented by other developmental strategies. **There is nevertheless a good understanding within PMU and the Steering Committee of the importance of an active and informed civil society in the Samoan context. The practicalities of program delivery however, overshadowed further articulation of Objective 3.** In part, this is because the advocacy terrain is relatively uncharted in Samoa and local organisations do not have a prominent history in this space. Hence, calls for proposals for advocacy work will not meet with a huge response unless CBOs and NGOs are provided with some practical examples of what this might involve. An alternative strategy would be to work in an incremental fashion with a few NGOs over Phase 2, to boost their engagement with local government, or build research and advocacy strategy.

#### Box 9: CSSP Funding to Goshen

Goshen, an NGO working in mental health delivery – a much neglected sub-sector in Samoa, has received two CSSP Category 2 grants. The grants are utilised to support Goshen's operational expenditure providing a semblance of stability for the work.

Discussions with Goshen employees revealed that the NGO is filling a significant gap in government service delivery to mental health patients. However, the demand for services far outweighs Goshen's capacity as a service provider. Additionally, insecurities around office space and limited engagement opportunities with government are impacting on its strategic goals.

The MTR found that Goshen would be an excellent candidate for the 'advocacy pilot' described elsewhere in this report. CSSP should leverage off the operational funding grants to build Goshen's capacity for partnership with other civil society organisations and engagement with government. Goshen's situation clearly illustrates that a failure to complement core funding with other forms of assistance e.g. communications and marketing training, might limit the sustainability of this initiative.



Recommendation (7c): implement an “advocacy pilot” in Phase 2, involving funding to NGOs, which might have received previous operational funding from CSSP and have the capacity to engage in information sharing, media work and national level networking. The conversations for this pilot need to start this year, as not all NGOs and CBOs have an advocacy focus. Training inputs on advocacy work may also be required.

- 3.6.2. **At the project level, the Review did find that CSSP is contributing to strengthening governance at the NGO and CBO level –an important pre-condition for sector level networking or engaging with government.** All the CBO applicants that attended CSSP training, found it useful in terms of managing their committee or group. Likewise, the NGO assessments, funded by SUNGO, have been a valuable tool in encouraging NGOs to think through good governance concepts. CSSP is now using these assessments in their screening process for NGO applications. A good step forward would be for CSSP to feedback into the NGO assessment framework – encouraging attention to issues of representativeness as well as networks and linkages with government.
- 3.6.3. **A weakness at the project level is that it is often the voice of the more empowered community members that is heard.** In most cases, CSSP has supported existing community leadership, which is appropriate in situation where the leadership contributes to the equitable distribution of resources but not appropriate where disenfranchised community members are left out in the process. The recommendations made previously around improved targeting of program resources and more field level consultation, monitoring and evaluation, may address these issues.
- 3.6.4. **Finally, the scope of the Category 3 grants creates opportunities for ‘building-in’ an advocacy focus and working incrementally with some CBOs and NGOs.** CSSP is currently in the process of accepting and approving Category 3 grants for SAT 30000 – 150000. The scope of these grants is sufficient enough to include core funding as well as program and advocacy support. PMU’s current staff profile includes expertise in the area of capacity building and engaging with government, which may be focussed more deliberately on this work.

The potential also exists for CSSP to harness Category 3 resources to actually contribute to national level dialogue on the role of civil society. The multi-stakeholder nature of the Steering Committee itself (SUNGO + CSSP + Ministries) provides a potential base for broader consultation with other development partners and international NGOs on civil society support in the Samoan context. Mutual learning from the full range of experience could be gained by using CSSP funds to initiate this dialogue.

Recommendation (23): The Steering Committee should review the spread of administrative responsibilities among PMU staff with a view to clearing staff time for focussed work on NGO consultations and strengthening of advocacy related components in Category 3 projects.

Recommendation (20): CSSP should explore financing a national level consultation on civil society in Samoa towards the end of Year Four. This will serve as a means to shine the spotlight on some of CSSP’s case studies of good practice as well as engage other development partners, public servants and international and local NGOs in positive discussion on civil society support.

### 3.7. Assess the integration of gender equality into the program design and implementation. To what extent have gender equality considerations influenced funding decisions and to what extent can gender equality outcomes be evaluated?

3.7.1. **The Review found that gender equality has not been strongly addressed at the Program design level or in most of the CSSP Category 1 and Category 2 initiatives.** The original design document advanced gender issues as an important “development principle” and the existence of gender disparities was mentioned as grounds for project intervention. However, this documentation was not explicit enough at the level of targets and indicators, leading to some assumptions around where gender fits into funding priorities.

Subsequently, the lack of community consultation combined with the lack of socio-political analysis at the start-up phase of Category 1 and Category 2 initiatives, has meant that CSSP has not actively promoted gender equality. Discussions with PMU suggest that understanding of what is involved in adopting gender equality as a mainstreamed principle is unclear. Often, work with women’s committees is interpreted as a gender project.

Recommendation (5): the Working Party on program re-engineering needs to incorporate specific targets for gender as part of the program design.

3.7.2. **At the project level, while the number of women participating in CSSP funded activities is high, there is not enough complementary capacity building work to ensure that this will contribute to gender issues being addressed.** As of June, 2012, women’s committee constituted 30% of the CBOs receiving CSSP financial assistance which means that women are well represented in the beneficiary group as well as in the governance of CSSP funded projects.

Community consultations suggested that the financial assistance received by these committees has improved the women’s access to services particularly in the area of education and health. A good example was in Sapunaoa village, where the construction of a new and partially covered women’s committee house, has improved participation in immunisation. There is also anecdotal evidence to suggest that the women who attended SUNGO training and completed the application form have used these skills elsewhere.

The support of MWCSO in the assessment, monitoring and evaluation of priority projects will address some of these issues but in addition, a basic level of competency in gender analysis concepts and tools needs to be built within CSSP.

3.7.3. **A positive trend in the implementation process that the Review picked up on was the involvement of *Sui Tamaitai ole Nuu* (STNs) in promoting CSSP at the local level, which is promising in context of improving gender analysis as well as providing a more general community empowerment focus.** In two of sample projects, the STNs were actively involved in raising awareness of the CSSP funding and encouraging discussion on the planning and budgeting of the proposed activity. Unfolding processes such as these need to be supported further as a means to strengthen community decision-making as well as sustain activities.

Recommendation (7b): implement a “capacity building pilot” that includes women’s committees and youth groups in priorities areas that have received a grant from CSSP previously and demonstrated an interest in further community development work (e.g. an income generation project not an infrastructural project).

3.7.4. At the NGO level, the Program documentation cites funding to Pan Pacific and the South East Asia Women’s Association of Samoa as support to gender issues and advocacy on gender. As these projects were not part of the MTR project sample, it was not possible to assess the impact of this funding. **A tentative observation that can be made is that CSSP needs to have a more purposeful approach to learning from NGO and research activities.** This will involve applying a poverty and vulnerability lens to applications and proactively building interest in projects that explicitly address gender issues and other forms of discrimination.

Recommendation (14): CSSP needs to concentrate on building an evidence base of case studies or narrative insights that clarify the purpose of providing support to vulnerable groups and the kind strategies that work to promote empowerment (not just access) of women, youth, and disabled.

**3.8. Evaluate the program’s governance arrangements. How effective and efficient has the relationship between the Steering Committee and the Program Management Unit been and how effective has been the contribution of each towards overall program objectives?**

3.8.1. **The MTR confirmed the relevance of: overall accountability for CSSP resting with the Government of Samoa; a multi-stakeholder Steering Committee with governance responsibilities; and an independently located program management team.** This structure and lines of accountability make CSSP visible and approachable for the Samoan people. Additionally, the critical decisions of what CSSP should fund are taken collaboratively with input from government and non-governmental sectors.

The multi-layered linkage with SUNGO has also been beneficial in equipping civil society organisations with technical skills for project implementation. Discussions with PMU suggest that a similar relationship is emerging with Samoan Red Cross. The Final Review will need to assess the impact of these relationships on the core business of CSSP and the implications they have for program management and sustainability.

Recommendation (28): the steering committee should review CSSP’s relationship with SUNGO as well as emergent links with other national and international NGOs towards the end of the Program cycle.

3.8.2. **The governance processes (Steering Committee meetings, approval of new grants, linkages with other ministries, etc.) that underpin the Program structure however, need to be streamlined.** There is a sense of frustration on the part of the SC as well as PMU that meetings can be lengthy, particularly around the selection of projects. The Reviewers were not able to assess these processes in action. However, triangulation of documentation, Steering Committee reports, and responses from the key stakeholder consultations suggests that the Steering Committee is engaged in considerable

operational detail. Once the program framework is strengthened and program priorities are clearer, the approval process should be shorter and more manageable.

- 3.8.3. **Recommendations made so far also suggest the need for the Steering Committee to focus on the strategic goals of CSSP in terms of strengthening community-level decision making and dialogue around the role of civil society.** With the operational experience of the first phase, the SC can now begin to hone in on the broader change challenges of where to concentrate CSSP funds, what contributes to a good civil society initiative and who to share that learning with. The Working Party on CSSP Design will be a positive first step in this direction. It would also be useful for the SC to facilitate further flow of information between CSSP and other line ministries or development partners engaged in civil society work.

Recommendation (19): introduce processes to improve the flow of information on other civil society interventions in Samoa to PMU – such as through quarterly updates at Steering Committee meetings.

- 3.8.4. **Finally, the two development partners have additional support roles to play in this respect – both in terms of providing technical assistance to resource CSSP’s reengineering and also to enrich governance and decision making processes with learning from other country experiences.** In addition to providing technical assistance to the PMEF, the development partners should explore the capacity building of SC/PMU through processes such as exposure visits.

A strengthened harmonised relationship either involving pooled funding or delegated cooperation should also be explored towards the end of the Program cycle. The involvement of other development partners (e.g. NZAID and UN agencies) may be part of that assessment.

Recommendation (25): development partners should support an exposure visit for PMU Manager and one - two steering committee members to observe the functioning of similar civil society programs in other Pacific countries.

## 4. Conclusions and Recommendations

### 4.1. Summary points

- 4.1.1. CSSP was designed to improve the social-economic well-being of Samoans by providing Samoan civil society organisations with direct access to financial assistance - to address local needs as well build their operational and advocacy capacity. **The MTR has confirmed the value of the CSSP model (direct grants to communities + operational capacity building + advocacy support) to the socio-political context in Samoa.** The overall objectives of the Program tie in with Samoa's NDS as well as key sector plans and build on the lessons and experiences of previous small grant initiatives.
- 4.1.2. **The move by development partners (AusAID and EU) to collaborate on CSSP funding has also been in line with the Government of Samoa's approach to managing overseas aid.** In this respect, the idea of a parallel mid-term review, with some cross-fertilisation of review questions and insights between development partners, is a positive one and fits with the current level of harmonisation between AusAID and the EU.
- 4.1.3. **Phase 1 of CSSP has laid the foundations for community awareness, development harmonisation, program management and financial accountability.** CSSP has disbursed grants in excess of three million Samoan Tala across all four of Samoa's sub-regions and several different sectors. The majority of projects are on-target for completion. The multi-layered linkage with SUNGO has also been beneficial in equipping civil society organisations with technical skills for project implementation. Community feedback on this technical training has been positive and there is anecdotal evidence of technical skills gained being transferred to other community development work.
- 4.1.4. **The Program has a sound multi-stakeholder governance structure and committed staff, managing varied client service and program delivery roles.** Since establishment, a variety of protocol and funding guidelines and publicity material have been developed and rolled out by PMU. Demand for CSSP assistance is high and PMU plays a valuable informal mentoring role in encouraging CBOs and NGOs through the application process.
- 4.1.5. **The major limitation of the program is that it does not address the incremental nature of support required to build civil society organisations in the Samoan context. In addition to financing service delivery 'on-demand', CSSP should seek out and fund income generation and livelihood-related activities (community level) and information exchange, media work and networking (organisational level).** The Review found that for a majority of CSSPs CBO and NGO partners, representing broader community interests, actively engaging with government or advocating for change, is not a priority. Moreover, one-off grants and technical assistance may not encourage this behaviour unless complemented by other developmental strategies. The lack of a nuanced strategy to support civil society organisations through a growth trajectory, will potentially limit the sustainability of initial gains.
- 4.1.6. **Moreover, CSSP has drifted from its original purpose of targeting vulnerable individuals and groups.** In part, this is because household-level poverty data has not been mainstreamed in the project selection process. Additionally, the capacity of civil society organisations is judged in terms of their

ability to manage the application process (top-down view) rather than their representativeness and ability to execute community interests (bottom-up view). This has meant that the project has supported some elites rather than vulnerable individuals and their families.

4.1.7. **The operational workload and other factors (line ministry location, PMU capacities, and initial design) have left CSSP with a weak community interface.** The approval of Category 3 grants and an expansion (geographic and sectoral) in the program portfolio, will add to PMU's workload making it even harder to operate as a capacity builder and mentor to CSOs/NGOs.

4.1.8. The benefit of a mid-term, formative evaluation is that it provides the opportunity to re-engineer the program, identify gaps and prioritise from a range of options to strengthen achievement towards outcomes. Since the goals and outcomes are not inappropriate, what remains for CSSP and key stakeholders is to establish clear pathways for the next phase. **At this time, it is vital that the Steering Committee focusses on strategic tasks, while ensuring that PMU is sufficiently empowered and resourced to manage business-as-usual.**

4.1.9. **It will also be essential for CSSP to develop a *program* monitoring and evaluation framework, which in addition to project level performance indicators, incorporates performance indicators which enables tracking progress against community development and civil society strengthening outcomes.** As activities funded under CSSP vary, so it is impossible to simply aggregate activity-level monitoring data to arrive at an understanding of outcomes in terms of civil society strengthening.

4.1.10. **Further work is required from both development partners on streamlining their reporting requirements and engaging in a strategic dialogue with PMU on M&E and international good practice models in civil society support.** In particular, the development partners need to prioritise support to program re-engineering, establishing a program monitoring framework and resourcing PMU to 'catch-up' with critical monitoring tasks.

4.1.11. **The recommendations from the MTR include a mix of priority, medium-term and longer range strategies to set the CSSP on the right track.** By adopting an 'action research' methodology and encourage smaller 'pilot' change processes, the Review seeks to avoid overwhelming an already stretched program team. At the end of Phase it will be possible to review the logic of these pilot interventions and their comparative advantage in strengthening civil society.

4.1.12. **Overall, this MTR recommends that AusAID and the EU should continue to support CSSP and even explore the possibilities of a CSSP 2 if the program moves beyond gap, service delivery to deepening its engagement with civil society organisations over Phase 2.** The Final Review will be critical in establishing a way forward for CSSP and exploring future programming options.

## 4.2. Recommendations

### 4.2.1. Program re-engineering

#### RECOMMENDATION 1

The Review recommends establishing a temporary working party composed of a CSSP representation, an AusAID representative, and EU representative and technical expert to review the original CSSP

Program Design and develop a set of principles for civil society engagement as well as revised outcome and activity targets for the Phase 2 of CSSP ( mid 2013 -2015). **PRIORITY**

#### RECOMMENDATION 2

Program re-engineering needs to include establishment of intermediate objectives, which enable an incremental approach to community development (Objective 1) and civil society strengthening (Objectives 2 and 3); and adopt an action research methodology to pilot different strategies in these programmatic areas. These pilots should form the basis of thematic review in the Final Program Review. **PRIORITY**

Additional areas of work on program re-engineering might include:

#### RECOMMENDATION 3

Incorporating consultancy outputs on PMU management and project-level M&E in the scope of work on program re-engineering

#### RECOMMENDATION 4

Engaging a local consultant, following completion of program re-design, to conduct a rapid audit of Category 3 grant proposals and some focussed site visits to ensure that these new grants progress the CSSP model beyond service delivery.

#### RECOMMENDATION 5

Incorporating specific targets for gender as part of the program design

### 4.2.2. **Effective targeting of resources to vulnerable communities**

#### RECOMMENDATION 6

The Review recommends utilising a combination of GIS data and the Government's HIES data, to establish priority sub-regions/villages for Objective 1 and a further percentage allocation of grants (example: 50%) to vulnerable households within those priority areas for the remainder of the Program cycle. **PRIORITY**

#### RECOMMENDATION 7

The Review also recommends the application of an action research methodology to three pilot initiatives in the areas of community development (objective 1), capacity building (Objective 2) and strengthening voice (objective 3). **PRIORITY**

The idea promoted here is that additional technical assistance (at assessment, community mobilisation, capacity building and M&E stages) should be directed at 24-30 projects in priority areas. These will include:

- a) A "community development pilot" including non-infrastructure projects which explicitly target vulnerable households and directly impact on socio-economic well-being.
- b) A "capacity building pilot" that includes women's committees and youth groups in priority areas that have received a grant from CSSP previously and demonstrated an interest in further community development work (e.g. an income generation project not an infrastructure project).
- c) An "advocacy pilot" involving funding to NGOs, which might have received operational funding from CSSP and have the capacity to engage in information sharing, media work and national level

networking. The conversations for this pilot need to start this year, as not all NGOs and CBOs have an advocacy focus. Training inputs on advocacy work may also be required.

Alongside this targeting work, it may be possible to:

#### RECOMMENDATION 8

Prioritise training for PMU Project Officers in community development principles and participatory data collection methods such as participatory appraisals and asset mapping for use in community development pilot projects. **PRIORITY**

#### RECOMMENDATION 9

Encouraging SUNGO to include a community development framework in SUNGO training and incorporate guidelines, which encourage CBOs and NGOs to consult broadly in their constituencies around key development priorities.

### **4.2.4. Program Monitoring and Evaluation Framework**

#### RECOMMENDATION 10

The Review encourages development of a Program Monitoring and Evaluation Framework which tracks progress towards (revised) outcomes, including program-level performance indicators linked to community development and civil society strengthening (capacity building and voice). **PRIORITY**

#### RECOMMENDATION 11

The PMEF should include a Phase 2 M&E plan including the project as well as the program-level data, tools and products required to track progress against outcomes. The data that informs the PMEF should include project data as well as secondary data and community-based analysis by PMU/MWCSD. **PRIORITY**

Additionally, work on PPMEF might include the following:

#### RECOMMENDATION 12

AusAID should explore providing technical assistance (senior expert/AusAID Program Officer) to support development of PMEF, which draws on best practice M&E and civil society experience in the Pacific. This work needs to build on outputs from the M&E consultancy as well as the discussions of the Working Party on CSSP Program Design.

#### RECOMMENDATION 13

PMU needs to revise and strengthen the pre-assessment site visit process incorporating participatory appraisal and community-level asset mapping, particularly in pilot projects. This work may be undertaken after Project Officers receive the necessary training (see below).

#### RECOMMENDATION 14

PMU needs to concentrate on building an evidence base of case studies or narrative insights that clarify the purpose of providing support to vulnerable groups and the kind strategies that work to promote empowerment (not just access) of women, youth, and disabled.



#### RECOMMENDATION 15

AusAID should explore supporting PMU to prepare narrative accounts and case studies on good practice models for civil society engagement in Samoa, through placement of an Australian Volunteer in CSSP.

#### RECOMMENDATION 16

AusAID and EU need to explore a common six-monthly narrative report format, which is linked in structure and focus to the revised log frame and PMEF.

### **4.2.5. Communications strategy and advocacy on civil society**

As a complement to the PMEF work, Steering Committee/PMU might also consider:

#### RECOMMENDATION 17

Engagement of a local consultant to develop a Communication Strategy for CSSP, including communication to potential applicants, to highlight best practice in terms of reaching vulnerable groups and/or activities which broaden the socio-economic impact of the Program.

#### RECOMMENDATION 18

Work on a CSSP Communication Strategy may include a review of communication processes and letters to project applicants.

#### RECOMMENDATION 19

Introducing processes to improve the flow of information on other civil society interventions in Samoa to PMU – such as through quarterly updates at Steering Committee meetings

#### RECOMMENDATION 20

Finance for a national level consultation on civil society in Samoa towards the end of Year Four. This will serve as a means to shine the spotlight on some of CSSP's case studies of good practice as well as engage other development partners, public servants and international and local NGOs in positive discussion on civil society support.

### **4.2.6. Human resources and management consequences**

#### RECOMMENDATION 21

The Steering Committee needs to review CSSP's engagement with MWCSO at a strategic as well as an operational level. This may require an additional MoU between CSSP/MoF and MWCSO for the latter to support community-level analysis (pre-approval stage), monitoring and evaluation of priority projects; with corresponding changes to the number of MWCSO staff represented on the SC and their roles. **PRIORITY**

#### RECOMMENDATION 22

The Steering Committee needs to review the PMU structure and responsibilities, and identify M&E roles within PMU. This may involve additional staff inputs (local consultant housed in CSSP; additional part-time staff member) or other strategies such as sub-contracting impact assessment and thematic studies to line ministries or NGOs like SUNGO and Red Cross. **PRIORITY**

Human resource and management changes might also include:

#### RECOMMENDATION 23

A review of the spread of administrative responsibilities among PMU staff, with a view to clearing staff time for focussed work on NGO consultations and strengthening of advocacy related components in Category 3 projects.

#### RECOMMENDATION 24

Dialogue with MWCSO, on the concept of a Project Officer “travel week” or accompanying MWCSO staff, for peer learning exposure to community development M&E practice.

#### RECOMMENDATION 25

Support for an exposure visit for PMU Manager and one or two Steering Committee members to observe the functioning of similar civil society programs in other Pacific countries.

### **4.2.7. Program review and sustainability**

#### RECOMMENDATION 26

The MTR highlights the need for improved coordination between development partners and with CSSP to conduct a joint Final Review of CSSP. This Final Review will require more in-country preparatory time with definite monitoring and evaluation inputs (impact assessments, thematic working papers, etc.) that feed into the process.

#### RECOMMENDATION 27

A key objective of the Final Review should be for CSSP and its key stakeholder should be to compare the slightly different models adopted during Phase 1 (2010 – 13) and Phase 2 (2013 – 15) to establish the future orientation of civil society support and role of development partner engagement in this area.

Future programming options that are evident from this MTR include:

- a) Separation of NGO and CBO projects with CSSP retaining a focus on CBO work (and Objectives 1 and 2) provided closer synergies between CSSP and line ministries. The NGO work (and Objective 3) might be supported through an intermediary like SUNGO or other larger national NGOs and international NGO
- b) Further sectoral alignment with prioritisation around community development, gender and youth issues, or other sectors where an expanded role for civil society organisations delivers maximum impact.
- c) Altered harmonised relationships either involving pooled funding or delegated cooperation. Harmonised arrangements with NZAID and UN agencies should also be explored.

Additionally and towards the end of the Program cycle:

#### RECOMMENDATION 28

The Steering Committee should review CSSP's relationship with SUNGO as well as emergent links with other national and international NGOs towards the end of the Program cycle

#### RECOMMENDATION 29

CSSP should ensure CBOs and NGOs identify sustainability strategies as part of project follow-up activities and clearly articulate roles for project beneficiaries, CSSP and other stakeholders (key government ministries, SUNGO, etc.) in promoting sustainability.

### 4.3. Concluding remarks

The benefit of a mid-term, formative evaluation is that it provides an opportunity to re-engineer the Program, identify gaps and prioritise from a range of options to strengthen achievement towards outcomes. This Report has attempted to highlight the positives as well as the challenges that face CSSP. By involving key stakeholders as well as community members in discussions on these issues, the AusAID as well as the EU review will generate many ideas and options for the next phase.

To assist in 'filtering' these options, this report concludes with an analytical matrix – often used in program design and strategic planning. It may help kick-start dialogue between key stakeholders on Phase 2 of CSSP. Key question: To aim for efficiency and effectiveness, should CSSP concentrate on 'stars', 'question marks', 'foundation stones' or 'dead ducks'?

#### Program/portfolio analysis matrix

<b>STARS:</b> Strong organisations or activities with real potential for growth: dynamic, popular and creative. Stars may become 'foundation stones' or become short-lived 'shooting stars'	<b>QUESTION MARKS:</b> New or innovative projects but not yet proven. Some questions become stars, other fail. All agencies support some question marks. Question marks need to be monitored closely.
<b>FOUNDATION STONES:</b> Reliable, safe organisations with financial security and/or credibility. They may start as being popular with funders but may become less attractive later as they are not seen as innovative.	<b>DEAD DUCKS:</b> These organisations take up managerial and financial resource and provide little added-value. An intensive review process is usually required to move them out of this quadrant.



## Box10 : CSSP MTR – Summary of recommendations

No.	Topic	Summary	Responsibility	Support	When?
1	Program re-engineering	Establish temporary working party	SC	AusAID/EU	Jun-13
2	Program re-engineering	Redesign CSSP including intermediate objectives	Working Party	SC	Jun-13
3	Program re-engineering	Incorporate M&E consultancy outputs	Working Party	n/a	Jun-13
4	Program re-engineering	Rapid audit of category 3 grants	PMU	external consultant	tbc -PMU
5	Program re-engineering	Gender targets in redesign	Working Party	n/a	Jun-13
6	Effective targeting	Establish priority sub-regions/villages	Working Party	PMU	Jun-13
7	Effective targeting	Implement pilots	PMU	MWCSD	Jun-14
8	Effective targeting	CD training for PMU project officers	PMU	SUNGO	Jun-13
9	Effective targeting	CD framework in SUNGO training	SUNGO	PMU	tbc - SUNGO
10	PMEF	Develop PMEF	Working Party	external consultant	Jun-13
11	PMEF	Time plan for M&E data, tool and outputs	PMU	SC	Sep-13
12	PMEF	AusAID technical assistance for PMEF	AusAID	EU	Sep-13
13	PMEF	Revise pre-assessment site visit process	PMU	MWCSD	Jun-13
14	PMEF	Case study and narrative writing	PMU	AusAID/EU	Sep-14
15	PMEF	Australian Volunteer procurement	AusAID	n/a	Sep-13
16	PMEF	Joint six monthly narrative reports	AusAID/EU	PMU	Sep-13
17	Communication Strategy	Develop communication strategy	PMU	external consultant	tbc - PMU
18	Communication Strategy	Review letters to applicants	PMU	external consultant	tbc - PMU
19	Communication Strategy	Introduce processes - information on CS interventions	SC	AusAID/EU	Jun-13
20	Communication Strategy	National level consultation on CS	PMU	SC	Sep-14
21	HR and management	CSSP MoU with MWCSD	SC	MWCSD	Sep-13
22	HR and management	Review PMU size and structure	SC	PMU	Sep-13
23	HR and management	Staff time for NGO work	PMU	SC	tbc - PMU
24	HR and management	Project officer travel week	PMU	MWCSD	tbc - PMU
25	HR and management	Exposure visit for PMU manager/SC	AusAID/EU	PMU/SC	tbc - AusAID/EU
26	Review and sustain	Joint final review	AusAID/EU	PMU	Jan-15
27	Review and sustain	Preparation for joint final review	AusAID/EU	PMU	Sep-14
28	Review and sustain	Review SUNGO and other NGO relationships	SC	PMU	Sep-14
29	Review and sustain	Project level sustainability strategies	PMU	MWCSD	Sep-14

## Annex 1: CSSP MTR – AusAID TOR (Excerpt)

### 1. BACKGROUND

- 1.1. The Civil Society Support Program (CSSP) is a harmonised funding program for civil society organisations in Samoa. The CSSP commenced in December 2010 and harmonised existing civil society funding programs from AusAID and the European Union.

The purpose of the CSSP is to deliver sustainable social and economic benefits to the people of Samoa through strengthened civil society organisations.

The objectives of the CSSP are to achieve:

- i. Tangible and sustainable social and economic benefits which meet the needs of vulnerable groups in Samoa;
- ii. Well-governed civil society organisations with strengthened capacity to manage developmental programmes on a sustainable basis;
- iii. A strengthened voice of civil society organisations to effectively influence national policy.

The European Union is undertaking a Mid-Term Evaluation of the CSSP from January to February 2013. A consultant has been contracted by the European Union and has been provided with terms of reference for the mission.

The Contractor will work alongside the European Union-contracted consultant for the in-country component of the Services.

#### Objectives

- 1.2. The objectives of this contract are to evaluate the effectiveness and efficiency of the CSSP and make recommendations to AusAID for the improvement of the program.

### 2. SERVICES

- 2.1. The Contractor shall perform the following Services in accordance with the terms and conditions of this Contract:
- 1) Complete the necessary pre-reading of key program documents as directed by AusAID.
  - 2) Travel to Samoa and work alongside European Union-contracted consultant for the in-country component of the services.
  - 3) Prepare in an initial report within three days of arrival in-country.
  - 4) Alongside but independent of the European Union-contracted consultant conduct a field evaluation of the effectiveness and efficiency of the CSSP in achieving progress towards its program objectives. The evaluation should cover the following evaluation questions:

- i. Assess whether program objectives are relevant and whether they are adequately-linked to the development priorities of Samoa;
  - ii. Assess the relevance and quality of the program logic and logical framework matrix, and the appropriateness of the objectively verifiable indicators of achievement;
  - iii. Assess how effectively the CSSP has identified and targeted vulnerable geographical areas and groups of people. On what basis has this occurred and is the logic valid?
  - iv. Assess the quality of the process by which funding decisions are made. Is there a clear logic to how funded grants will contribute to the achievement of program objectives? Are formal selection criteria adhered to or are informal criteria co-determinant?
  - v. Assess the quality of monitoring, evaluation and reporting arrangements, including the extent to which they have been applied and whether they have produced the information necessary to evaluate progress towards meeting objectives;
  - vi. Assess the extent of progress towards the achievement of objective three (strengthened voice to influence national policy);
  - vii. Assess the integration of gender equality into the program design and implementation. To what extent have gender equality considerations influenced funding decisions and to what extent can gender equality outcomes be evaluated?
  - viii. Evaluate the program's governance arrangements. How effective and efficient has been the relationship between the Steering Committee and the Program Management Unit and how effective has been the contribution of each towards overall program objectives?
- 5) For each evaluation question, and with respect to the overall effectiveness and efficiency of the program, the Contractor should make recommendations to AusAID on changes that would improve program performance.
  - 6) Present preliminary findings to the AusAID Senior Program Manager and other relevant AusAID staff in Samoa.
  - 7) Prepare draft final and final reports, incorporating feedback and comments if any from the AusAID program manager in-country.

### **Inputs**

2.2. The inputs shall be:

Up to 26 days of work, including up to two days for preparatory reading, up to 14 days (including weekends) to undertake the review in Samoa and up to ten (10) days for post-mission synthesis and report writing.

### **Outputs**

2.3. The outputs shall be:

- 1) The Contractor must prepare an initial report of no more than 8 pages, to be provided to AusAID within three days of arrival in-country. The initial report will:

- 2) Comment on the logical framework and the monitoring and evaluation framework, and review the relevant available documents;
- 3) Comment on the evaluation questions suggested by AusAID or, where relevant, propose an alternative or complementary set of evaluation questions justifying their relevance;
- 4) Present an indicative methodological approach;
- 5) Provide any other initial observations.
- 6) The Contractor must present preliminary findings to the AusAID Senior Program Manager and other relevant AusAID staff in Apia, prior to departure.
- 7) The Contractor must prepare a draft final report of no more than 30 pages excluding annexes. The report should answer the evaluation questions and synthesise findings and conclusions into an overall assessment of the program. Although field work and data collection for the report will be undertaken alongside the European Union-contracted consultant this is an independent report and should address the evaluation questions specified in the scope of services. The report should incorporate feedback received from the presentation of preliminary findings to the AusAID Senior Program Manager and should be presented to AusAID for comments within 10 days of the receipt of that feedback.
- 8) The Contractor will draft a final report of no more than 30 pages excluding annexes, incorporating any comments on the draft final report made by the AusAID Senior Program Manager, within 10 days of the receipt of those comments.

#### **REPORTING REQUIREMENTS**

The Contractor must provide the following reports by the date, in the format and the number of copies indicated:

	Description of Report	Format	Qty	Due Date
(a)	Initial Report	Electronic submission in Microsoft Word	1	Within three days of arrival in country – 30 January 2013.
(b)	Draft Final Report	Electronic submission in Microsoft Word	1	Within 10 days of receipt of feedback from the AusAID Senior Program Manager, as described in clause 2.3(c).
(c)	Final Report	Electronic submission in Microsoft Word	1	Within 10 days of receipt of comments from the AusAID Senior Program Manager, as described in clause 2.3(d).



## Annex 2: CSSP MTR - List of Documents Reviewed (select)

AusAID (CSSP Related)	Quality of entry and next steps to complete design for Samoa Civil Society Program
AusAID (General)	AusAID Civil Society Engagement Framework, June 2012
	AusAID Guidance on the M and E of Civil Society Programs
AusAID (Samoa-related)	Partnership for Development between the Government of Australia and the Government of Samoa
	Poverty in Samoa – A Research Paper for AusAID Samoa, December 2011
	Review of AusAID Small Grants Scheme, undated
	Samoa Annual Program Performance Report 2011
	Samoa Annual Program Performance Report 2008
CSSP Programming Documents	Samoa CSSP Annual Report 2011-2012
	Samoa CSSP Annual Report 2010-2011
	Programme Design for a Civil Society Support Programme
	Preparation of revised Monitoring and Evaluation Framework (Alison Gray, August, 2011)
CSSP Operational Documents	Application guidelines and forms (Category 1)
	Application guidelines and forms (Category 2)
	Application guidelines and forms (Category 3)
	Category 3 concept checklist
	Category 3 concept evaluations
	CSSP Application and assessments (sample projects)
	CSSP Logframe budget
	CSSP Master Database updated to 30 November 2012
	CSSP Research Proposals x 7
	End-of project reviews (English x 58)
	NGO Self-Assessment Form
	NGO/CBO Application Form
EU	CSSP Research Proposals x 7
	CSSP Financing Agreement
	EU Program Estimate No. 2
	EU Template for CSSP Quarterly Reporting
	Mid-term Evaluation of the Civil Society Support Programme
GoS Documents	Strategy for the Development of Samoa 2012-2016
	Community Sector Plan 2010 - 2015
	Strategy for the Development of Samoa 2008-2012
	Samoa MDG Report, 2010
	Samoa Poverty Analysis Report, 2010
SUNGO	SUNGO Membership NGO Training Needs Analysis Form
	SUNGO Tracer Study Methodology
	SUNGO Partnership Plan
	SUNGO Strategic Plan 2011-2016

## Annex 3: CSSP MTR – List of Consultations

### Key stakeholder consultations

AusAID (Apia Post)	Asenati Tuiletufuga	Senior Program Manager, AusAID Apia Post
	Owen Martin	Research and Analysis
CSSP (staff)	Kilali Alailima	Program director, CSSP
	Marie Toalapaialii-Bentik	Project Officer, CSSP
	Mathew Talifo	Project Officer, CSSP
	Ferron Fruea	Project Officer, CSSP
CSSP (SC)	Asenati Tuiletufuga	Senior Program Manager, AusAID Apia
	John Stanley	Office of the
	Karl Lauulu	MoF, Acting Chair CSSP SC
	Papalii Viopapa-Annadale	Civil Society Representative
	Rev. Ruperake Petaia	Civil Society Representative
Government Agencies	Frances Reupena	Water and Sanitation Sector Coordinator
	Leituala Kuiniselani Toelupe	MWCSD – CEO
	Misa Konelia Misa	District Officer, MAFF
NZAID	Peter Zwart	Social Sector Officer
Samoa Red Cross	Namulaauulu Mauala	Secretary General
	Dawn Tuiloma Sua	Staff
SUNGO	Roina Vavatau	CEO
	Raymond Voigt	Staff

### Community consultations

Vaivase tai	Alofa Toumane	Fundraising Committee
	Lote Naseri	Committee Vice President
	Ane Faasoo	Treasurer/ Vaivase Mayor
	Reverend	Reverend
Fagalii Uta/Tai	Rev. Lupeli Leremia	Rev, youth coordinator
	Iumalo Pouvave	Project coordinator
		Youth president
Maagiagi Uta	Rev Tuanai	Youth coordinator, Rev, chairman
	Satui Bentin	Project manager
	Pastors wife	Tutor
Se'ese'e	Asiasiga Ululu	Representative
	Iuni Lotu	Representative
	Salota Sialesa	Secretary
	Marie Masoe Vaitaguta	President
	Talani Moors	Treasurer
	Lua'ipou Leo	Representative
	Fatime Talia	Representative
	Keke Suki	Representative
	Si'I Leo	Representative
	Lili Avitu	Representative
Vaitele Fou	Leota Paulo	Former President

	Lili Tupa'i	Principal
Aleisa Komiti Tina	Elisapeta Tinifu	Committee member
	Hellen Leisam	Committee member
	Elisapeta Tamapolu	Committee member
	Loluama Kapeli	Treasurer
	Matele Fuiava	Committee member
	Taumafoe Tinifu	Committee member
	Leata Samuelu Brown	Secretary
	Itanei Natali	Committee member
	Norris Stehlin	Committee member
	Kota T	Committee member
	Telesi Stowers	Vice president
	Ape Stehlin	Committee member
	Elisapeta Su'a	Committee member
	Tupai Salimu	Committee member
Faleasi'i Uta	Fsolai Tusi	President
	Nele Ali Chong	Committee member
	Apulu Fai'laufusi	Vice President
	Nesa Selo	Committee member
	Puamanu Alefaio	Committee member
	Moana Toelau	Treasurer
	Paa	Committee member
	Lua Paa	Committee member
	Fesolai fili	Secretary
	Seoula L	Committee member
	Falani	Committee member
	Selesa	Committee member
	Seu	Committee member
	A Faatagiga	Committee member
	Leta	Committee member
	Lua	Committee member
	Leutu	Committee member
	Mese	Committee member
	Filoi A	Committee member
	Iosefa	Committee member
	Maliafiti	Committee member
Faleasiu	Fesolai logo	Committee member
	Ailua Sanuato	Secretary
	Liugalua Ata	President
	Fa'aulua Apulu Lio	Committee member
	Fesolai Sulimoni	Committee member
	Samoia	Committee member
	Mareta Atinae	Committee member
	Toetu Sauvapa	Committee member
	Anemelea Fata'ai Chan	Committee member
	Masina Finali	Committee member
	Sia Fesolai Faalao	Committee member
	Fesolai Logomalie	Committee member
Sa'anapu	Tafafunai Tavai	President
	Aiga Tafofunai	STN

	Faalulua Anapu	Committee member
	Faleupolu	Committee member
	Ala Lauvi	Committee member
	Lini Timu	Committee member
	Mafuli T	Committee member
	Mareta V	Committee member
	Tiligai I	Committee member
	Malua	Committee member
	Kalala	Committee member
	Mafuli	Committee member
	Marina	Committee member
	Aliitasi	Committee member
	Lisa	Committee member
	Tina	Committee member
	Faluseaa	Committee member
Sapunaoa	Sam Maaelopa	President/STN
	Taloga T ipou	Committee member
	Mele Muliava	Committee member
	Fraser Aumua	Committee member
	Lualima Paten	Committee member
	Mena Ailao	Committee member
	Taaloga Sio	Committee member
	Failagi Vaimanu	Committee member
	Lipine Sauafen	Committee member
Saleapaga new settlement	Falefata Allaulau	Village council/mayor
	Utulu Popo	Village council
	Fiu lutelu	Village council
	Faleafata Ailaulau	Village council
	Sagale Lauiliu	Village council
	Falanaipupu Emau	Village council
	Utulu Popo	Village council
	Utalua Konelio	Village council
	Malalatea	Principal
	Mataafa	Teacher
	Naomi	teacher
Tagiilima Handicrafts Association	Iona Enefe	Secretary
	Faitalia Pasi	Sui Peresitene
	Motiana Patu	Staff
	Francis Lino	Mananger
	Sohalin Lematua	Treasurer
National Council for ECE	Iosefa Leafi	President
	Salina Hamea	Finance officer
Goshen	Savea Tutogi Soi Too Arundell	CEO
NOLA	Faatino Masunu Utumapu	Office manager





## Annex 4: CSSP MTR Project Sample

MTR No.	Project Code	Cat.	Location	Village	Amount requested	Amount approved	CBO/NGO	Name of organisation	Sector	Status
1	22	2	Upolu	Vaivase-tai	135000	150000	CBO	Vaivase Primary School Committee	Education	completed
2	15	2	Upolu	Fagali'i Uta	148115	148115	CBO	Fagali EFKS Youth	Youth	completed
3	18	1	Upolu	Maagiagi	44955	20000	CBO	EFKS Magiagi Reading Program	Education	completed
4	21	1	Upolu	Se'ese'e	21780	21780	CBO	Komiti Faletua ma Tuisi	Comm Dev	completed
5	154	2	Upolu	Vaitele	117108	117108	CBO	Vaitele Fou Preschool	Education	completed
6	97	1	Upolu	Aleisa Sisifo	9000	9000	CBO	Komiti Tumama Aleisa Sisifo	Comm Dev	completed
7	24	1	Upolu	Felasi'u Uta	6785	6785	CBO	Ekalesia Metotisi Felasi'u Uta	Agriculture	completed
8	371	1	Upolu	Faleasi'u	27000	27000	CBO	Sapulu Faleasi'u	Water&Sanitation	completed
9	64	1	Upolu	Saanupu-Uta	40000	40000	CBO	Komiti Tina ma Tamaitai	Comm Dev	completed
10	125	1	Upolu	Sapunaoa	27000	27000	CBO	Sapunao Womens Committee	Comm Dev	completed
11	1	2	Upolu	Sale'apaga	150000	50000	CBO	Sale'apaga Community	Education	completed
12	105	2	Upolu	Vaiusu/Wesley Mall	136636	70000	NGO	Tagi I Lima Handicrafts Association	Education	completed
12	105	1	Upolu	Vaiusu/Wesley Mall	30000	30000	NGO	Tagi I Lima Handicrafts Association	Education	signed
13	604	1	Upolu	Sogi	27000	27000	NGO	National Council for ECE	Education	Prov. Approved
14	550	2	Upolu	Nia Mall	100000	100000	NGO	Nuanua O Le Alofa	Education	50% completed
15	524	2	Upolu	Moamoa	140000	45000	NGO	Goshen	Education	Completed
15	524	2	Upolu	Moamoa	100000	100000	NGO	Goshen	Education	50% completed

