

Country: Samoa

Empowered lives.  
Resilient nations.

**Project Title:** Women in Leadership in Samoa (WILS).

**Overall Project Outcome:** Strengthened women's leadership and gender equality in Samoa.

**Sustainable Development Goal (SDG) 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

**UN Pacific Strategy 2018-22 Outcome 2: Gender Equality** - By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and rights in social, economic, and political spheres, contribute to and benefit from national development, and live a life free from violence and discrimination; and **Outcome 5: Governance and Community Engagement** - By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice.

**SIDS Accelerated Modalities of Action [S.A.M.O.A.] Pathway 27(h):** Promoting and enhancing gender equality and women's equal participation, including in policies and programmes in the public and private sectors in small island developing States.

**DFAT Strategy:** To improve gender equality in Samoa.

**Strategy for the Development of Samoa (SDS) 2019-20 Outcome 8: Social Institutions Strengthened** - Empowering communities to lead inclusive development for improving quality of life for all.

**Samoa's Community Development Plan (2016-21) Outcome 1:** Improved Inclusive Governance at all levels.

**Samoa National Policy for Gender Equality (2016-20) Policy Priority Outcome 4:** Increased participation of women in public leadership and decision making.

Project Duration: 3.5 years

Anticipated start/end dates: April 2018 – October 2022

Fund Management Option(s): Pass-through  
(Parallel, pooled, pass-through, combination)

Managing or Administrative Agent: UNDP  
(if/as applicable)

Total estimated budget\*: AUD\$3 million




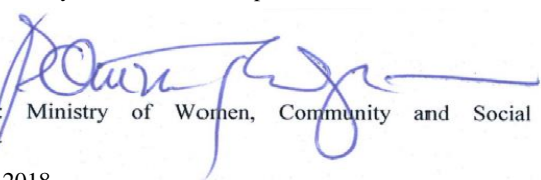
Out of which:

1. Funded Budget: AUD\$3 million
2. Unfunded budget: \_\_\_\_\_

\* Total estimated budget includes both programme costs and indirect support costs

Sources of funded budget:

- Government \_\_\_\_\_
- UN Org \_\_\_\_\_
- UN Org \_\_\_\_\_
- DFAT AUD\$3 million
- Donor \_\_\_\_\_
- NGO: \_\_\_\_\_

Participating UN Organisations	National Coordinating Authorities
<b>Mr Notonegoro</b> , Deputy Representative  Signature:  Organisation: UNDP  Date: 4 April 2018	<b>Lavea Tupa'imatuna Mr Iulai Lavea</b> , CEO, Ministry of Finance  Signature:  Organisation: Signed by <b>Lilomaiva Mamea Mr Samuel Ieremia</b> , ACEO, Policy and Planning, on behalf of CEO, Ministry of Finance  Date: 4 April 2018
<b>Mr Nicolas Burniat</b> , Acting Officer in Charge/ Representative  Signature:  Organisation: UN Women  Date: 4 April 2018	<b>Fuimapoao Naea Ms Beth Onesemo Tuilaepa</b> , CEO, Ministry of Women, Community and Social Development  Signature:  Organisation: Ministry of Women, Community and Social Development  Date: 4 April 2018



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## Abbreviations

AA	Administrative Agent
ACEO	Assistant Chief Executive Officer
APW	Annual Work Plan
AR	Activity Result
BPFA	Beijing Platform for Action
BTI	Breakthrough Initiative
CC	Community Conversation
CDI	Centre for Democratic Institutions
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women.
CPA	Commonwealth Parliamentary Association
DFAT	Department of Foreign Affairs and Trade (Australia)
EKFS	Ekalesia Faapotopotoga Kerisiano Samoa (Congregational Christian Church)
HRPP	Human Rights Protection Party
IP	Implementing Partner
IPU	Inter Parliamentary Union
JP	Joint Programme
LPAC	Local Project Appraisal Committee
LS	Leadership Samoa
MCO	Multi Country Office
MESC	Ministry of Education, Sports and Culture
MOF	Ministry of Finance
MPE	Ministry of Public Enterprises
MPTF	Multi-Partner Trust Fund
MWCSD	Ministry of Women, Community and Social Development
NUS	National University of Samoa
OCLA	Office of the Clerk of the Legislative Assembly
OEC	Office of the Electoral Commissioner
PAC	Project Appraisal Committee
PPA	Pacific Platform for Action for Women
PPSEAWA	Pan Pacific South East Asia Women's Association
PSC	Public Service Commission (in Samoa)
PUNO	Participating United Nation Organisation
PWPP	Pacific Women Parliamentary Partnerships
SCCI	Samoa Chamber of Commerce and Industry
SDS	Strategy for the Development of Samoa
SIDS	Small Island Developing States
SNA	Samoa Nurses Association
SNLDF	Samoa National Leadership Development Forum
SNYC	Samoa National Youth Council
STA	Samoa National Teacher's Association
SUNGO	Samoa Umbrella of Non-Government Organisations
SWSDP	Samoa Women Shaping Development Program
ToC	Theory of Change
UNDAF	United Nations Development Assistance Framework
UNPS	United Nations Pacific Strategy 2018-2022
WILS	Women in Leadership in Samoa
YWCA	Young Women's Christian Association



# 1. SITUATION ANALYSIS

## 1.1. Background

### 1.1.1. Introduction

This ‘Women in Leadership in Samoa’ (WILS) Project (the ‘Project’) seeks to build and reinforce progress already made on gender equality and women’s leadership in Samoa. It is Phase II of the Increasing Political Participation of Women in Samoa (IPPWS) Project implemented for 18 months from 2015 to 2016. The IPPWS was in response to the 2013 constitutional amendment mandating reserved seats for female candidates. Building on the lessons learnt from Phase I, the Project contributes to ongoing efforts aimed at improving gender equality and women’s leadership in Samoa.

Recent achievements included the 2013 Constitutional 10 per cent quota for women parliamentary seats, establishment of the Family Court Act (2014), Family Safety Act (2013) and the National Policy for Gender Equality (2016-2020), the 2017 Ombudsman Inquiry into Domestic Violence, the Samoa Law Reform Commission’s 2016 Report into CEDAW Compliance, as well as the 2017 Samoa Family Safety Study. Mainstreaming gender equality through national and local policy and planning processes, and implementing women empowerment activities (e.g. under the Samoa Women Shaping Development Program, SWSDP) are other development initiatives that are in progress.

However, despite significant advances made in promoting and addressing gender equality in Samoa, there remain, *enduring systemic, institutional, cultural, attitudinal and financial barriers* that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, and including boards of public enterprises (see Table 1). Women’s leadership contribution at all levels of society need encouragement, support and acknowledgement. Working with men and youth across different levels to address these barriers is also needed to address gender equality issues.

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

### 1.1.2. Context

Samoa’s governance system consists of two levels – the national central government and the village *fa’amatai*.<sup>i</sup> The national government system is a hybrid; a blend of the Westminster model and the *fa’amatai*. Since the 1980s one party (the *Human Rights Protection Party*, *HRPP*) has dominated the political landscape, under the leadership of three Prime Ministers, the current incumbent serving since 1998. There is no formal opposition party. The 2018 Constitutional Amendment redefining electoral boundaries will lead to a change of electoral constituencies from 49 (37 single-member and 6 two-member) constituencies to 51 single-member constituencies.<sup>ii</sup> There is universal suffrage and elections

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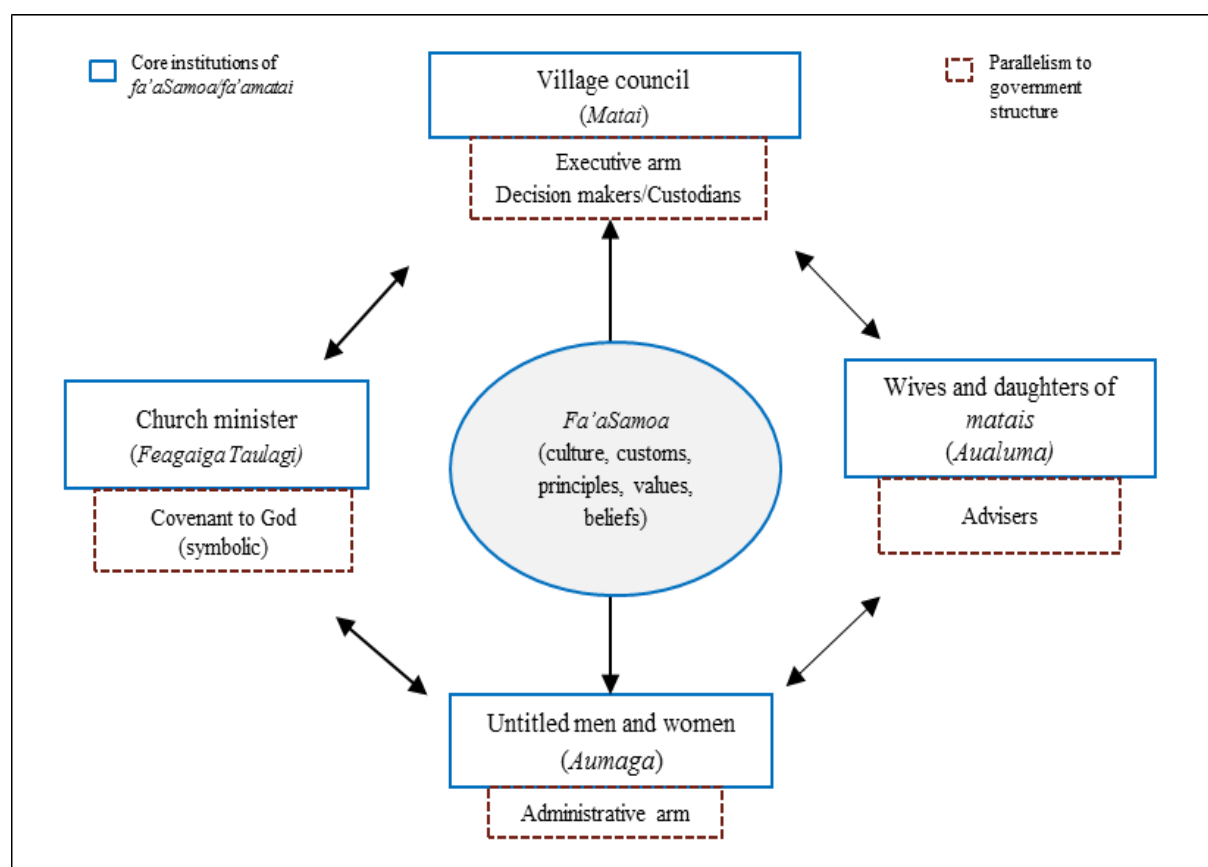
<sup>i</sup> Chiefly system (see footnote iii below)

<sup>ii</sup> Urban constituencies and 6 two-member constituencies are removed and absorbed into the total 51 electoral constituencies. The 10% of Parliamentary seats for women representation remains.



are held every five years. Candidates must be eligible to vote, aged over 21, hold a *matai*<sup>iii</sup> title, have been a resident in Samoa for at least three years prior to nomination day, and are required to demonstrate three years of village service (*monotaga*), to be eligible to stand.

Every *aiga*,<sup>iv</sup> village and district is governed by *matai* ranked according to customary constitutions (*fa'alupega*). Under the Village *Fono* Act 1960, village *fono* (councils of chiefs) have authority for local law and order. *Matai* are the heads of every *aiga* and have authority over customary land and village resources. Villages' decision-making and administration are in accordance with the *fa'amatai* and *fa'aSamoa* (see Figure 1).<sup>v</sup> The church has also become an embedded institution within the village system. Political actors, senior officials, and those in higher roles in the private sector and civil society are mostly *matai*; connected to their *aiga* as homes and sources of identity and obligation. Within a blending of *fa'amatai* and contemporary institutions comes a mixture of expectations: some to a national system of government, others more strongly to *fa'aSamoa* where obligations are to your *aiga* operating within the immediate village *fa'amatai* governance setting.



**Figure 1:** Basic structure of the village *fa'amatai* system

**Source:** Roberts Aiafi (2016, p. 174).

### 1.1.3. Status of women in leadership in Samoa

According to the 2016 Census, 49 per cent of Samoa's population are females; women and girls. Women play prominent roles in many spheres of society and those roles are widely acknowledged, as with the saying '*E au le ina'ilau a tama'ita'i*'.<sup>vi</sup> This embraces women's contribution to families and

<sup>iii</sup> *Matai* (chiefs, heads of lineages) hold titles (ancestral names) that are the common property of a lineage comprising all those who are ancestrally connected (*suli*) to the title. Titles are conferred by a consensus decision among the male and female elders of the lineage. (Fiti-Sinclair, Meleisea, & Schoeffel, 2017)

<sup>iv</sup> Extended family by blood, marriage and *matai* titles belonging to a clan or groups of family

<sup>v</sup> '*Fa'asamoa* 'literally means Samoan way of life but refers to society's complex systems of relationships, authority and culture' (Roberts Aiafi, 2016, p.4).

<sup>vi</sup> Literally means "women completed their thatching but men could not". This proverb originates from a story about women and men building a house in the Falealupo village where the women finished their part of the house but the men could not. It has a deeper meaning about the legacy of women as one of total achievement - that women will always complete the achievement of a task or initiative because of who they are as women. This translates to their important roles in Samoan families and society and high expectations in terms of achievements.



communities' social stability and wellbeing. Women and girls often outperform their male counterparts academically, and increasing numbers of women occupy various leadership roles in public sector, private sector and civil society organisations. Table 1 gives some statistics on women in leadership roles in Samoa.

Arena	Positions	Number of Female
Village	<i>Matai</i> holders	10%
	Participants in village <i>fono</i>	5%
	<i>Pulenu'u</i> ( <i>Sui o le Nuu</i> /Village Mayor)	3%
Parliament	Member of Parliament	10%
Public Service	CEO level	38%
	Assistant CEO Level	60%
Public Enterprises	Board Member	24%
	CEO level	40%
	Assistant CEO (ACEO) Level	41%
Academic	Professor, Dean, Lecturer, etc.	65%
Professions	Teacher	n/a (female dominant)
	Nurse	n/a (female dominant)
	Lawyers, Medical Doctors, Engineers, Accountants, etc.	n/a (have increased)
Private Sector	Business Owner	n/a (have increased)
NGOs	Head of NGOs	n/a (have increased)
Church	Reverend, Pastor, Clerk, etc.	n/a (far less than males)

**Table 1:** Statistics on women in leadership roles (as at February 2018)

**Source:** MWCSO, MPE, PSC, NUS, SUNGO, Meleisea et al., 2015

Compared to 30 years ago, women's advances to management positions (e.g. ACEO level) and professional occupations (e.g. teaching, nursing, medical, legal, science and commerce) have increased significantly due to academic and career development. In terms of election participation, the 2016 general election results show that more females cast votes compared to males;<sup>vii</sup> an indication that women tend to participate more in the voting process than their male counterparts (Office of the Electoral Commissioner's Official Report on the 2016 General Elections, 2016). However, the evidence in Table 1 suggests that while women are well-represented in other areas, they lack representation in Samoa's key political decision-making roles in village councils, government boards, and national parliament.

In August 2017, Samoa hosted a UN Human Rights Council Independent Expert Group on Discrimination against Women in Law and in Practice. This Expert Group in their preliminary remarks described the participation of women in political life as "a complex picture of evolving achievements and persistent barriers." They highlighted that in spite of the above efforts, Samoa remains ranked 161 of 190 countries<sup>viii</sup> in terms of women's empowerment, a nation with a "deeply entrenched political machinery that has served male candidates well over the decades". "Women's participation in political leadership positions in the PICTs (Pacific Islands Countries and Territories) is among the lowest in the world" (UNDAF, 2007, p. 21)

Recognition of the limited representation of women in national parliament spurred the Government to implement a Constitutional amendment in 2013 which entrenches a compulsory quota of 10 per cent female representation in Parliament. This guarantees a "floating" five reserved seats for women. In the 2016 election, following the IPPWS project, a record of 24 women stood for election, which was a 300 per cent increase from the previous election. Four were elected. This triggered the Constitutional quota provision to add one additional seat to the Parliament thereby bringing the number of women in Parliament to five, and the number of seats in Parliament to 50. The key question then is other than this temporary special measure what is further required to encourage more women to participate in leadership at all levels - village, district, private sector and national?

It is important to keep in mind in development initiatives that women's leadership should not be considered solely in terms of the number of formal positions of authorities that women held. It is vital to recognize and promote women's leadership contributions through various roles and across all levels

<sup>vii</sup> 42 per cent of females compared to 38 per cent of males who actually cast votes

<sup>viii</sup> Samoa is ranked 159 of 193 countries in the world classification of women in national parliaments (see <http://archive.ipu.org/wmn-e/classif.htm>, accessed 12/02/2018)



(formal and informal) in government, private sector, civil society and community. The critical roles that women play in the basic welfare and development of their families and communities (via churches, villages, community groups, etc.) should be encouraged and sustained. However opportunities that will enable the utilization of women's potential should be made available and accessible in order for them to be able to contribute effectively to advancing their communities' social-political and economic development status. Women bring to the decision-making arena quite different perspectives from their male counterparts and any group, organisation or nation's development progress requires the full participation of its people; men, women, youth and children.

## 1.2. Key factors and challenges

A number of factors have been identified as limiting women's leadership and progression to decision making roles in Samoa. These factors have been identified through the implementation of the IPPWS, desk research, and consultations undertaken from 2017 to 2018 as part of designing this Project. The major factors are described in the following sections.

### 1.2.1. Limited pathways for women

Samoa is a small tight-knit society where relationships are intact through the *aiga* as the building blocks of the *fa'amatai* system. *Aiga* and *fa'amatai* are the entry points for becoming involved in village development, governance and decision making processes as well as the electoral processes. Women like men need to attend village council meetings and meet village requirements (e.g. *monotaga*) through their family systems as their civic engagement pathways and gateways to engaging with constituents and getting more votes. Each electoral constituency is a collection of self-governing villages formed on *fa'amatai* lineages (*fa'apulega*). Consequentially, villages are the "foundation stones of the national political system" (Meleisea et al., 2015, p. 17) operating as self-organizing institutions.

However, one of the key challenges for women is their low or lack of participation in village councils. This means that their voice and perspectives on village decision making processes is limited and restricted. This is likely to have a direct effect on women's prospects for village, district and national parliamentary representation. There are 17 villages<sup>ix</sup> which do not recognize women's *matai* titles, and although *aiga* and most villages in Samoa do not formally discriminate against women *matai*, there are barriers of Samoan 'custom and usage' to women's participation in village government. While numbers of women holding *matai* titles have increased since the 1960s, the study found that of all village-based *matai*, only about 5 per cent are women (Meleisea et al., 2015). The research found that the system of traditional village government in Samoa presents significant barriers that limit women's access to and participation in decision making forums in local government councils, church leadership, school management and community based organisations. This in turn has a significant impact on women's prospects for leadership in national parliament. The low numbers of women participating in village councils also has an impact on their ability to learn and use formal language and protocols during village council meetings.

While the *fa'amatai* and its *fa'aSamoa* as well as the church are the systems that uphold the social fabrics of local society, certain norms and practices under these systems are regarded as contributors to gender equality issues in Samoa's society. The largely informal, but occasionally formal barriers, (for example villages which do not recognize women's right to hold *matai* titles) to women's entry to these councils are high. The lack of female involvement at village council level in turn affects their chances of election. The understanding of formal *matai* language and protocol important for campaigning is passed down to the younger *matai* through the village councils. With so few women involved in the socialization process of village councils, female candidates have noted that they lack the formal oratory and language skills that their village council male rivals may develop (Martire: 2014). The limited presence of women in village councils very much reinforces an ongoing view that village councils and village decision making are a male prerogative<sup>x</sup>.

<sup>ix</sup> A MWCSA's (2015) survey conducted with assistance of the Pacific Islands Forum Secretariat further identified 10% of 167 villages surveyed do not bestow *matai* titles to women.

<sup>x</sup> Discussions at the 2016 National University of Samoa's Annual *Measina* Conference which involved village councils and women committees' representatives as well as participants from various local and overseas organisations challenged such a view. The discussions indicated a high level of resistance, mostly from men and also from some women, towards the issue of increasing women's representation on village councils.



Research, consultation and reported crimes show that domestic violence is significantly high in Samoa and is becoming an issue of major concern. Despite an ongoing belief and claim that women's place and roles in Samoa's society are highly valued, the majority of victims of domestic violence are women. According to the 2016 Samoa's Report on the CEDAW which was signed by the Samoa Prime Minister and submitted to the Samoa's National Parliament, women's limited participation in villages' decision-makings "may be counter-productive to the issue of family violence... they do not have the opportunity to sit in the Village *Fono* to voice their opinions or assist in decision making – including in relation to issues of family violence". The report stated that there are "few deterrents or social mechanisms to reduce the problem" and "traditional attitudes towards the role of women can perpetuate discrimination, and violence, against women". (Samoa Law Reform Commission, 2016, p. 9-15). According to the UNDAF for the Pacific Region (2013-2017, p.21), "approximately two in three Pacific women reported having experienced physical and/or sexual violence from their spouse/partner during their life – very high by world standards".

### 1.2.2. Women's leadership through village committees

Given the manner in which Samoa's national political system has been set up since independence and which is still maintained to date, the pathway into political leadership is through the *fa'amatai* and village councils. Candidates' chances of becoming successful in elections depend on the support of village *matai* and councils. One such pathway to parliament is the role of village 'mayor' or 'village representative' or *Sui o le Nu'u*. Village councils elect *Sui o le Nu'u* who are paid by the government and act as intermediaries between the central government and the village council, allowing them to develop valuable skills and contacts relevant for future parliamentary office. In a recent study, only 3 per cent of village mayors (or village representatives) were female (Meleisea et al., 2015).

The village women's committee or *komiti* and women's representative or *Sui Tama'ita'i o le Nu'u* provide limited platforms for women to act in leadership roles hence, the argument that women's voice is recognized through these platforms. However, the women *komiti* operates separately from the village *fono* which has ultimate authority over village governance and decision making. *Komiti's* mandate is largely restricted to "women's roles". "Women may be leaders among women, but they have little direct voice in village government" (Meleisea et al., 2015, p. 31). Village women's committees have historically been engaged in traditional roles such as weaving groups, and in community health and hygiene. In more recent times the primary responsibility for *komiti* is to oversee village cleanliness and beautification. Since 2004, village women's representatives have been appointed by government (nominated by *komiti*), with responsibility for liaising between the *komiti* and government. Each village women's representative is the focal point for government agencies wishing to communicate with village-based women. While the *komiti* and the role of village women's representatives provide an arena for village based women to exercise leadership skills, these arenas are separate from the key decision-making forums of the village councils, and there does not appear to be a progressive pathway between them.

Girls who do not achieve tertiary education and do not have formal employment remain with their families and assume a place in the village *aualuma* (another separate social institution for young women).<sup>xi</sup> The Samoa National Youth Council (SNYC) coordinates a body of village youth representatives, most of them are males, and are nominated by village councils. During consultations it was noted that the majority of SNYC's young male representatives left their roles as they took up places in village councils. However, young women representatives tended to leave the SNYC as motherhood and care responsibilities took up more of their time. SNYC has a strategy of flexible meeting arrangements to try to encourage young women to continue their engagement as youth representatives, however this has had limited success (Consultation with SNYC, May 2017). The pathways for leadership for young men and women seem to diverge over care responsibilities, and these are further entrenched by the low numbers of women *matai* titleholders living in villages.

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<sup>xi</sup> Village committee of *matai's* wives and daughters (exclude women who are married into the village and are non-*matai*) – see Figure 1



### 1.2.3. Perceptions about women's roles

A common obstacle to women's voice in local government is that among the few female *matai* living in villages, even fewer sit in village councils. This has been identified as an unspoken norm, seldom formally articulated, but reinforcing public perceptions that married women should take their status from their husbands, that decision making in the public sphere is a male prerogative, not only in the village councils, but also in the church, village school committees and by extension, that national parliament (Meleisea et al., 2015). Whether this norm, belief or perception about women's status in society is attributed to the *fa'a Samoa* (as a cultural belief), or as a value or belief introduced through Christianity or religious, is an area yet to be properly analysed, explored and discussed openly for a more nuanced and shared understanding. What is important to recognize however is that without women's significant representation and participation in decision-making roles at the village level, it is difficult for women to become or be seen as community, district and national leaders.

The idea that politics is a "dirty" business and not for women, also seems to be highly pervasive. The customary concepts of '*o le va tapuia*' – a sacred space of respect between men and women, and the covenant of respect between sisters and brothers (*feagaiga*) seem to underpin this. These customary concepts prohibit sexualised jokes and language between sisters and brothers, and by extension to people related by marriage to a brother or sister pair. "There is no convention that an unrelated male and female may not discuss or joke about sexual matters, but it is still a polite convention that men and women should be circumspect about sexual joking in each other's company lest the sacred space of the brother-sister covenant be transgressed" (Meleisea et al., 2015, p. 44). Thus, a common observation during consultations was that the jokes and type of language that men use in meetings of the village council or in Parliament, are not suitable or may be offensive for women to hear. While ostensibly a concern that women not be exposed to rudeness in these forums, these conventions reinforce the idea that decision making and politics are not for women, and serve as a key barrier to entry.

The burden of care work is also a barrier for women to engage in politics and leadership roles. As noted above, care responsibilities in young adulthood for rural women seem to be a point at which their engagement in leadership activities deviates from young men's'. Further, analysis of the fourteen women who have held seats in Parliament since 1962, suggest that women who were unmarried, widowed or married to part-Samoans or non-Samoans had an advantage in winning seats in Parliament. Being over the age of 40 also correlated to electoral success. Family commitments and the care of young children were also cited during consultations as reasons why younger women in particular were not keen to run for Parliament.

Given strong opposition to women (compared to men) and deeply held cultural beliefs about women's roles in society, women need to work much harder than men in their campaigns and civic engagement efforts, and hence the need for affirmative support provided under programs such as this Project. Given Samoa's male dominated political culture, getting into politics is one difficult part, staying in office is also another challenge to address. The findings of the 2016 Samoa General Election Domestic Observation Report show that:

Approximately three-quarters of all citizens surveyed during the campaign period (n=1159) felt there should be more women in Parliament (72%), and an even greater proportion claimed they would vote for a good women candidate (77%). Only three in five (60%), however, felt there were good women candidates contesting this election... Conversations which took place while conducting the citizen surveys also revealed there to be strong opposition to greater women's political representation from one in six women (16%) and one in five (21%) men. (Haley, Ng Shiu, Baker, Zubrinich & Carter, 2017, p. 9)

### 1.2.4. Financial constraints and confusion over electoral rules versus actual practices

The costs of mounting a campaign for election can be very high. The majority of successful and unsuccessful women candidates in the 2016 election noted the importance of raising sufficient funds for their campaigns, and quoted amounts ranging between ST\$5,000 and ST\$120,000. The customary presentation of food and money to village councils, prior to elections has now been made illegal, and can only be done after the election. However, there is still confusion over gifts, money, food and transport costs which many voters expect, and reportedly many candidates continue to provide. Feedback from



unsuccessful candidates after the election indicated that they felt that “by obeying the law against bribery they reduced their chances of winning the seat. Nearly all the candidates said that the successful candidates had not obeyed this law” (Fiti-Sinclair et al., 2017, p. 46). Despite this, there is a need to continue to work with prospective candidates on the realistic costs of mounting a campaign for election, while continuing to focus on the importance of upholding the standards set out in the Electoral Act relating to corrupt practices.

### **1.2.5. Gaps in civic education/awareness**

In the general electorate the understanding of the institutions of parliament, government and the role of elections seems to be very limited. The majority of people particularly those at the village have confused understanding and expectations about the roles of their MPs and the national government as an institution. Repeated vox pops in the *Samoa Observer* in the run up to the 2016 elections highlighted that many voters did not express the need for a two-party or multi-party presence in Parliament, and did not differentiate between the *HRPP* and the formation of government. The need for a viable opposition was not reflected at the ballot box with the *HRPP* controlling 47 out of 50 seats while the opposition *Tautua Samoa Party* fell below the minimum eight seats required to maintain political party status within the Parliament. Prior to the elections 81 candidates nominated to stand for *HRPP*, 22 for *Tautua Samoa*, and 61 as independents. Following the elections, twelve Independents were elected from their respective constituencies, of whom 11 elected to be members of the *HRPP*, with one joining the *Tautua Samoa*.

The *Women and Political Participation: the 2016 Election in Samoa* research report noted that women candidates identified a clear need for voter education. “Without voter education people did not sufficiently understand how parliament works and how development priorities are made by the government. Therefore they did not understand how village problems and issues could be addressed by an MP” (Fiti-Sinclair et al., 2017, p. 48). Professor Graham Hassall further highlighted at the May 2017 *National Conference on Democracy and Development: The Role of Elections* that “civic education is one of the biggest challenges on the scorecard of representation in the Pacific... there is a major misunderstanding of Westminster across the Pacific” and a “problematic area with representation concerns the failure of the question of mandate – what people want their MPs to do and how they are doing that... people in rural areas are looking for the wrong things from their MPs” (Roberts Aiafi, 2017, p. 9).

Consultations with the Office of the Electoral Commissioner (OEC), and the Office of the Clerk of the Legislative Assembly (OCLA) indicated that both institutions have identified the need for strengthened civic education to further their work, however resources are limited and currently restricted to short programmes for schools (primary schools for OCLA, secondary schools for OEC). OEC has also approached the Ministry of Education Sport and Culture (MESC) about revisiting the school civic education curriculum, but has been advised that the lead time to amend this is approximately four years.

The gaps in civic education and awareness, matched with low presence and visibility of women in village councils and national parliament or pathways to political leadership, as well as entrenched views about women’s roles form the basis for the lack of support in the wider electorate.

### **1.2.6. The need for broader support for inclusivity**

While there has been consistent high-level support for greater numbers of women in parliament from key leaders such as Deputy Prime Minister Hon. Fiame Naomi Mata’afa, and several other MPs, there is still an underlying sense that women MPs will be responsible for so called ‘women’s issues’, thus recreating the split from village level between Council and *komiti*, in the national arena. This is despite several key examples of women MPs leading on issues that have traditionally been thought of as roles for men, for example Hon. Ali’imalemanu Alofa Tuu’au chairs the Finance Committee, and brings to bear her expertise in finance to the role, and the Deputy Prime Minister herself is also the Minister for Natural Resources and Environment. There is the opportunity to work with all MPs, on broadening the understanding of, and engagement with social issues cognizant of Sustainable Development Goal 16’s emphasis on the need to build accountable and *inclusive* institutions at all levels. This includes MPs’ understanding about the linkages of these global goals to national and sector level policies and priorities as well constituency-based development. It must be emphasized that all the SDGs are interconnected and



mutually reinforcing. In this case, the goal of strong, accountable and inclusive institutions, in particular, cannot be achieved without a strong emphasis on achieving gender equality for women and girls as outlined in SDG 5.

While it is important to acknowledge the particular strengths and perspectives that women MPs bring to parliament, it is equally important to work with all MPs in the push towards a more representative and gender sensitive parliament. There is interest from a range of MPs on strengthening their own grasp of legal issues and sustainable development, expressed in an approach to UNDP for support for capacity development in early 2017, and this could be further built upon. Working with men MPs is crucial for getting the ongoing support from MPs for gender equality initiatives, ensuring that these initiatives are not seen as threatening (to men and others), and are not favouring particular individuals and groups or creating more factions.

### **1.3. Lessons learned and opportunities**

Given the stability of the government, its commitment to the SDGs, its continued expressions of support for increased representation of women and addressing gender equality, and the lessons learned from the implementation of the first phase of IPPWS and other initiatives, it is an opportune moment to build on these through the implementation of a follow-up phase.

Through a review of the existing relevant literature on women's leadership development, and the implementation of the IPPWS project and other initiatives, a number of valuable lessons were learned. These lessons have informed the design and approach of this Project.

#### **1.3.1. Women in leadership**

The reality is that getting more women into political decision-making levels is a very complex undertaking. It requires a multi-faceted long-term approach to building leadership pathways for current and emerging women through village and national governance mechanisms, national policy, legislative and institutional arrangements, and awareness about the significant role that capable women can play in political decision making.

##### ***1.3.1.1. Engaging with women in villages, communities, civil society, private sector and government***

A lesson from IPPWS is that providing more formal trainings will help (with building understanding about campaigning, electoral laws, working of parliament, developing self-confidence. etc.), but do not guarantee having more women in decision making roles. People do not necessarily support candidates and vote on the basis of gender. The key to building a critical mass of women in leadership roles across all levels is through strengthening their civic engagement so that they have the ongoing support of their *aiga*, villages, churches and districts. This is further elaborated by the following research findings based on interviews of all 24 women candidates in the 2016 elections:

Those [candidates] who took part in these programs found them interesting and inspiring... Most of the candidates said that experience taught them that women voters do not support women candidates because they are women... Women who took part in training said participation in a church committee, village council, and other local organisations were more important than becoming known using modern methods of campaigning with posters, pamphlets, radio and TV and focusing on development issues. (Fiti-Sinclair et al., 2017, p. iii)

Women's leadership issues need to be examined and tackled within Samoa's social-political context, targeting dominant power structures in society. To deal with "*the enduring... barriers that continue to prevent women from participating in leadership in decision making roles*" (see section 1.1.1), interventions targeting gender equality and women empowerment issues must engage with who and where those barriers are situated and embodied, which is where the required changes should take place and impact upon. A focus on women in leadership should seek engagement with institutions and agents upholding and reinforcing certain beliefs and mindsets about women's status in society. McLeod's (2015) examination of women's leadership in the Pacific highlighted the following findings:

Social organisation and gendered cultural beliefs and practices are significant hindrances to women's participation in all spheres... When initiatives to empower individual women move at a faster pace than institutional and cultural



change, enthusiastic women may return to their work places or communities to face increased discrimination... This suggests a need to listen to local women's views about how empowerment can be achieved – views that often differ from those of donors... McLeod (2009) observes that training alone is unlikely to affect change, that it must be tailored to the local context, and that training is only useful if coordinated with a broader suite of initiatives aimed at facilitating individual, institutional and social change. (McLeod, 2015, p. 3 & p. 12)

The key to developing a focus on women in leadership in Samoa is fostering aspects of *fa'aSamoa* that are commonly regarded as not impediments but valuing women in leadership. Challenging certain beliefs (e.g. religious, village councils) about women's status, including mixed interpretations and misunderstanding about those certain beliefs and those of the *fa'aSamoa* requires proper analysis and open discussions. Those types of discussions can be facilitated within a project's focus on 'Women in Leadership' at the village/district and national levels. This focus is supported by the following research finding into women political and administrative leadership in the Pacific including Samoa:

Little systematic analytical work being undertaken at the grass roots level and little is being done to foster community-level leadership, let alone women's leadership' (Haley and Zubrinich, 2016, p.2)

A focus on women's leadership should seek genuine engagements with village based institutions and women to examine pathways for women's leadership, which is primarily about promoting individual and collective civil engagement in village and district politics, governance and development processes. Addressing pathway issues will require an explicit focus on initiatives supporting women (individually and as a group) in their leadership capacity to voice issues, lobby for change, and to initiate and implement projects for their communities. Strengthening supporting networks amongst women is vital so that they are able to collectively voice and openly examine and discuss common challenges as a group/coalition. Women should be able to self-actualize how exercising their leadership capacity as individuals and groups can contribute to village and district development as well as national priorities and the SDGs.

There are plans within the policy mandate of the MWCSO to facilitate gender equality and women's representation at the local level through the district planning process and the Project should support those plans as well as other advocacy and policy initiatives aiming at fostering women representation at the community, village, district and national level. For instance, the Project should facilitate a safe space where key policy and institutional requirements can be voiced, discussed and advanced for appropriate actions.

Given the significant roles that women play in various capacities, not only at the village and community levels also within government, civil society, private sector and business arenas, the Project will also consider giving more emphasis and recognition to women leadership in all forms, not just formal political leadership, but also strengthening women's leadership (current, potential and emerging) to exercise leadership in their families, villages, communities, businesses, and the government, as well as the private sector.

#### ***1.3.1.2. Supporting women candidates***

Another most important lesson from the IPPWS involves the issue of timing. Almost universal feedback suggested that the timeframe of preparation for candidates to run in 2016 was manifestly inadequate. Given the legislative requirement that women must observe and fulfil all *monotaga* obligations for the three years preceding, it is imperative that female candidates are supported at least three years before the general elections. It is also imperative to encourage female candidates to attend village council meetings and gain the full support of their families and villages before venturing out to voters. The issue of timing was such that of the 24 women candidates who managed to register, only 15 had declared their intention to run at least six months previously. The issue is not that they declared their intention to run late but that viable candidates need at least five years to prepare to run, building their own engagement from their *aiga* and villages. A question might arise is that even interventions supporting women candidates under time-bound programs such as this Project's 3.5 years will help but will not be enough. This is a challenge that needs to be addressed through ongoing development support.

The Women in Leadership Advocacy (WinLA) within a particular focus on women political participation held two seminars in 2017 where former candidates shared their experiences about the most important factors to consider for becoming successful in elections. These experiences and research (Fiti-Sinclair et



al., 2017; Haley and Zubrinich, 2016,) revealed that those factors are similar for both male and women candidates. These include providing on-going services to your *aiga*, villages and districts, your credibility as a candidate, and being consistently present at family *faalavelave*, village council meetings, as well as church, village and district based events. Candidates need to have long term engagement with their constituencies in order to have the support of their *aiga*, village, churches and districts. They need to attend all village council meetings and meet village requirements through their family systems as the gateway to engaging with constituents and getting more votes.

The project through the design of a capacity building program for women candidates should consider activities supporting women in strengthening their pathways through village and district governance mechanisms. This includes supporting policy and legislative changes (e.g. *Village Fono Act 1990*) aiming at strengthening these pathways for women. Encouraging advocacy to lobby for those changes as well as a coordinated and integrated approach to women's development issues require ongoing supporting for coalitions and networks amongst women groups and individuals.

Given the longer term aims of the UN's normative agenda, it was also noted that it would be prudent to seek to *engage with younger women as also part of the overall focus on women's leadership*. If women aged 18-35 can be assisted on viable pathways by able mentors, the project will be able to create a *viable pipeline of able women candidates*. A focus on younger women or emerging leadership has not had a stronger emphasis over the years in many gender equality development initiatives in Samoa. Samoa can learn from the experiences of other countries in the region (PNG, Solomon Islands, Fiji, etc.)<sup>xii</sup> that have undertaken similar programs on emerging leadership.

### **1.3.2. Working with Members of Parliament**

#### ***1.3.2.1. Working with Members of Parliament***

One of the key output areas within the IPPWS project was working with parliamentarians. It was noted that during the trainings offered under the programme, designed for both male and female parliamentarians, only female MPs attended. A consistent recurring issue was a lack of buy-in by male MPs. This pattern was so pervasive that some stakeholders "suspected sabotage by male parliamentarians of IPPWS events" (Afamasaga, 2016, p. 13). The proximity of the project to the campaigning season was not ideal, leading to a blurring between the advocacy for more women in parliament, and the issue of parliament needing to respond to issues of gender and social inclusion. The idea that all MPs have a responsibility to ensure social inclusion through the work of Parliament, has yet to take hold.

Another notable feature of Samoan politics that became apparent during IPPWS was the *sui generis* nature of Samoan parties. Samoan political parties do not behave in the same way that political parties in other countries ordinarily do. They tend to operate in more informal, non-ideological groupings with limited party political policy platforms. *Mainstreaming gender into party policy did not resonate* in the same way given that political groupings tend not to have discrete policies or ideologies in the same way that left-right political parties in other countries do. Although it has adopted a Westminster model as part of its national political system, Samoa is far away from having well-developed authentic political party politics and there has not been much support for real political reforms in Samoa over the years.

Initiatives supporting women candidates (e.g. training programs, mock parliament, youth parliament) must be aligned to those supporting MPs to ensure a coordinated approach to all activities under the Project. This will also assist with minimizing resistance from men MPs as with the case under the IPPWS as well encouraging political support for the Project throughout its lifespan.

### **1.3.3. Outreach and advocacy**

Regarding outreach and advocacy, the approach of utilizing a plethora of different media was highly successfully. It was commented that IPPWS became quite visible for approximately eight months in the lead-up to the elections. Despite this visibility, this time was inadequate to shift voter-attitudes and

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<sup>xii</sup> See Eves & Koredong I. (2015) and Spark (2014)



behavior toward women candidates, and a key message was that a *more sustained and nuanced advocacy/outreach* programme would be required to truly shift how women in politics are regarded.

There is a possibility that women will have fears of over-exposing themselves at an early point in time before the next elections especially when there is media coverage. WinLA held a ‘Pathway to Parliament’ Workshop in August 2017 following a public notice in the Samoa Observer newspaper and TV1 inviting interested women to attend. The fact that only 10 women from the community participated is an indication of women’s reluctance to come forth and declare their interest to run in the upcoming elections at that workshop. Findings of the post-election research on 24 women candidates suggested the need for quiet advocacy on women issues; aggressive advocacy and campaigning under the IPPWS over-exposed some candidates and were counterproductive to their electoral campaigns:

The ‘women’ issue in the election many have been over-exposed to an electorate that, in general, was accustomed to male leadership, and which may have ‘switched off’ because most people did not see why it was important for women to be in parliament and so voted according to local preferences. (Fiti-Sinclair et al., 2017, p. iii)

There is a need for a balanced approach so that the Project has a ‘do no harm’ reputation in its delivery. This will require working in an opportunistic manner in determining the *right timing for media exposure versus quiet advocacy and campaigning* for women candidates at different points in time during the Project’s lifespan.



## 2. STRATEGY AND THE JOINT PROGRAMME

This Project will work to support the achievement of SDG 5.5 in Samoa which seeks to *ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political and public life*. Gender equality is at the heart of development and embedded within all the SDGs.

It aligns closely with the United Nation's Pacific Strategy ('UNPS') 2018-22 Strategic Priority Areas **Outcomes 2 and 5: Gender equality**; and **Governance and Community Engagement**, particularly the Results Framework's **Targets 2.5 and 5.1: the number of Pacific Islands Countries and Territories (PICTs) in which the proportion of seats held by women in national parliaments has increased** throughout the cycle of the Strategy.

The UNPS seeks to improve *women's political participation, to contribute to working with national institutions, regional organisations, and civil society to advocate for the legal and policy reforms needed to increase the number of women represented in national and local legislatures and institutions, and to address cultural and social barriers to women's political participation by developing strategies... to encourage behaviour change and community support and to release the benefits of gender-inclusive decision making*.

The UNPS supports the "empowerment of youth and women by providing fora for policy dialogue as well potential areas for join programming supporting inclusive political participation focusing on elections, parliament, constitutional making and women's political participation, engagement to promote dialogue and to advocate for more inclusive societies, and strengthening the capacity of civil society organisations to engage with and hold government accountable".

WILS is further supported by **the SIDS Accelerated Modalities of Action [S.A.M.O.A.] Pathway 27(h): Promoting and enhancing gender equality and women's equal participation, including in policies and programmes in the public and private sectors in small island developing States**

The Project further aligns with DFAT's Strategy for Samoa's Gender Country Program *to improve gender equality in Samoa*. It further seeks to contribute to the achievement of the 2016-2020 Strategy for the Development of Samoa's (SDS) Outcome 8.1 - *Inclusion of vulnerable groups (women, youth, people with disabilities, children, elderly and disadvantaged people) in community planning and governance activities will be enhanced*.

It is linked to Samoa's Community Development Plan (2016-2021) Outcome 1: **Improved Inclusive Governance at all levels and Community Development** as well as Samoa National Policy for Gender Equality (2016-2020) Policy Priority Outcome 4: **Increased participation women in public leadership and decision making**. Strategic actions identified under this national policy include community advocacy, media campaigns and partnerships encouraging and supporting women's engagement in village planning and decision making, continuing community conversations, and amending the Village Fono Act 1990 to enable women to actively participate in village councils.

### 2.1. Conceptual framework

The aim of this Project is to 'strengthen women's leadership and gender equality in Samoa. Three concepts: women in leadership, theory of change, and *Samoaisation* guide the conceptual underpinning of this Project. These are defined below.

#### 2.1.1. Women in leadership

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



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

While this broad definition should guide the design and implementation of specific initiatives and activities under this Project, implementers should encourage discussions amongst participants and stakeholders on what is required from them as individuals and as a group to exercise leadership in Samoa's context and challenges.

### **2.1.2. Theory of change**

Consultations and desk research have led to the formulation of the Theory of Change (Annex 1), and a set of indicative activities and partnerships for the proposed Project. These were validated by partners and other stakeholders in August 2017, and adjusted accordingly. Four major outputs are proposed, leading to a long-term outcome of *strengthened women's leadership and gender equality in Samoa*.

Each of the major drivers identified in this project document have a set of corresponding activities, which have been grouped under the four outputs identified. Partnerships with government agencies, groups engaged in promoting and supporting leadership in Samoa, and community groups, among others, will be key to extending the outreach of the project to as much of the community as possible.

### **2.1.3. Samoanisation**

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

## **2.2. Methodology**

The Project will seek to work in partnership with individuals, groups, organisations in government, private sector and civil society in Samoa to implement and deliver a range of activities. As such, it will build on the networks and strengths of actors, and on the work, that was undertaken under IPPWS and other programs (e.g. SWSDP). On an annual basis, partners will come together to reflect on the work planned for the following year. Full details on the annual work planning and reporting processes are set out in *Section 3.4 Monitoring, Evaluation & Reporting*, as well as the detailed *Multi-year Work plan* (see Annex 2) of this document. Proposed initiatives must be regularly reviewed to ensure relevance and a 'fit for purpose' to strengthening women's leadership and gender equality in Samoa.

## **2.3. Proposed joint programme**

### ***Output 1: Strengthened opportunities for women's participation in leadership pathways***

To address the question of women's routes into decision making leadership, the Project will seek to work with two broad groups – firstly with women at the village/district and national levels who are interested to develop their leadership capacity to engage more effectively at those levels. This will include the involvement of women who are interested in advancing their leadership roles and including those who are interested to run for parliament in the upcoming elections. Secondly, the Project will seek to engage with village (emerging) women and women who are interested in participating in leadership roles (including political life), but who might not be ready to run in upcoming elections (see Activity Result 3.2). For the activities under this output, the Project will work with partners engaged in promoting

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<sup>xiii</sup> Refer to 'A Public Administration Sector Plan for Samoa 2007 – 2011 (p. 5) for more information on the *Samoanisation* concept/principle, available at [https://www.psc.gov.ws/wp-content/uploads/2016/03/PASP-2007\\_2011-1.pdf](https://www.psc.gov.ws/wp-content/uploads/2016/03/PASP-2007_2011-1.pdf), accessed 15/02/2018



women's leadership (current, potential and emerging) in Samoa, in a range of fields - in villages, communities, businesses, government, and private sector.

***Activity Result 1.1: Enhanced leadership capacity of women in their communities***

This activity aims to bring the women, partners and stakeholders together to discuss the challenges and how to address them; to contribute to building women's confidence to exercise leadership and to make a contribution to a range of activities in their communities; and how to support each other. The focus will be to assist women with developing their leadership skills and confidence to take up those challenges. This includes fostering networks amongst women in the community who are already undertaking development activities for their communities.

- A **village/district leadership development initiative** targeting **women in the community**
  - **Bring the women, partners and stakeholders together** to discuss the challenges and how they can address them. These women will include those from a range of fields - in villages, communities, businesses, government, and private sector
  - **Design and implement** a series of **leadership development trainings** for women in the community to get more exposure, look at options, and share their experiences
  - Support participants to develop **action plans for strengthening leadership contributions**
  - Discuss and collaborate with the Ministry of Women, Community and Social Development (MWCSO) and other partners the scope, methodology, partnerships and modality of this initiative
  - **Support** partners and champions to lobby for needed **policy and legislative changes** – e.g. Fono Act amendment, District Planning Councils and Village By-laws
- **National focus** - conversations discussing issues and challenges, sharing experiences, exploring development opportunities and strengthening coalitions
  - Bringing the lessons learnt and experiences from village/district based women leadership development initiatives and other similar initiatives to a sector and national level conversations – for partners and stakeholders to have **national conversations/discussions/dialogues** on 'Women in Leadership' development status and progress.
  - Supporting coalitions and collaborative efforts amongst women (e.g. Women Caucus, National Coordinating mechanisms) from a range of fields - in villages, communities, businesses, government, civil society, and private sector.
  - **South-South exchanges** supporting potential women leaders to learn from others in other jurisdictions, and to share their experiences

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

The need for broader support for inclusivity in government is a long-term proposition. While it is likely that there will continue to be opposition to the quota for women in Parliament amongst some MPs, there are also MPs with more neutral and progressive outlooks, who could be supported with briefings and learning opportunities, to be effective advocates. The Government of Samoa has a clear commitment to the Agenda for Sustainable Development and has aligned the SDS to it, and government agencies, as well as regional and international experts will be mobilized to provide this support. Indicative activities will include:



### ***Activity Result 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted***

- Preparation of a **briefing programme** for MPs, utilizing *Parliament's Role in Implementing the SDGs* handbook as guidance.
- The briefing programme should also include a focus on working with MPs encouraging a push for a more gender equal agenda under the SDGs and links to the SDS, CEDAW, Pacific Leaders Declaration on Gender equality, and other policies. The intention is to encourage them to think about how they can facilitate the initiation and formulation of relevant national policies, resource allocation and programs for more gender equitable work. This should be integrated with ongoing UNDP's parliamentary programs in Samoa and the region.
- Under the briefing programme, deliver substantive briefings to **strengthen inclusive development of legislation**, and link Parliament's work with global, regional and national policies and priorities, utilizing local, regional and international expertise. Partnerships will include the Ministry of Finance (as the coordinating agency for the SDS), relevant line ministries, the UN regional programmes, and other agencies as required for technical support.
- The **Office of the Clerk of the Legislative Assembly (OCLA)** will be supported on their civic education activities to the public emphasizing the importance of strong inclusive Parliaments in achieving sustainable development.
- **Collaboration with existing programs** for Pacific parliamentarians and parliaments, including for example the Commonwealth Parliaments Association, the Pacific Women Parliamentarians Partnerships, the Pacific Parliaments Partnership, to leverage learning opportunities for MPs and the secretariat.

### ***Activity Result 2.2: Enhanced capacity of potential candidates for 2021 elections***

For the activities under this output, the Project will work with partners engaged in promoting women's leadership in Samoa, in a range of fields, as well as with advocacy groups such as the WinLA, which is preparing to work directly with potential candidates as well. The focus of the UN work under this activity will be to provide technical assistance and training to give prospective candidates a solid grounding in the institutions of government, the electoral rules, and key development issues. Some of the technical assistances and briefings provided under Outputs 1 and 3 will be adapted to use for this audience as well, to make the most effective use of resources. Indicative activities will include:

- Preparation of a **training programme** for potential candidates in 2021, including on electoral rules, campaigning, including discussions on financing campaigns, government structures and development issues. A key focus will be to complement the project undertaken by WinLA, designed to prepare women to run for parliament from the uniquely Samoan perspective. The UN work is intended to support candidates by strengthening their abilities to understand and negotiate the institutions and governing rules around parliament and government. The groundwork from Activity Result 1.1 should also inform this activity in terms of tailoring the training programme for potential candidates.
- Delivery of **practice parliaments** for women, in partnership with the UNDP Regional Parliamentary Development Programme. These are designed to familiarize women with the institution and practices of parliament, in a practical and experiential manner. This activity should align with Activity Result 2.1 so that activities supporting women MPs and potential candidates are also coordinated with other activities supporting all Parliamentarians.
- Support for potential candidates to learn from candidates in other jurisdictions, and to share their experiences, through a range of **south-south** exchange activities.



### ***Output 3: Increased public awareness of and engagement in inclusive and effective political participation***

The change in mindset about women's roles in Samoa, and their potential for political leadership is a long-term undertaking that will require a multi-faceted approach that discusses women's political leadership, as well as the political space they are seeking to enter into. As such, the Project seeks to tailor the work on advocacy for women's political leadership to suit a range of contexts, building on its work with village and community groups and media in the first phase, working on quiet advocacy to encourage dialogue, and expanding to strengthen civic awareness in the community. The key indicative activities are:

#### ***Activity Result 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation***

- Develop a comprehensive **communications strategy, and advocacy material**, to set out the Project's overall approach on outreach. This will include a set of overall messages developed in a participatory way, for use by all partners in the advocacy and outreach work. A key consideration for the communications strategy, will be to recognize the feedback on the advocacy work from the first phase of IPPWS, and to focus on longer term and more low-key forms of advocacy as well. The strategy should also cover project communications.
- **Establish partnerships** with community groups, NGOs and CSOs, as well as the media, to deliver a range of advocacy activities, building on the networks and strengths of each partner, and on the work, that was done under the first phase of IPPWS. Discussions with partners so far have identified methodologies like tailored Community Conversations, village leadership workshops/roadshows, radio talkback shows as having potential for encouraging positive dialogue on women's leadership.
- Encourage more nuanced public representation and discussion of leadership and women's roles in leadership, through **quiet advocacy**. This focuses on interpersonal discussions and dialogue between small groups of people. Consultations have indicated that a group such as the Samoa National Teachers' Association with its nationwide membership would be a suitable partner. As trusted figures in village communities, teachers are well placed to discuss issues and encourage women in village locations to put their hands up for leadership roles, while being able to navigate the particular sensitivities in their own communities better than an external facilitator.
- A second type of quiet advocacy would seek to **promote examples of women's leadership and potential already demonstrated in Samoa**. For example, qualitative research into the village women's committees, profiles of leading Samoan women, not only in politics, but also business, community life and government could be promoted through television roundtables or interviews. The purpose of these activities is to showcase women's leadership and professional competency already being demonstrated in the country.

#### ***Activity Result 3.2: Strengthened leadership capacity of younger women and new matai titleholders***

- **Training and capacity building** focused on longer term leadership engagement, designed to set out pathways into leadership. These activities can draw on the methodologies and materials developed for Activity Result 1.1 where relevant.

**Leadership development activities** may include the establishment of an emerging leaders' forum, or partnership, with the SNYC for example. There is also scope to explore partnerships with sports and other community groups, through which young women can develop leadership skills. Potential partners in this area will be Leadership Samoa, Samoa National Leadership Development Forum (SNLDF), Samoa Chamber of Commerce and Industry (SCCI), Youth Women Christianity Association (YWCA), among others. Regional programs such as the Pacific Young Women's Leadership Alliance and Pacific Youth Council may also be engaged with, to help link young Samoan women to regional activities, to learn from other countries, and share their experiences.



### ***Activity Result 3.3: Strengthened Civic Awareness***

- Establish partnerships with Government agencies with the mandate for **strengthening civic education** in Samoa. This includes the Office of the Electoral Commissioner as well as the Ministry of Women, Social Development and Community's Sector Development. These agencies currently conduct public awareness drives on their respective areas of expertise, however there is considerable scope to extend these drives to a wider cross section of the community and to ensure that they are consistent with each other. There is also the scope to partner with the Ministry of Education, Sports and Culture in reviewing the civic education curriculum in schools, to ensure congruence with the public awareness work. Early discussions on adding to the curriculum have indicated that it is a several years process at this stage.

### ***Output 4: Sharing knowledge of Samoa's experience in promoting women's leadership***

Delivering this Project over a period of three and a half years will afford the time and space to formalize some of the learning from the project. There is significant interest from other Pacific island countries in Samoa's experiences with implementing a quota in the national parliament. The Project will continue to support academic research into women's leadership in Samoa, as well as make a concerted effort to document the experiences and learning of women candidates themselves.

### ***Activity Result 4.1: Sharing Samoa's experience in promoting women's leadership***

- The project will support **continued research and analysis** into leadership and women's leadership in Samoa (e.g. in-depth research on village women's representatives). The National University of Samoa's Centre for Samoan Studies has developed a significant body of research into women's political participation, and there is scope to explore the pathways through groups such as the village women's representatives for leadership development.
- A **documentary** and longitudinal analysis following women in leadership roles including potential candidates for the upcoming elections over the three years. This is envisaged to interview women participants at regular intervals, to document their experiences and learning over that time period. Observations for Activity Results 1.1, 1.2 and 2.2 should be included in the documentary and longitudinal analyses.
- South-south exchange and **conference** in 2021 to share experiences with counterparts from around the Pacific sub-region.



## 2.4. Results and resources framework

<b>UN Pacific Strategy (2018-22):</b> By 2022, gender equality is advanced in the Pacific, where more women and girls are empowered and enjoy equal opportunities and rights in social, economic and political spheres, contribute to and benefit from national development, and live a life free from violence and discrimination ( <b>Outcome 2</b> ); and By 2022, people and communities in the Pacific contribute to and benefit from inclusive, informed, and transparent decision-making processes; accountable and responsive institutions; and improved access to justice ( <b>Outcome 5</b> )					
<b>UNDP Strategic Plan (2018-21) Signature Solutions 2 and 6:</b> Strengthen effective, inclusive; and strengthen gender equality and the empowerment of women and girls					
<b>UNW Strategic Plan (2018-21) Outcome 2:</b> Women lead, participate in and benefit equally from governance systems					
<b>DFAT Strategy:</b> To improve gender equality in Samoa					
<b>Strategy for the Development of Samoa (2019-20) Outcome 8:</b> Empowering communities to lead inclusive development for improving quality of life for all					
<b>Samoa's Community Development Plan (2016-21) Outcome 1:</b> Improved Inclusive Governance at all levels					
<b>Samoa National Policy for Gender Equality (2016-20) Policy Priority Outcome 4:</b> Increased participation of women in public leadership and decision making					
<b>Project Outcome:</b> Strengthened women's leadership and gender equality in Samoa					
<b>Outcome indicators:</b>					
i) Number of existing women leaders with more confidence in leading community in addressing challenges and problems					
ii) Number of new women leaders motivated and supported to engage at village, district and national levels					
iii) Increase in focus on women's leadership and gender equality issues through improvement in women coalitions and networks					
iv) Change in the perception of women's leadership status in the wider community					
v) Number of votes cast for women cumulatively in 2021					
vi) Number of women candidates running for elections					
vii) Number of women who will hopefully get elected into parliament					
viii) Documented evidence on the roles of women leaders in Samoa					
<b>Partnership Strategy:</b> Direct Implementation Modality					
<b>Project title and ID (ATLAS Award ID):</b> TBC					
INTENDED JP OUTPUTS	INDICATORS AND TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	PARTNERS	INPUTS
<b>Output 1</b> <i>Strengthened opportunities for women's participation in leadership pathways</i>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>- Number of women participating in training and project activities</li> <li>- Number of women on village and district development committees and are involved in community development projects/initiatives</li> <li>- Extent to which women having confidence to exercise leadership - engaging with development issues</li> </ul>	<u>Activity Result 1.1: Enhanced leadership capacity of women in their communities</u> <ul style="list-style-type: none"> <li>• Village/district leadership development initiative targeting women in the community               <ul style="list-style-type: none"> <li>- Bringing women, partners and stakeholders to discuss initiative, challenges and solutions</li> <li>- A series of leadership development trainings for women in the community</li> <li>- Support partners and champions for policy and legislative changes – Fono Act, District Planning Councils, By-laws</li> </ul> </li> </ul>	UNDP	Women in Leadership Advocacy (WinLA), National University of Samoa, Samoa Leadership Development Forum (SNLDF), Samoa National Youth Council (SNYC), Leadership Samoa, Samoa Ala Mai, Samoa	<u>USD\$346,600</u>  Technical assistance, contractual services, venue, refreshments, stationery, logistics, travel, production, supplies



	<ul style="list-style-type: none"><li>- Extent to which women networks and coalitions involved in issues</li><li>- Number of villages that allow women to sit on village councils</li><li>- Number of women participating in village councils</li></ul> <b>Baseline (2016):</b> <ul style="list-style-type: none"><li>- 17 villages that do not allow women to sit in village councils</li></ul> <b>Targets:</b> <ul style="list-style-type: none"><li>- 50% increase of women involved in formal leadership training</li><li>- 5 villages change their by-laws to allow women to sit in village councils</li></ul>	<ul style="list-style-type: none"><li>• National focus - conversations discussing issues and challenges, sharing experiences, exploring development opportunities and strengthening coalitions</li><li>- Lessons learned from village/district leadership development initiative</li><li>- Support for coalitions and collaborative efforts of partners on women and gender equality issues</li><li>- South-South exchanges</li></ul>		National Council of Women (NCW), Samoa Umbrella for NGOs (SUNGO)	
<b>Output 2</b> <i>Promoting political inclusivity and supporting women's political participation through a focus on development</i>	<b>Indicators:</b> <ul style="list-style-type: none"><li>- Number of MPs who participate in briefings</li><li>- Number of briefings held</li><li>- Extent of improvement in MPs' understanding of their parliamentary roles and the role of women in national development</li><li>- Number of women candidates who run in 2021</li><li>- Extent to which female candidates feel prepared for elections</li><li>- Extent of improvement on civic awareness in urban and rural communities (based on surveys)</li></ul> <b>Baseline (2016):</b> <ul style="list-style-type: none"><li>- Evaluation of previous training</li><li>- 5 MPs are women</li><li>- 24 women candidates in 2016</li><li>- Community survey carried out in 2018</li></ul> <b>Targets:</b> <ul style="list-style-type: none"><li>- 7 women elected to parliament</li><li>- 30 women candidates in 2021</li></ul>	<u>Activity Result 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted</u> <ul style="list-style-type: none"><li>• A briefing programme for MPs</li><li>• Substantive briefings to strengthen inclusive development of legislation and link Parliament's work with the SDS and sector policies utilizing local, regional and international expertise</li><li>• Collaboration with existing programmes for Pacific parliamentarians, e.g. Commonwealth Parliaments Association or Pacific Women Parliamentary Partnerships to leverage learning opportunities for MPs</li><li>• Support to the Office of the Clerk of the Legislative Assembly (OCLA) in their outreach</li></ul> <u>Activity Result 2.2: Enhanced capacity of potential candidates for 2021 elections</u> <ul style="list-style-type: none"><li>• Training programme for potential candidates in 2021, including on electoral rules, campaigning, government structures, development issues, Mock parliaments for women and complementing the project undertaken by WinLA</li><li>• South-South exchanges</li></ul>	UNDP	OCLA, Ministry of Finance (MoF), Commonwealth Parliamentary Association, Inter Parliamentary Union, Pacific Women Parliamentary Partnerships, University of the South Pacific	<u>USD\$422,800</u>  Technical assistance, contractual services, staff, venue, refreshments, stationary, logistics, travel, production, supplies,



<p><b>Output 3</b> <i>Increased public awareness of and engagement in inclusive and effective political participation</i></p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of votes cast for women cumulatively in 2021</li> <li>- Public perceptions on women's leadership (as determined in surveys)</li> <li>- Quality of media reporting on women, and gender equality in leadership (based on surveys)</li> <li>- Extent of improvement on civic awareness in urban and rural communities (based on surveys)</li> <li>- Number of young women engaged with the Project and other similar initiatives (Note: indicators will be integrated with 1.1)</li> </ul> <p><b>Baseline (2016):</b></p> <ul style="list-style-type: none"> <li>- Media survey carried out in 2018</li> <li>- Community survey carried out in 2018</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Q3 2018</li> </ul>	<p><u>Activity Result 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation</u></p> <ul style="list-style-type: none"> <li>• Develop overall communications strategy and advocacy material. The strategy cover project communications</li> <li>• Establish partnerships for delivering community outreach and advocacy activities (e.g. Community Conversations, radio dialogues)</li> <li>• Media outreach, advocacy and training (e.g. TV roundtables, media training, competitions)</li> <li>• Quiet advocacy and dialogue</li> </ul> <p><u>Activity Result 3.2: Strengthened leadership capacity of younger women and new matai titleholders</u></p> <ul style="list-style-type: none"> <li>• Training and capacity building focused on longer term leadership engagement, designed to set out pathways into leadership</li> <li>• Leadership development activities including through establishment of an internship programme culminating in the development of an emerging leaders' forum for example <ul style="list-style-type: none"> <li>- Activity to align with Activity Results 1.1 where relevant</li> </ul> </li> </ul> <p><u>Activity Result 3.3: Strengthened Civic Awareness</u></p> <ul style="list-style-type: none"> <li>• Review of the civic education curriculum</li> <li>• Civic education programmes for schools</li> <li>• Civic education programmes for villages</li> </ul>	<p>UN Women</p>	<p>NCW, SUNGO, Samoa Ala Mai, Media outlets, Samoa Teachers Association (STA), SNYC, Ministry of Women and Community Sector Development (MWCSD), Nursing Association (NA)</p> <p>WinLA, NUS, SNLDF, SNYC, Samoa Ala Mai, NCW, SUNGO</p> <p>Office of the Electoral Commissioner (OEC), Office of the Clerk of the Legislative Assembly (OCLA), MWCSD</p>	<p><u>USD\$623,150</u></p>
<p><b>Output 4</b> <i>Sharing knowledge of Samoa's experience in promoting women's leadership</i></p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of stories in regional media</li> <li>- Extent of coverage via social media</li> <li>- Number of conference papers and presentations</li> </ul>	<p><u>Activity Result 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region</u></p> <ul style="list-style-type: none"> <li>• Support continued research and analysis into leadership and women's leadership in Samoa (including e.g. in-depth research on village women's representatives)</li> </ul>	<p>UN Women</p>	<p>NUS, MWCSD</p>	<p><u>USD\$146,250</u></p> <p>Technical assistance, contractual services, staff, venue, refreshments,</p>



	<ul style="list-style-type: none"> <li>- Number of knowledge products/research products published and disseminated</li> <li>- Extent of improvement in people's understanding about women leadership in Samoa</li> <li>- Perceptions of conference participants</li> </ul> <p><b>Baseline (2016):</b></p> <ul style="list-style-type: none"> <li>- Early 2018</li> <li>- Social</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Early 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary and longitudinal analysis following women in leadership roles over the Project's lifespan. Analysis to include observations from Activity Results 1.1, 1.2 and 2.2</li> <li>• South-south exchange and conference in 2021 to share experiences and lessons that may be applicable regionally with relevant regional stakeholders</li> </ul>			stationary, logistics, travel, production, supplies, IT, equipment, GOE, M&E
<b>Project Management (inclusive of Project Assurance)</b>		Joint Project Manager (including technical advice), Programme Officer, Communication Officer, Project support, communication, quality assurance (M&E) and audit, logistics, miscellaneous.	UNDP and UN Women – Joint and cost shared		<u>USD\$394,670</u>  Staff, supplies, IT equipment, GMS, DMS, Audit, Misc, M&E
<b>Administrative Agent Fee (1%)</b>					<u>USD\$21,000</u>
<b>PUNOs Indirect Cost</b>			UNDP and UN Women - Joint		<u>USD\$145,530</u>
<b>GRAND TOTAL</b>					<b><u>USD\$1,933,470</u></b>

**Table 2:** WILS's Results and resources framework



### **3. IMPLEMENTATION, GOVERNANCE, MANAGEMENT, MONITORING & EVALUATION**

#### **3.1. Implementation arrangements**

##### **3.1.1. Multi-year work plan, annual work plans and concept notes**

The Project's **work plan** and **budget estimates** (indicative) are located in **Annexes 2 and 3**. The Project is based on a rolling plan. Consequently, work plans for subsequent years will require revisions and approval in order to be able to take into account learnings from the previous year of implementation and to respond effectively to any relevant changes in the environment.

**Annual Work Plans (AWPs)** will be prepared detailing specific activities and corresponding tasks, required timelines for deliverables, inputs, budgets, reporting, implementation modalities, and other requirements.

**Concept notes** for specific outputs and activities will be prepared for assessments of previous and current situation, highlighting key challenges, problems and issues, and recommending interventions under the project.

##### **3.1.2. Implementation modality**

As agreed with the Government of Samoa, the donor, and DFAT, the project will be directly implemented (DIM) by the UNDP and UN Women under a Joint Programme (JP). UNDP and UN Women will be Participating Organisations, PUNO-1 and PUNO-2 respectively. All aspects of the Project will comply with UNDP and UN Women policies and guidelines for DIM.

As agreed with the government, the focal point for the Project in the Government will be the Chief Executive Officers of the Ministry of Women, Community and Social Development, Ministry of Finance, and the Ministry of Foreign Affairs and Trade.

The Project will seek to work in partnership with other UN agencies, development partners (local, regional and global) and local organisations (government and non-government) as identified under the Results and Resource Framework (see Section 2.4) to ensure effective and efficient implementation of the Project.

#### **3.2. Funding arrangements<sup>xiv</sup>**

##### **3.2.1. Resource mobilisation**

With the agreement of the Government of Samoa, DFAT will contribute AUD\$3 million which will cover the full duration of the Project.

The Project will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office (MPTO) will act as the Administrative Agent (AA) under which the funds will be channeled for the Project through the AA. Each Participating UN Organization (PUNO) receiving funds through the pass-through would have to sign a standardized Memorandum of Understanding (MOU) with the AA.

The AA will:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant to the Administrative Arrangement. This Joint Programme Account will be administered by the AA in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest; and

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<sup>xiv</sup> Subject to further discussions with DFAT, RR, MFAT, MOF, MWCSO, UN Women, etc.



- Make disbursements to PUNOs from the Joint Programme Account based on instructions from the Project Steering Committee, in line with the budget set forth in the Joint Programme Document.

The PUNOs will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA;
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the AA; and
- Each PUNO is entitled to deduct their indirect costs on contributions received according to their own regulation and rules, taking into account the size and complexity of the Project. Each PUNO will deduct 7% as overhead costs of the total allocation received for the agency.

The MPTF Office will charge administrative agent fee of one per cent (1%) of the total contributions made to the Joint Programme.

The Convening Agency (UNDP) will consolidate narrative reports provided by the PUNOs. As per the MoU an annual narrative progress report and the final narrative report, are to be provided no later than three months (31 March) after the end of the calendar year.

The MPTF Office will:

- Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Convening Agency and the financial statements/ reports submitted by each of the Participating UN Organizations in accordance with the timetable established in the MoU;
- Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement; and
- Provide the donors, Steering Committee and Participating Organizations with:
  - Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
  - Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

**Budget Preparation** - The Convening Agency will prepare an aggregated/consolidated budget, showing the budget components of each participating UN organization.

**Accounting** - Each UN organization will account for the income received to fund its programme components in accordance with its financial regulations and rules.

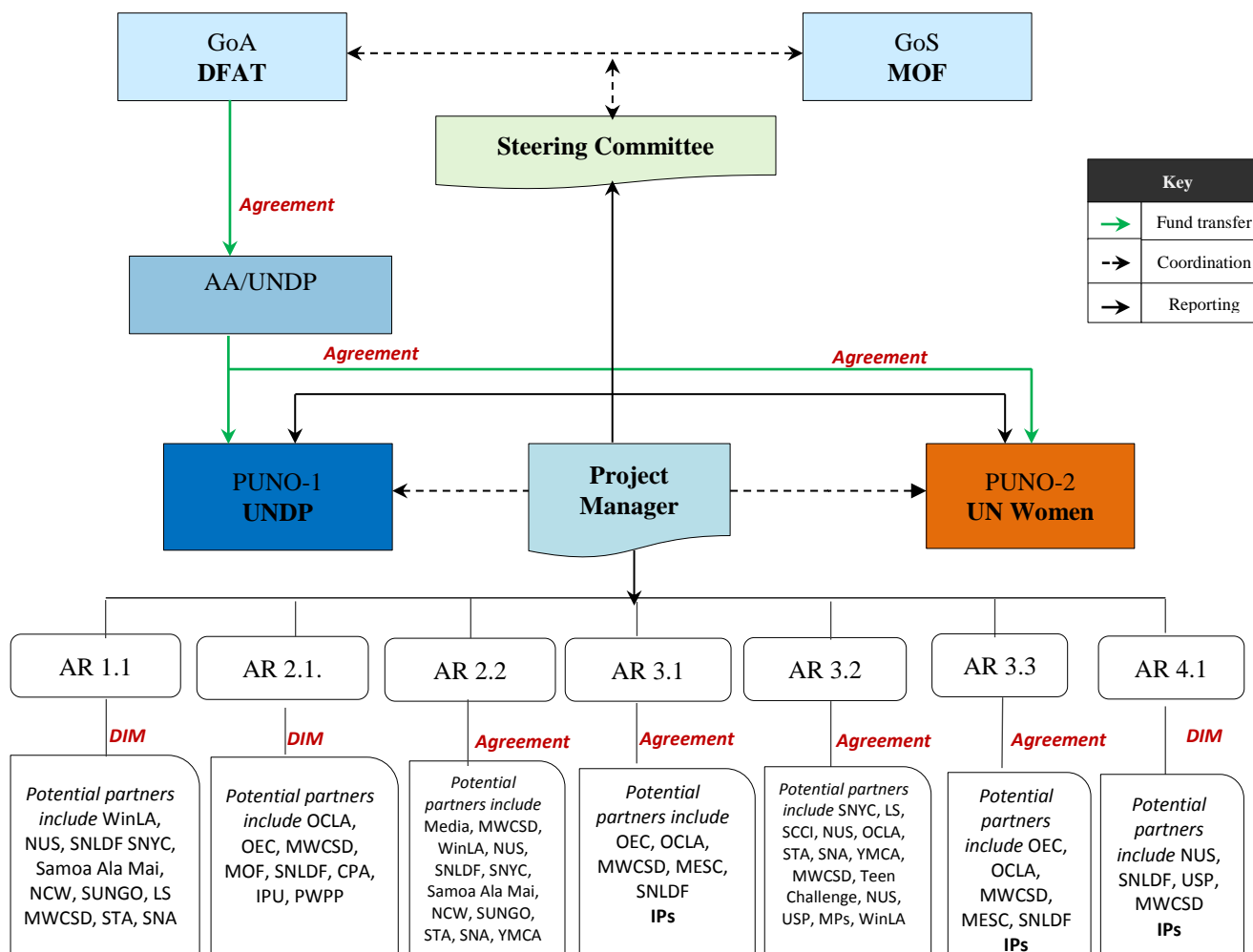
#### **Admin Fees and Indirect Costs**

- **Administrative Agent:** The AA (UNDP) shall be entitled to allocate one percent (1%) of the amount contributed by the donor, for its costs of performing the AA's functions.
- **Participating UN Organizations:** Each UN organization participating in the Joint Programme will recover indirect costs in accordance with its financial regulations and rules and as documented in the Memorandum of Understanding signed with the AA.

**Interest on funds** - Interest will be administered in accordance with the financial regulations and rules of each UN organization and as documented in the Standard Administrative Arrangement (SAA) signed with the donor.

Resource mobilisation for the Project will be guided by the Funding Arrangement Framework given in Figure 2.





**Figure 2: Funding arrangements**

[Implementation modality and funding arrangements to be determined following Partners Dialogue, proposed to be conducted in April 2018 – See **Annex 4**]

Unless strict conditions are met which warrant waiver to the competitive process, the Project will select partners through a competitive process. In the event that partners identified through the competitive process lack certain capacity, the Project will endeavour to build a capacity development component into its engagement with selected partners.

### 3.2.2. Closure of the Project

**Operational:** As outlined in the Programme, each Participating UN Organisation (PUNO) informs the Administrative Agent (AA) in writing when all activities under the approved programmatic document have been completed. For a Joint Programme the operational end date (defined by the Project Document end date) is the date at which the last PUNO completes its activities and informs both the CA and the AA. If not all PUNOs have finished their activities and informed the AA by the end date envisaged in the Joint Programme document, then the project cannot be closed, and a (no cost) extension has to be requested. As outlined in the MOU, a final narrative report, after the completion of the final year of the activities is prepared by each PUNO and submitted to the CA. The report shall be issued no later than 30 April of the year following the operational closing of the project.

**Financial:** As part of the financial closure, each PUNO needs to return any unspent balance to the AA; transfer any interest for prior and current year to the AA, unless their rules and regulations do not require PUNOs to do so; and report no expenditure in excess of funds transferred and provide a certified final financial report. After this has occurred, the AA confirms that completion to the PUNOs and closes the project allocation within its internal system. The AA will return any unprogrammed funds remaining in



the Joint Programme account after the financial closure of the Joint Programme to the donor, or utilize them in a manner agreed upon between the AA and the donor(s) and approved by the board. The financial closure process begins after all PUNOs have satisfactorily closed all of their respective programmatic allocations. It generally takes 12 months following the AA’s confirmation that all programmatic allocations have been financial closed. (For more information, see the Fact Sheet “How to Close a Joint Project/Programme”)

Since Joint Programmes have a tendency to grant no-cost extensions, the AA is entitled to a direct cost charge of USD 5,000 per year out of the different sources of funds of a given Joint Programme to cover the cost of continuing the render AA services for the period (rounded up to whole years) that the operational life span of the Joint Programme (from the date of signing the MOU to actual operational end date of the project) is extended beyond five years. This applies unless additional donor contributions are received during that period proportional to the amounts required for establishing a Joint Programme, and for the period (rounded up to whole years) that the financial closure of the Joint Programme surpasses the maximum period of two years after operational closure of the Joint Programme, due to delays of PUNOs in financially closing their part of the Joint Programme. The direct cost charge is meant as a concrete disincentive to Steering Committees and PUNOs for keeping extending the operational life time of PUNO projects and / or delaying its financial closure.

3.3. Governance, management & coordination arrangements

3.3.1. Governance and management

The overall governance structure of the project is presented by Figure 3. The Steering Committee will have overall responsibility for providing strategic guidance and oversight for the implementation of the project. The Steering Committee is responsible for making consensus based management decisions concerning project issues and risks, and will provide advice and guidance to the Project Manager. The Steering Committee and the Project Manager will be supported by a small group of local eminent persons who will act as the Project Advisory Group (PAG), bringing together representatives from academia, political and community leadership, private sector and NGO community. Under the direct oversight and management of the Project Management, UNDP will be responsible for Outputs 1 and 2 while UN Women will be responsible for Outputs 3 and 4. Project management will be cost-shared between UNDP and UN Women.

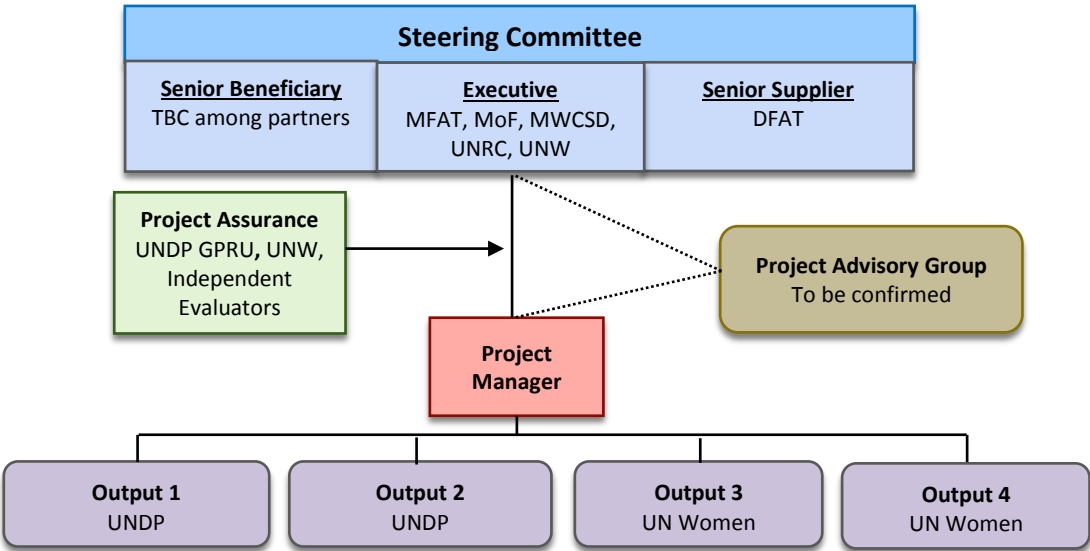


Figure 3: WILS’s Governance and management structure

Steering Committee

The Steering Committee Terms of Reference is provided in Annex 5. The Steering Committee is responsible for approving the allocation of resources, any significant project revisions and the Annual Work Plan (AWP). The Steering Committee will also be used as a mechanism for leveraging partnerships



and mobilizing resources for the implementation of the project. Project reviews by the Steering Committee will be made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. The Project Manager will consult the Steering Committee for decisions if or when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

The Steering Committee will comprise of three representations:

- The **Executive** will be the UN Resident Coordinator, a representative from UN Women and CEO, Ministry of Finance and will be responsible for ensuring that the Steering Committee meets regularly and all issues are addressed to ensure all outcomes of the project are achieved to the highest quality;
- The **Senior Supplier** role will be DFAT as the donor; and
- The **Senior Beneficiary** will be selected from all participating partners, preferably a neutral NGO body

### ***Project Advisory Group***

The PAG will be formed to give contextual and technical guidance and advice to the Steering Committee and Project Manager. The PAG will discuss and explore key contextual aspects related to culture and the Samoan way of life, including risks and innovative approaches to mitigate risks and further build on structures and procedures already in place in Samoan culture, in relation to activities in this project. The Terms of Reference for the PAG is at **Annex 5**.

### ***Project Manager***

The Project Manager has the authority to manage the project on a day-to-day basis on behalf of the PUNOs, within the constraints laid down by the Steering Committee. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document and the annual work plans, to the required standard of quality and within the specified constraints of time and cost. The Project Manager Terms of Reference is at **Annex 5**.

The Project Manager will have the appropriate level of decision making powers. Where issues arise that require more senior level direction, the Project Manager will escalate such matters to the Steering Committee for discussion and direction.

The Project Manager will prepare the agenda and minutes for the Annual Steering Committee meeting. The agenda will be circulated at least two weeks in advance of the Steering Committee meeting. Minutes of the meeting will be circulated within two weeks of the meeting date. The Project Manager may call for special Steering Committee meetings should the need arise.

A Project Officer and a Project Communication Officer will assist the Program Manager with effective and efficient management and delivery of the project. Their Terms of Reference are in **Annex 5**.

### ***Technical Expertise***

The Project will endeavour to mobilize local technical assistance and service providers wherever possible and appropriate subject to the relevant procurement, recruitment and selection policies and procedures of the UN, DFAT and the Samoan Government. Local organizations would be the heart of the Project and the involvement of local partners, counterparts, technical experts and staff as much as possible in the implementation processes of the Project will help facilitate local ownership, sustainability and effectiveness of the Project and its activities implementation.

However, in the case that required certain technical expertises are not available locally, the Project will tap into those that are available through UN agencies and similar organisations in the region as well as organisations and experts outside the region.

Recruitment of technical assistance will follow relevant UN, DFAT and Samoa Government policies and procedures and will be subject to the discussions and approval of the Steering Committee.



### **3.3.2. Project assurance**

The UNDP Samoa MCO will provide project assurance through the Governance and Poverty Reduction Unit, and the Monitoring and Evaluation Officer. UN Women will provide support through its Gender and Governance Advisor based in Suva.

The accountability framework for the project will be as follows:

- The Steering Committee has ultimate accountability for fund allocation and achieving results;
- The Administrative Agent (AA) is accountable for effective and impartial fiduciary management;
- The Convening Agency (CA) is accountable for coordination among participating organisations and for consolidating narrative reporting; and
- Each PUNO is accountable for their own programmatic and financial results and they are jointly responsible for achieving the Joint Programme goal.

### **3.3.3. Legal context**

The United Nations Pacific Strategy 2018 – 2022 (UNPS) provides the legal framework between the Government of Samoa and UN Agencies. The UNPS covers the full duration of the Joint Programme.

This document together with the UNPS signed by the Government, UNDP and UN Women, which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the UNPS apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the UNPS and this document.

UNDP and UN Women, as the Implementing Partners, shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP and UN Women will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and UN Women hereunder do not appear on the list (accessed via [https://www.un.org/sc/suborg/en/sanctions/1267/aq\\_sanctions\\_list](https://www.un.org/sc/suborg/en/sanctions/1267/aq_sanctions_list)) maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



### 3.4. Monitoring, evaluation & reporting

#### 3.4.1. Monitoring and evaluation

Monitoring and evaluation (M&E) will follow DIM guidelines. The Joint Programme will share information on the progress of the project, study findings/recommendations and lessons learned with relevant partners and stakeholders and the community for the purposes of knowledge sharing. In addition the project will be subject to UNDP project monitoring and evaluation in line with standard guidelines and procedures, and can be encapsulated in any evaluation initiated by the UNDP Office of Evaluation. The Monitoring and Evaluation Framework is provided in at **Annex 6**, and Evaluation Plan as **Annex 7**.

#### 3.4.2. Reporting

Work-plans, financial reports and other reporting will be prepared accordingly.

**AWP and Budget:** the AWP and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The PUNOs with support of the Project Manager are tasked with the responsibility of ensuring implementation of the project in accordance with these documents. A monitoring schedule plan will be activated in Atlas and updated to track key management actions/events.

**Annual Project Report:** An Annual Project Report will be prepared by the Project Manager and submitted to the Steering Committee at its Annual Project Review Meeting. As a minimum requirement, the Annual Project Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each element of the QPR as well as a narrative summary of results achieved against pre-determined targets at the output level.

**Annual Project Review Meeting:** Based on the report described above, the Annual Project Review Meeting will be held in the fourth quarter of the year or shortly after, to assess the performance of the project and appraise the AWP for the following year. In the last year this Review will also be a Final Assessment. This review is driven by the Steering Committee, and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards the outputs of the project, and that these remain aligned to appropriate outcomes. Any changes to the budget will also be considered at this meeting.

**Monitoring:** A budget of AUD\$3 million has been provided for these project outputs and will be accessed by the UNDP MCO to support monitoring activities in consultation with the Project Manager.

**Audits:** The UNDP MCO will commission audits of the Project as and when necessary, and following consultation with the Project Manager as to timing. A budget of \$20,000 has been provided under the M&E requirements activity of the Results and Resources Framework, based on undertaking one audit within the life of the project.

### 3.5. Risk management and social and environment standards

The project's risk log, developed in accordance with UNDP POPP, is provided in **Annex 8**. This will be continuously revised and updated during the lifespan of the project.

The Project will comply with the objectives and requirements of the UNDP and UN Women's relevant policies and procedures on Social and Environmental Standards (SES) (see **Annex 9**). As such, the Project should not have any adverse impacts on the environment as well as on the human rights of individuals and groups.

### 3.6. Sustainability and exit strategy

The WILS has a finite lifespan and does not envisage continuing any activities beyond those outlined and agreed to in this project document. However, both UNDP and UN Women will draw on their Pacific and global experience to build the capacity of local partners (through their engagement with the project) to



continue to carry out similar programmes to support women political participation post-2021. There is an expectation that on-going regional and relevant global programmes on women and parliaments will help maintain the momentum continued under the project. For example, as a compliment to this Project, the UNDP and UN Women will explore the implementation of a social impact fund to further support gender equality and women empowerment in Samoa.



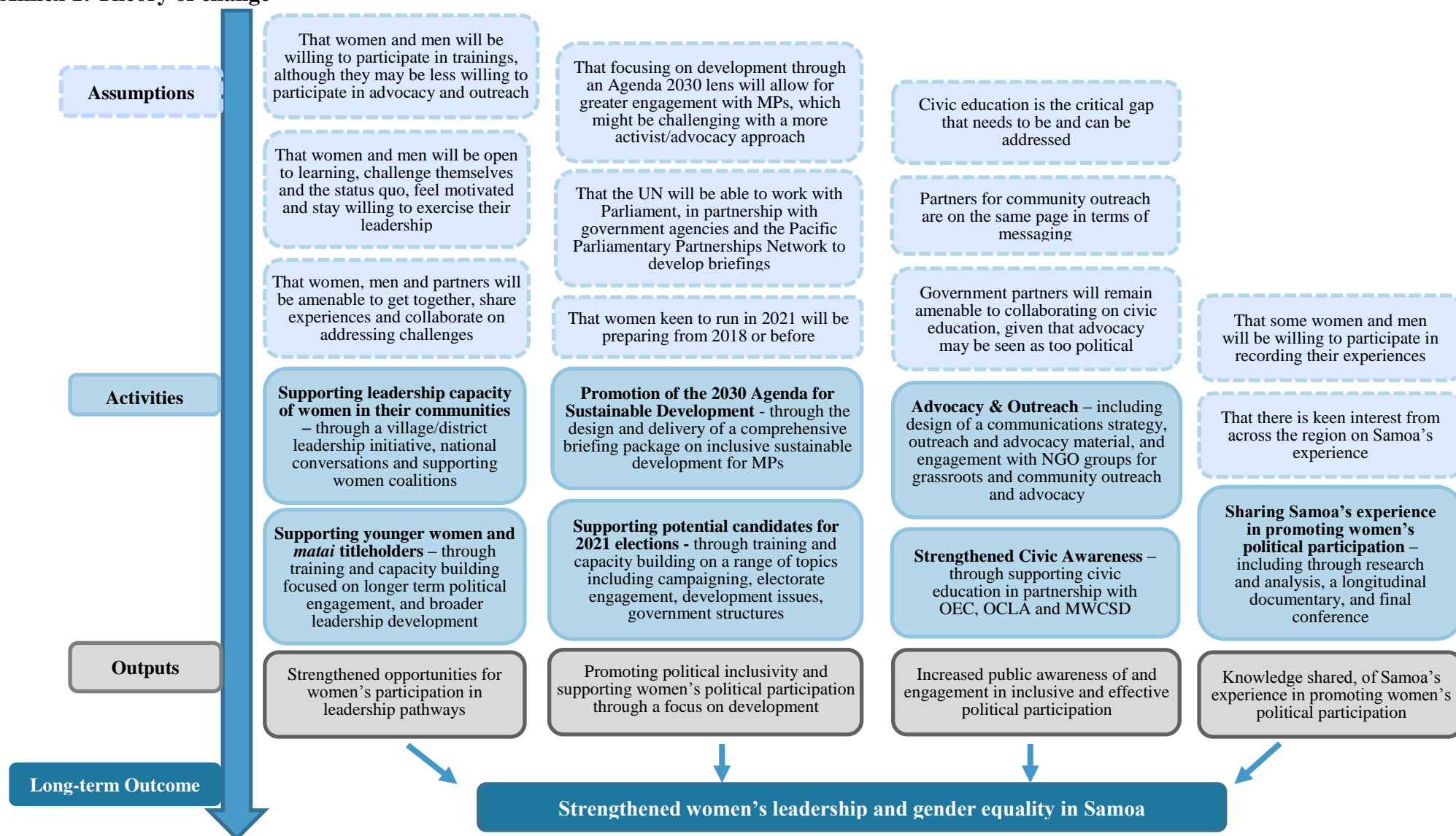
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## Annexes

### Annex 1: Theory of change





## Annex 2: Multi-year work plan and budget estimates

Project Outcome: Strengthened women's leadership and gender equality in Samoa																				
Activity and Task	2018				2019				2020				2021				Modality	Input (AUD\$)	US\$ (use exc rate of 0.7)	Budget Descriptions and Assumptions
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Output 1: Strengthened opportunities for women's participation in leadership pathways (UNDP as Responsible Party)																				
Activity Result 1.1: Enhanced leadership capacity of women in their communities																				
1.1.1. A village/district leadership development initiative for women in the community																				
1.1.1.1. Bring women/stakeholders together to discuss challenges and how to address them		x															A workshop	7,000	4,900	Logistics (Venue, faifeau, catering, transport)
1.1.1.2. Identify pilot villages/districts		x																		To discuss with MWCSO and other IPs
1.1.1.3. Design a training programme		x															TA to design and deliver	18,500	12,950	700@day for 30 days for TA, 4.5k@int'l travel
1.1.1.4. Train the trainers (refresher course on TLDF and ALF)		x															same as 1.1.1.3			cover under 1.1.1.3
1.1.1.5. Deliver the trainings			x	x	x	x	x		x	x	x		x	x			Local trainers	185,500	129,850	5 districts (a year), 5 days training plus 2 days prep. 2 trainers per district for \$400 fee for a trainer, 5k logistics, 2k@printing/stationery/ audio visual
1.1.1. 6. Comm/Research component (cover under outputs 3 and 4)																				
1.1.2. National focus conversations				x			x				x				x		TA to facilitate	18,000	12,600	400@day for 10 days for TA, 4.5k@int'l travel - come every year



1.1.2.1. A yearly conversation covering lessons from 1.1		x				x				x					x	1 workshop per year	54,000	37,800	4.5k transport (60 participants@\$75), 7k@logistics, 2k@printing/stationery/audio visual
1.1.2.2. Support (4) candidates' participation in south south exchanges		x				x				x					x	Dependent on timing of events	38,400	26,880	2400@travel&accommodation per participant per yr
1.1.2.3. Comm/Research component (cover under outputs 3 and 4)																			
1.1.2.4. Supporting coalitions and collaborative efforts amongst women (e.g. Women Caucus, National Coordinating mechanisms)			x				x				x				x		18,100	12,670	Estimate/Indicative for supporting network mechanisms of women
<b>Total Budget for AR 1.1</b>																-	<b>339,500</b>	<b>237,650</b>	
<b>Total Budget for Output 1</b>																-	<b>339,500</b>	<b>237,650</b>	-
<b>Output 2: Promoting political inclusivity and supporting women's political participation through a focus on development (UNDP as Responsible Party)</b>																			
<b>Activity Result 2.1: Role of Parliamentarians in operationalizing the Sustainable Development Agenda in Samoa promoted</b>																			
2.1.1. Design a briefing programme for MPs		x															19,500	13,650	700@day for 20 days for TA, 4.5k@int'l travel, 2k@logistics
2.1.2. Conduct the briefing programme					x		x		x		x		x		x	TA to design	108,500	75,950	700@day for 10 days for TA for 2 trainings per yr, 4.5k@int'l travel, 2k@logistics, 2k@printing/stationery/audio visual.
2.1.3. Continue supporting MPs in legal training		x	x	x	x	x	x		x	x	x	x	x	x	x	Through USP	105,000	73,500	30k course fees x 3.5 years
2.1.4 Support OCLA outreach activities	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	OCLA	105,000	73,500	30k budget support x 3.5 years
2.1.5. Support (4) candidates' participation in south-south exchanges		x	x	x	x	x	x		x	x	x	x	x	x	x	Timing dependent on	38,400	26,880	2.4k@travel&accommodation per participant per yr



																	exchang e events			
2.1.6. Comm/Research component for 2.1 (cover under outputs 3 and 4)																				
<b>Total Budget for AR 2.1</b>																	-	<b>376,400</b>	<b>263,480</b>	
<b><u>Activity Result 2.2: Enhanced capacity of potential candidates for 2021 elections</u></b>																				
2.2.1. Identify interested potential candidates for 2021 elections	x																A worksho p	5,000	3,500	Logistics (Venue, faifeau, catering, transport)
2.2.2. Design the training programme			x														TA to design	18,500	12,950	700@day for 20 days for TA, 4.5k@int'l travel
2.2.3. Conduct the training programme				x		x	x		x		x			x			TA to conduct, timing depending on design	143,500	100,450	700@day for 10 days for TA for 2 trainings per yr, 4.5k@int'l travel, 5k@local travel, 2k@logistics, 2k@printing, stationery and audio visual
2.2.4. Support (4) candidates' participation in south south exchanges																	Timing depende nt on exchang e events	33,600	23,520	2400@travel&accomodation per participant per yr
2.2.5. Comm/Research component (cover under outputs 3 and 4)																				
<b>Total Budget for AR 2.2</b>																	-	<b>200,600</b>	<b>140,420</b>	
<b>Total Budget for Output 2</b>																	-	<b>577,000</b>	<b>403,900</b>	
<b>Output 3: Increased public awareness of and engagement in inclusive and effective political participation (UN Women as Responsible Party)</b>																				
<b><u>Activity Result 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation</u></b>																				
3.1.1. Develop overall Communications Strategy and advocacy materials	x			-					-								TA to design	14,500	10,150	500@day for 20 days for TA, 4.5k@travel
3.1.2. Conduct community outreach and advocacy																				



3.1.2.1. Community Conversations (CCs) [TB. This can be built in as part of AR 1.1]			x				x				x				x		TBC - review of previous CCs	78,750	55,125	Contract services for CCs - 2.5k@CC for 5 districts per year, 5k logistics, 5k production materials
3.1.2.2. Radio Dialogues		x	x	x		x	x	x		x	x	x		x	x			25,200	17,640	1000@per airing for 6 airings, 1.2k for advertising (per year)
3.1.3. Conduct media outreach, advocacy and training																				
3.1.3.1. Media Training			x			x					x				x		TA to design and conduct	85,750	60,025	500@day for 10 days for TA for 3 trainings per yr, 4.5k@int'l travel, 5k@local travel and logistics, 10k@printing, stationery and audio visual
3.1.3.2. TV roundtables		x	x			x	x		x		x		x		x			24,500	17,150	2k@ TV airing, 200 per panellist (5), 500 logistics, 2 Roundtables per year
3.1.3.3. Competitions			x				x				x							45,000	31,500	1k@per school for 10 competitors, 2k for local travel, 3k logistics (per year)
3.1.4. Conduct media survey	x				x				x				x				TA to design and conduct	74,000	51,800	500@day for 20 days for TA per yr, 4.5k@int'l travel, 2k@local travel and logistics, 2k@printing, stationery, audio visual
<b>Total Budget for AR 3.1</b>																	-	<b>347,700</b>	<b>243,390</b>	-
<b><u>Activity Result 3.2: Strengthened leadership capacity of younger women and new matai titleholders</u></b>																				
3.2.1. Conduct a workshop for women interested in leadership - pathways			x														A worksho p	5,000	3,500	Logistics (Venue, faifeau, catering, transport)
3.2.2. Design an emerging leadership programme for interested younger women				x													TA to design	20,500	14,350	48k@TA, 4.5k@travel



3.2.3. Conduct the emerging leadership programme				x		x		x		x		x		x		TA to conduct, timing dependent on design	111,300	77,910	650@day for 5 days training plus 2 days prep for 2 trainers for 2 sessions per yr, 10k@local travel/stipends (20 participants), 2k@printing/stationery/audio visual, 2k@logistics
3.2.4. Support titleholders to participate in village councils																TBC			TBC after further discussions
3.2.5. Comm/Research component (cover under outputs 3 and 4)																			
<b>Total Budget for AR 3.2</b>																-	<b>136,800</b>	<b>95,760</b>	
<b>Activity Result 3.3: Strengthened Civic Awareness</b>																			
3.3.1. Review and finalise civic education programs		x														TA to review and finalise	12,000	8,400	500@day for 15 days for TA, 4.5k@travel
3.3.2. Develop a civic education curriculum for schools and villages			x													TA to develop	14,500	10,150	500@day for 20 days for TA, 4.5k@travel
3.3.3. Implement the civic education programs				x	x	x	x	x	x	x	x	x	x			Contractual services to IPs	35,000	24,500	10,000 for OEC (for first 3 years) and then 1/2 for last yr
3.3.4. Conduct community survey - need details		x			x				x					x		TA to design and conduct	106,000	74,200	500@day for 20 days for TA per yr, 4.5k@int'l travel, 2k@local travel and logistics, 3k@printing, stationery, audio visual
<b>Total Budget for AR 3.3</b>																-	<b>167,500</b>	<b>117,250</b>	
<b>Total Budget for Output 3</b>																-	<b>652,000</b>	<b>456,400</b>	
<b>Output 4: Sharing knowledge of Samoa's experience in promoting women's leadership (UN Women as Responsible Party)</b>																			
<b>Activity Result 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region</b>																		-	
4.1. Supporting continued research in women leadership					-				-			-							



4.1.1. Design a research on community women leadership	x																	Researcher to design	5,000	3,500	5k for design
4.1.2. Conduct the research as per 4.1.1		x	x	x															40,000	28,000	30k estimate plus IPs Contractual Services of 10k per yr
4.1.3. Publish the research product					x														5,000	3,500	5k for printing and launch
4.1.4. Design a longitudinal study on women	x	x																Researcher to design	5,000	3,500	IPs contractual services
4.1.2. Conduct the longitudinal study			x	x	x	x	x	x	x	x	x	x	x	x	x	x			130,000	91,000	30k estimate plus IPs Contractual Services of 10k per yr for first 3 yrs and 10k for last yr
4.2. Sharing women experiences																					
4.2.1. Design a documentary film production				x															5,000	3,500	5k for design. This is to go in line with the 4.1.2 research
4.2.2. Publish the documentary film production						x				x				x					12,500	8,750	12.5k for IPs contractual services for film maker and production
4.2.3. Design the 2021 Conference																					
4.2.4. Conduct the 2021 Conference									x	x				x					62,000	43,400	46k for hosting and conducting the conference
<b>Total Budget for AR 4.1</b>																		-	<b>264,500</b>	<b>185,150</b>	
<b>Total Budget for Output 4</b>																		-	<b>264,500</b>	<b>185,150</b>	
<b>Project Management (Cost-shared between UN Women and UNDP)</b>																					
<b>Activity Result 5.1. Project inception</b>																					
5.1.1. Get approval of ProDoc	x			-	-			-										TA to facilitate			
5.1.2. Confirm funding for project	x			-	-			-										TA to facilitate			



5.1.3. Finalise the 'Partnership Dialogue' Forum	x				-	-			-											
5.1.4. Conduct the Partnership Dialogue Forum	x																A workshop with partners	7,110	4,977	1,500&venue, 200@faifeau, 2,000@catering, 1,300@logistics/printing/stationeries
5.1.5. Mobilise the project team	x																	651,700	465,500	PM@US73,000, Project Officer@US30,000, Comm Officer@US30,000 for 3.5 yrs.
5.1.6. Establish agreements with IPs	x																PM to facilitate			
5.1.7. Launch the project		x															PM to facilitate			
<b><u>Activity Result 5.2: Ongoing running of the project</u></b>																				
5.2.1. Project office establishment - Equipment/Furniture	x					x				x					x			10,000	7,000	5k for Equipment/Furniture establishment and 2k maintenance for 2.5 yrs.
5.2.2. Project office establishment - IT	x						x				x				x			11,000	7,700	5k for IT Equipment establishment and 2k for maintance for 3 yrs
5.2.3. Office supplies	x						x				x				x			3,250	2,275	1000 per yr for office stationery and supplies for first 3 yrs and 250 for last yr
5.2.4. Rental and maintenance of other office equipment	x						x				x				x			8,000	5,600	2k estimate per annum for rental and maintenance of other office equipment
5.2.5. Miscellaneous																				
<b><u>Activity Result 5.3. Project communication and reporting</u></b>																				
5.3.1. Develop and disseminate knowledge products	x					x					x				x			10,000	7,000	2,500 for Communications & Audio Visual per annum
5.3.2. Develop and disseminate regular reports	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		9,500	6,650	3k for printing and publications (project reports, training materials, etc) per py for first 3 yrs and 1k for last yr



<b>Activity Result 5.4. Project Assurance</b>																				
5.4.1. Monitoring and audits		x			x				x				x					139,941	99,958	UNDP Project Assurance: Salary of UNV salary of 39,983 per yr for 2.5 yrs
5.4.1.1. International Travel	x				x				x				x					17,500	12,250	2k for 2 visits per yr for 3.5 yrs
5.4.1.2. Local Travel - Monitoring visits		x			x		x		x		x		x					4,200	2,940	200 per visit for 6 visits per yr for 3.5 yrs
5.4.1.3. Local Travel - Project Meetings	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		10,500	7,350	200 per visit for 15 meetings per yr for 3.5 yrs
5.4.1.4. Regular audits					x				x				x					20,000	14,000	5k per year for HACT Audit Fees and relevant assurance activities to be conducted by independent 3rd party as per UNDP requirement
5.4.2. Formal evaluation																				
5.4.2.1. Mid-Term Evaluation (Int Consultant)									x									20,000	14,000	400@day for 60 days for TA, 4.5k@int'l travel, 3.5k@logistics/mtgs
5.4.2.2. Terminal Evaluation (Int Consultant)																x		20,000	14,000	400@day for 60 days for TA, 4.5k@int'l travel, 3.5k@logistics/mtgs
<b>Total Budget for Project Management</b>																	-	<b>942,701</b>	<b>671,200</b>	
<b>Total Budget Project Management</b>																	-	<b>942,701</b>	<b>671,200</b>	
																		<b>2,775,701</b>	<b>1,954,300</b>	
																		AA Fee (1%)	30,000	21,000
																		Total budget after deduction of AA fee	2,970,000	2,079,000
																		PUNOs (UNDP & UNW) 7% overhead costs	194,299	136,009
																		<b>Total budget after PUNOs fees [Budget for Project management and implementation]</b>	<b>2,775,701</b>	<b>1,942,991</b>



Grand Total Budget	3,000,000	2,100,000	
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### Annex 3: Annual budget estimates

Project Outcome: Strengthened women's leadership and gender equality in Samoa					
AUD\$ (Estimated based on Multi-Year Work plan and Budget Estimates)					
Output, Activity Result and Task	2018	2019	2020	2021	Total
<b>Output 1: Strengthened opportunities for women's participation in leadership pathways</b>					
<b><u>Activity Result 1.1: Enhanced leadership capacity of women in their communities</u></b>					
<i>1.1.1. A village/district leadership development initiative for women in the community</i>					
1.1.1.1. Bring women/stakeholders together to discuss challenges and how to address them	7,000				7,000
1.1.1.2. Identify pilot villages/districts					-
1.1.1.3. Design a training programme	18,500				18,500
1.1.1.4. Train the trainers (refresher course on TLDF and ALF)					-
1.1.1.5. Deliver the trainings	53,000	53,000	53,000	26,500	185,500
<b>1.1.1. 6. Comm/Research component (cover under outputs 3 and 4)</b>					
<i>1.1.2. National focus conversations</i>	4,500	4,500	4,500	4,500	18,000
1.1.2.1. A yearly conversation covering lessons from 1.1	13,500	13,500	13,500	13,500	54,000
1.1.2.2. Support (4) candidates' participation in south south exchanges	9,600	9,600	9,600	9,600	38,400
1.1.2.4. Supporting coalitions and collaborative efforts amongst women (e.g. Women Caucus, National Coordinating mechanisms)	4,525	4,525	4,525	4,525	18,100
<b>1.1.2.3. Comm/Research component (cover under outputs 3 and 4)</b>					
<b>Total for AR 1.1</b>	110,625	85,125	85,125	58,625	339,500
<b>Total for Output 1</b>	110,625	85,125	85,125	58,625	339,500
<b>Output 2: Promoting political inclusivity and supporting women's political participation through a focus on development</b>					
<b><u>Activity Result 2.1: Role of Parliamentarians in operationalising the Sustainable Development Agenda in Samoa promoted</u></b>					
2.1.1. Design a briefing programme for MPs	19,500				19,500
2.1.2. Conduct the briefing programme	31,000	31,000	31,000	15,500	108,500
2.1.3. Continue supporting MPs in legal training	30,000	30,000	30,000	15,000	105,000
2.1.4 Support OCLA outreach activities	30,000	30,000	30,000	15,000	105,000
2.1.4. Support (4) candidates' participation in south south exchanges	9,600	9,600	9,600	9,600	38,400
<b>2.1.6. Comm/Research component (cover under outputs 3 and 4)</b>					



<b>Total for AR 2.1</b>	<b>120,100</b>	<b>100,600</b>	<b>100,600</b>	<b>55,100</b>	<b>376,400</b>
<b><u>Activity Result 2.2: Enhanced capacity of potential candidates for 2021 elections</u></b>					
2.2.1. Identify interested potential candidates for 2021 elections	5,000				5,000
2.2.2. Design the training programme	18,500				18,500
2.2.3. Conduct the training programme		47,833	47,833	47,833	143,500
2.2.4. Support (4) candidates' participation in south south exchanges	8,400	8,400	8,400	8,400	33,600
<b>2.2.5. Comm/Research component (cover under outputs 3 and 4)</b>					-
<b>Total for AR 2.2</b>	<b>31,900</b>	<b>56,233</b>	<b>56,233</b>	<b>56,233</b>	<b>200,600</b>
<b>Total for Output 2</b>	<b>152,000</b>	<b>156,833</b>	<b>156,833</b>	<b>111,333</b>	<b>577,000</b>
<b>Output 3: Increased public awareness of and engagement in inclusive and effective political participation</b>					
<b><u>Activity Result 3.1: Enhanced advocacy and outreach to encourage inclusive and effective political participation</u></b>					
3.1.1. Develop overall Communications Strategy and advocacy materials	14,500				14,500
3.1.2. Conduct community outreach and advocacy					-
3.1.2.1. Community Conversations (CCs) [TB. This can be built in as part of AR 1.1]	22,500	22,500	22,500	11,250	78,750
3.1.2.2. Radio Dialogues	7,200	7,200	7,200	3,600	25,200
3.1.3. Conduct media outreach, advocacy and training					-
3.1.3.1. Media Training	24,500	24,500	24,500	12,250	85,750
3.1.3.2. TV roundtables	7,000	7,000	7,000	3,500	24,500
3.1.3.3. Competitions	12,857	12,857	12,857	6,429	45,000
3.1.4. Conduct media survey	21,143	21,143	21,143	10,571	74,000
<b>Total for AR 3.1</b>	<b>109,700</b>	<b>95,200</b>	<b>95,200</b>	<b>47,600</b>	<b>347,700</b>
<b><u>Activity Result 3.2: Strengthened leadership capacity of younger women and new matai titleholders</u></b>					
3.2.1. Conduct a workshop for women interested in leadership - pathways	5,000				5,000
3.2.2. Design an emerging leadership programme for interested younger women	20,500				20,500
3.2.3. Conduct the emerging leadership programme	18,550	37,100	37,100	18,550	111,300
3.2.4. Support titleholders to participate in village councils					
<b>3.2.5. Comm/Research component (cover under outputs 3 and 4)</b>					
<b>Total for AR 3.2</b>	<b>44,050</b>	<b>37,100</b>	<b>37,100</b>	<b>18,550</b>	<b>136,800</b>
<b><u>Activity Result 3.3: Strengthened Civic Awareness</u></b>					
3.3.1. Review and finalise civic education programs	3,429	3,429	3,429	1,714	12,000
3.3.2. Develop a civic education curriculum for schools and villages	4,143	4,143	4,143	2,071	14,500
3.3.3. Implement the civic education programs	10,000	10,000	10,000	5,000	35,000
3.3.4. Conduct community survey - need details	30,286	30,286	30,286	15,143	106,000
<b>3.3.5. Comm/Research component (cover under outputs 3 and 4)</b>					
<b>Total for AR 3.3</b>	<b>47,857</b>	<b>47,857</b>	<b>47,857</b>	<b>23,929</b>	<b>167,500</b>
<b>Total for Output 3</b>	<b>201,607</b>	<b>180,157</b>	<b>180,157</b>	<b>90,079</b>	<b>652,000</b>



<b>Output 4: Sharing knowledge of Samoa's experience in promoting women's leadership</b>					
<b><u>Activity Result 4.1: Increased understanding of Samoa's experience in promoting women's leadership and lessons for the region</u></b>					
<i>4.1. Supporting continued research in women leadership</i>					
4.1.1. Design a research on community women leadership	5,000				5,000
4.1.2. Conduct the research as per 4.1.1	40,000				40,000
4.1.3. Publish the research product	5,000				5,000
4.1.4. Design a longitudinal study on women	5,000				5,000
4.1.2. Conduct the longitudinal study as per 4.1.3	37,143	37,143	37,143	18,571	130,000
<i>4.2. Sharing women experiences</i>					
4.2.1. Design a documentary film production	5,000				5,000
4.2.2. Publish the documentary film production		4,167	4,167	4,167	12,500
4.2.3. Design the 2021 Conference					
4.2.4. Conduct the 2021 Conference				62,000	62,000
<b>Total for AR 4.1</b>	<b>97,143</b>	<b>41,310</b>	<b>41,310</b>	<b>84,738</b>	<b>264,500</b>
<b>Total for Output 4</b>	<b>97,143</b>	<b>41,310</b>	<b>41,310</b>	<b>84,738</b>	<b>264,500</b>
<b>Project Management (PM)</b>					
<b><u>Activity Result 5.1. Project inception</u></b>					
5.1.1. Get approval of ProDoc					
5.1.2. Confirm funding for project					
5.1.3. Finalise the 'Partnership Dialogue' Forum					
5.1.4. Conduct the Partnership Dialogue Forum	7,110				7,110
5.1.5. Mobilise the project team	186,200	186,200	186,200	93,100.00	651,700
5.1.6. Establish agreements with IPs					
5.1.7. Launch the project					
<b><u>Activity Result 5.2: Ongoing running of the project</u></b>					
5.2.1. Project office establishment - Equipment/Furniture	2,857	2,857	2,857	1,428.57	10,000
5.2.2. Project office establishment - IT	3,143	3,143	3,143	1,571.43	11,000
5.2.3. Office supplies	929	929	929	464.29	3,250
5.2.4. Rental and maintenance of other office equipment	2,286	2,286	2,286	1,142.86	8,000
<b><u>Activity Result 5.3. Project communication and reporting</u></b>					
5.3.1. Develop and disseminate knowledge products	2,857	2,857	2,857	1,428.57	10,000
5.4.1. Develop and disseminate regular reports	2,714	2,714	2,714	1,357.14	9,500
<b><u>Activity Result 5.5. Project Assurance</u></b>					
5.5.1. Monitoring and audits	34,985	34,985	34,985	34,985	139,941
5.5.1.1. International Travel - trainings/ workshops/monitoring visits from Suva	5,000	5,000	5,000	2,500	17,500



5.5.1.2. Local Travel - Monitoring visits	1,200	1,200	1,200	600	4,200
5.5.1.3. Local Travel - Project Meetings	3,000	3,000	3,000	1,500	10,500
5.5.1.4. Regular audits	5,714	5,714	5,714	2,857	20,000
5.5.2. Formal evaluation					
5.5.2.1. Mid-Term Evaluation (Int Consultant)		20,000			20,000
5.5.2.2. Terminal Evaluation (Int Consultant)				20,000	20,000
<i>Total for PM</i>	<b>257,995</b>	<b>270,885</b>	<b>250,885</b>	<b>162,935</b>	<b>942,701</b>
<b>Total for all outputs and PM</b>	<b>819,370</b>	<b>734,310</b>	<b>714,310</b>	<b>507,710</b>	<b>2,775,701</b>
AA fee (1%)					30,000
Budget after AA fee					2,970,000
PUNO cost (7%)					194,299
Budget after PUNO costs					2,775,701
<b>Grand Total</b>	<b>819,370</b>	<b>734,310</b>	<b>714,310</b>	<b>507,710</b>	<b>3,000,000</b>



## Annex 4: Partners' background and partnership arrangements

### A. Partners background

#### 1. Ministry of Women, Community and Social Development (MWCSO)

The MWCSO has been in operation since its establishment under the Ministry of Women Affairs Act 1990. This was in response to the government's vision for a strong focus on women and gender equality issues in Samoa. In 2003, the Ministry was further restructured following a whole of government restructure under the Ministerial and Departmental Arrangements Act 2003. It led to an amalgamation of the women, youth and internal affairs and functions under one Ministry, the MWCSO. The sports and cultural affairs (under the Ministry of Youth, Sports and Cultural Affairs Act 1993) were merged under the Ministry of Education, Sports and Culture. MWCSO administers the Ministry of Women Affairs Act 1990, Ministry of Internal Affairs Acts 1995 and the 'youth' component of the Ministry of Youth, Sports and Cultural Affairs Act 1993. The restructuring was in response to a lack of an integrated approach to 'social' and 'community' development aspects in Samoa. The MWCSO then consisted of six divisions: (i) Internal Affairs, (ii) Women, (iii) Youth, (iv) Research, Policy, Planning and Information Processing, (v) Government Printing and (vi) Corporate Services. In addition, the Ministry took on a leading and coordinating role for the community sector, hence responsible for leading the initiation, development, monitoring and evaluation of policy and planning functions for the sector.

Under the leadership of the current CEO from since 2015, the Ministry was further restructured in 2016. The three core functional divisions of Internal Affairs, Women and Youth were restructured as the Governance, Social Development and Economic Empowerment divisions. The intention is to mainstream gender equality, youth development, child protection and disability functions into the work of the new three divisions as well as the sector. The MWCSO is the government's agency responsible for leading public policy development on community and social development with disability and gender equality as cross-cutting issues. Anecdotal evidence suggests that the Ministry's capacity to deliver policy intentions as specified under Samoa Community Development Plan (2016-2021) and other policy documents is beyond its current staff capacity.

WILS's link to Samoa's overarching policy on gender equality and in the area of women political participation is articulated in Samoa Community Development Plan (2016-2021) Outcome 1: ***Improved Inclusive Governance at all levels and Community Development*** as well as Samoa National Policy for Gender Equality (2016-2020) Policy Priority Outcome 4: ***Increased participation women in public leadership and decision making***. MWCSO's strategy for achieving these outcomes is through inclusive participation of community and village institutions via the district development planning process. This process is being piloted with four district plans completed. The intention is for gender equality to be mainstreamed into the district development planning and there should be an increase in women's participation in decision making.

A major focus on supporting gender equality in Samoa is provided via the ***Samoa Women Shaping Development Program*** (SWSDP), implemented through MWCSO. This is part of the DFAT AUD\$320 million supported *Pacific Women Shaping Pacific Development (Pacific Women) Program* covering 14 Pacific Islands Forum Countries. The program sought to increase women representation in decision making roles, expand economic opportunities for women, reduce violence against women, and increase access to services for women.

In line with Samoa-Australia Partnership Agreement and Samoa Community Development Plan (2016-2021), the Pacific Women Samoa Country Plan (2015-2020) committed AUD\$9.3 million over the remaining eight years of the program (2014-2022) and \$3.8 million for the first 5 year period (2015-2020) to improve gender equality through *increased women's economic empowerment, increased participation of women in public life and decision-making, and reduced incidence of gender based violence*. The program further support two enabling outcomes - increased institutional and technical capacity in gender analysis across Samoan government, civil society and private sector organisations and increased knowledge and learning on gender equality across Samoan government, civil society and private sector organisations.

Only AUD\$918,737 (i.e. 24%) of the AUD\$3.8 million allocation for phase 1 (2015-2020) has been disbursed by September 2017. For the 'increased participation of women in public life and decision-making', WST545,109 was spent for three activities under this output – community conversations, leadership training and mentoring programs for WinLA and district development planning. Delays in implementation questioned



the MWCSO's capacity to implement 23 activities under the SWSDP by themselves and with limited role played by potential local partners in delivery.

MWCSO was a representative of the IPPWS Steering Committee, this in a way facilitated the linkage of the IPPWS to overall government's policy and priorities as well as developmental work in the sector. There is a need for WILS to maintain this connection so that the project is complementing and is adding value, rather than duplicating other development initiatives. WILS will need to align its project outcomes and activities aimed at strengthening women's leadership to government policies and developmental work that is undertaken.

## **2. Women in Leadership Advocacy (WinLA)**

WinLA is a network of approximately 30 women current and former Members of Parliament, Chief Executive Officers and Public Service Commissioners in Samoa. Its main objectives are to empower members to more effectively exercise leadership in their current roles; identify and support emerging women and youth leaders; and strengthen women's contribution to positive political and economic development in Samoa. Led by Deputy PM, Hon. Fiamē Naomi Mata'afa, WinLA is one of the few locally led initiatives working to support current and emerging leaders, and to address the issue of women's representation in elected leadership. Its members are well placed to advocate for legislative and other changes, raise awareness, and to provide mentorship and guidance to aspiring future leaders.

In 2017, and with support provided by the DFAT Regional Pacific Leadership Programme (PLP), WinLA conducted two seminars on women political leadership; i) 8 – 9 February 2017 'Paving the way for future Women Members of Parliament', and ii) 21 August 2017 'Pathway to Parliament'. One key outcome of these seminars was a draft 'Pathway of Parliament Checklist' for potential candidates. Further, WinLA is implementing a mentoring programme for government's Assistant CEOs and the Ministry of Women, Community and Social Development (MWCSO) is being selected to provide Secretariat support for this mentoring programme.

WinLA already has an established network of prominent women leaders in government. WILS can utilize this existing mechanism for the implementation of some activities that complement WinLA's interest and mandate, and exploiting its power-based for high level political support for the project activities. WinLA can provide the space for difficult and politically sensitive issues to be discussed at its forum, outside individual Ministerial territorial focus, with the hope that those issues will get elevated to the government's decision making level through these women in higher formal authorities. One key issue with WinLA is that it is generally viewed as an exclusive group, yet to extend its mandate and power-based for a more outward focus on women issues at the community, private sector and civil society levels. There is however potential for WinLA to extend its focus provided there is support to enable them to do so.

## **3. Samoa National Leadership Development Forum (SNLDF)**

The SNLDF, led by Deputy PM, Hon. Fiamē Naomi Mataafa, is an informal coalition convened with PLP support in 2012, to explore and discuss, hold public dialogue, and conduct research, on Samoa's developmental leadership issues. SNLDF's initial set-up included Hon. Deputy PM Fiamē Naomi Mataafa, Director of the NUS Centre for Samoan Studies (CSS), Professor Leasiolagi Malama Meleisea, and PLP Samoa Country Representative. Given it is an issue-based dialogical forum, SNLDF in 2016 evolved to include in its membership other partners (those supported by PLP) such as the Office of the Electoral Commissioner (OEC), Leadership Samoa, Samoa Chamber of Commerce and Industry (SCCI), Samoa National Youth Council (SNYC), MWCSO and Samoa Cultural Centre (SCC). Bringing these partners together under SNLDF was also needed to facilitate a collaborative focus on issues affecting political, private sector, civil society, youth and women developmental leadership in Samoa. SNLDF's former activities included:

- public debates on matters such as improving village governance and tensions between traditional and modern governance systems;
- Samoa Institute of Directors' pilot interventions to address governance issues with school committees;
- a pilot village protocols capacity building programme – e.g. village council protocols and cultural language training offered through the Samoa Cultural Centre;
- supporting the Samoa Electoral Commissioner Office (SOEC) in the identification of issues, needed research and analyses to build knowledge and dialogues on required policy changes concerning elections;
- supporting the WinLA in its women political empowerment initiatives and activities; and



- 22 – 25 May 2016 ‘National Conference on Democracy and Development in Samoa: The Role of Elections’ held at Hotel Tanoa Tusitala. The report on this conference is available upon request.

All partners under SNLDF (except CSS) attended the 2016 Adaptive Leadership Training delivered by the Cambridge Leadership Academy. Some trainers continued to provide these trainings locally. SNLDF is a fairly new, ad hoc and informal issue-based coalition. The preference for such a loose set-up is to allow a safe space for members to come together and discuss issues in a free, apolitical and open manner. The challenge for the SNLDF is who takes the lead in facilitating and administering its work given its loose structure. Given SNLDF’s purpose, the intention was for the CSS to take the lead mainly because of its mandate within NUS’s academic and independent research focus. However, most of the SNLDF work had been facilitated by the PLP Samoa Country Representative. PLP was officially closed in December 2017. Despite these challenges, there is potential for WILS to continue the SNLDF platform under Fiamē and Leasialagi’s leadership for discourse, research and knowledge building work. Given SNLDF’s background, working with Fiamē and Malama will bring invaluable academic and research insights to the WILS. Having a woman at the political level with those insights would add value to building understanding on conceptualisation and contextualisation issues/aspects of the Project.

#### **4. Samoa Umbrella for Non-Governmental Organisations Incorporated (SUNGO)**

Founded in 1997, SUNGO has been an Incorporated Society since 1998. It was established to provide alternative development options and assistance to vulnerable groups and policy inputs on issues concerning Non-Governmental Organisations (NGOs) in Samoa. Its vision is ‘*Samoa has a competent and confident civil society sector that promotes sustainable development and improved quality of life for the people of Samoa*’. Its mission is ‘*providing information, capacity building, research, opportunities, and advocacy for civil society in Samoa*’ (SUNGO’s Constitution).

SUNGO has about 150 affiliates which are NGOs, Community Based Organisations (CBOs) and Civil Society Organisations (CSOs). SUNGO is governed by a board of four members and an Executive Council of six members. The office is managed by a CEO (post is currently vacant and is being advertised) and about nine staff.

SUNGO has been providing training and has been an advocate of key issues in Samoa such as climate change, health, disability, CEDAW and others. Under IPPWS, SUNGO was given US\$30,000 to implement outreach and advocacy activities for outreach and advocacy on political participation of women. They carried out the Training of Trainers program for SUNGO trainers and incorporated into their schedule for 2015, advocacy and outreach on the elections, 2013 Constitutional Amendment and voting for women. Estimated number of people reached by SUNGO in their advocacy and outreach programme was 500.

#### **5. Samoa Ala Mai**

Samoa Ala Mai emerged out of the UNDP Transformational Leadership Development Programme in 2013. It then identified itself as a group that focus on identifying and supporting women who should run for parliament. Samoa Ala Mai was a mushroom organization that grew out of consultations regarding the design of IPPWS. It did not exist before the project was started. It is a registered NGO. US\$19,700 was provided to Samoa Ala Mai to implement their community outreach programme mainly through Radio Talk Back shows. Samoa Ala Mai has not been active since the end of the elections and IPPWS.

#### **6. National Council of Women (NCW)**

NCW is one of the oldest national women organisations in Samoa. Its President is Deputy PM, Hon Fiamē Naomi Mataafa and its Secretary is Pamela Sua. NCW’s members consist of village-based women from women village committees.

Under IPPWS, US\$29,000 was provided to the NCW to implement two symposiums in Savaii and Upolu as part of its outreach programme. The estimated number of people reached by NCW was 20,000. NCW was expected to adopt the Communications Conversation (CC) Framework and Handbook provided as part of the UNDP Transformational Leadership Development Programme. However, NCW was ‘empathic that they did not need training for outreach as they already had developed traditional methodologies that they would use for their work’ (Afamasaga, 2016, p. 11). These traditional methodologies could be referred to the use of songs, poems, storytelling, and oratory speech making as tools for advocating and getting a message through to the local people. Views about the effectiveness and benefits of using these traditional methodologies are



mixed. The MWCSD's review of the CCs (yet to happen) will hope to provide more information about the effectiveness of the CC Framework versus traditional methodologies and lessons learnt from CCs that were implemented.

## **7. Pan Pacific South East Asia Women's Association (PPSEAWA)**

Samoa is a member of the PPSEAWA, an international women's volunteer organisation devoted to families, peace and understanding in the Pacific and Southeast Asia. Its local counterpart in Samoa is Dr Papalii Viopapa Annandale. Since the founding of PPSEAWA in 1928, in Hawaii, its membership has grown to 23 national associations, many having several local chapters. It is financed by contributions from individuals, organizations, and PPSEAWA member associations. PPSEAWA has Consultative Status in Category II to the United Nations Economic and Social Council (ECOSOC), with the privilege and responsibility of making its voice heard in international decision-making. The organization is represented at the United Nations in New York, and Geneva, and at ESCAP, UNICEF, and UNESCO.

PPSEAWA did not play a role as an implementer of the IPPWS, but members were consistent participants in workshops and programme activities.

## **8. Samoa Teachers' Association**

The Samoa Teacher's Association (STA) is one of the oldest professional grouping in Samoa. The teaching profession is dominated by females or women and has a wide community outreach that the WILS can utilise for its community and village activities. This advantage was not utilised by the IPPWS and it is an avenue that the WILS can consider and use for the roll-out of its village/district programs. Teachers are well respected professions in the villages and WILS can see the need to partner and work with teachers on its village/district targeted leadership initiative.

## **9. Women in Business Development Incorporated**

WIBDI was established in 1991 initially to meet the needs of urban women. In the face of back-to-back cyclones, they encouraged urban women to undertake cash-crops to supplement family incomes. Over the years ahead WIBDI shifted their focus to women living in rural villages providing skills based training for women to improve quality and marketability of their products. Most recently WIBDI has become the conduit for small producers in niche fields (e.g. organic) to access global markets and thereby assist rural and urban women to improve their standards of living and for youth to be trained in ways to engage in entrepreneurial agriculture for the 21st century.

WIBDI has received financial support from UNDP under the ONE-UN YEP (Youth Employment Programme), receiving \$170,000 for the Organic Warriors Programme and equipment for its newly opened warehouse. WIBDI works on both islands of Samoa including in 183 Samoan villages. At any given point WIBDI works with hundreds of individuals with a permanent staff of around a dozen based in the Apia main office and dozens more involved as partners, suppliers etc.

Under the YEP-IPm WIBDI participated in the SIDS conference where WIBDI trained and supported young farmer to provide organic food for the four day event. At the end of YEP-IP an analysis of the performance of WIBDI was undertaken by the Ministry of Women, Community and Social Development, and WIBDI was found to have performed exceptionally well in meeting delivery targets and accountability for the funds provided to them. Due to the success of the YEP-IP, particularly in the organic farming component, the UNDP actively engaged in mobilizing more resources for up-scaling the organic farming component through a Pacific regional youth employment programme to be funded under the Sustainable Development Goals (SDGs) Trust Fund. The US\$500,000 project was signed by UNDP, IFAD and the Government of Samoa in November 2015 and the first tranche of funds received in February 2016.

In 2017 there were 13 Trainings undertaken in 2017 that attracted 523 graduates. 21 youth members or graduates of the Organic Warrior programme were hired by WIBDI as casual staff members with and some have now become full time staff members undertaking field officer roles in both Savaii and Upolu. In addition, 11 youth members have actively participated in the WIBDI Organic Night Market throughout 2017

Despite some difficulties in following up reports, WIBDI has been a strong long term implementing partner. They have strong connections to rural youth, particularly young women and excellent political and organisational capital. While they did not participate in IPPWS I, it is clear that they have the capacity to train large numbers of rural youth and it would be good to further liaise with them on their interest and capacity to incorporate leadership into their repertoire of activities.







## B. Partnership arrangements

Sector/Area	Partners	Role/Mandate	Role in the Project	Capacity Assessment <sup>xv</sup>
Government	MWCSD	Community Development	Policy, Coordination	
	OCLA	Legislative Development	Policy, MPs and Women	
	OEC	Elections	Candidates Support, Civil Awareness and Advocacy	
	MoF	Finance	Policy, Coordination	
	MESC	Curriculum	Policy, Civic Awareness	
	WinLA	Women advocacy	Advocacy/Lobby, Network, Dialogue	
Academic	NUS	Academic	Research, Literature, Discourse	
	SNLDF	Policy discourse/dialogue	Research, Literature, Discourse	
NGOs / Community	SUNGO	Women advocacy	Advocacy/Lobby, Network (NGOs), Dialogue	
	NCW Samoa Women's Development Committee	Women advocacy	Advocacy/Lobby, Network (Village level), Dialogue	
	Samoa Ala Mai	Women advocacy Women youth advocacy	Advocacy/Lobby, Network (Urban Women), Dialogue	
	PPSAWA	Women advocacy	Advocacy/Lobby, Network (Regional), Dialogue	
	STA	Teachers advocacy	Advocacy/Lobby, Network (Village level), Dialogue	
	SNYC	Youth advocacy	Advocacy/Lobby, Network (Youth), Dialogue	
	YMCA	Youth advocacy	Advocacy/Lobby, Network (Women Youth), Dialogue	
	LS	Leadership training	Leadership Training, Emerging Leaders Alumni	
	SCCI	Private sector	Advocacy/Lobby, Network (Women Entrepreneurs Network)	
	WIBDI	Women economic empowerment	Advocacy/Lobby, Network (Women in Business), Dialogue	
Media	TV1, TV2, TV3	Media	Advocacy and communications	
	Media Association			
	Samoa Observer			
Region	PWPP	Global and regional institutions	Knowledge and policy brokers, technical assistance, research, networks	
	USP			
Global	CPA			
	IPU			

<sup>xv</sup> To conduct once the Project document and funding are approved



## **Annex 5: Project team - Terms of reference**

### **A. Steering Committee**

The Steering Committee will have overall responsibility for providing strategic guidance and oversight for the implementation of the Project. It is responsible for making consensus based management decisions concerning project issues and risks, and will provide advice and guidance to the Project Manager. Approval of any significant project revisions and of the Annual Work Plan (AWP) is a key role of the Steering Committee. The Steering Committee will be used as a mechanism for leveraging partnerships and mobilizing resources for the implementation of the Project. Project reviews by the Steering Committee will be made at designated decision points during the running of the Project, or as necessary when raised by the Project Manager. The Project Manager will consult the Steering Committee for decisions if or when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

In particular, the Steering Committee will:

1. Provide strategic guidance and advice to the Project Manager on project related activities particularly on specific problems and issues that may have a bearing on the progress of the achievements of the Project;
2. Review and approve proposed AWP's in consultation with the Government of Samoa, DFAT, UNDP and UN Women;
3. Help facilitate and ensure that targets identified in the AWP's are met within agreed timeframes and with given resource allocations and provide alternative remedial solutions where the need arises;
4. Facilitate exchange of information on awareness of project developments, lessons learnt and best practices; and
5. Fulfil any other responsibilities that may be identified for the Steering Committee by the Government of Samoa, DFAT, UNDP, UN Women and other stakeholders.



## **B. Project Advisory Group**

The Project Advisory Group (PAG) will be responsible for providing guidance to the Steering Committee. The PAG will discuss and explore key contextual aspects related to Samoan culture and the way of life, including risks and innovative approaches to mitigate risks and to further build on structures and procedures already in place in Samoan culture in relation to the activities in this Project.

The PAG will also be used as a mechanism for leveraging partnerships and collecting perceptions and ideas from individuals who are experienced with the context of women's leadership in Samoa, including past and current MPs, past and current candidates, community and church leaders, key stakeholders and women representatives.

In particular, the PAG will:

1. Provide guidance and advice to the Steering Committee on project related activities particularly on specific contextual problems and issues that may have a bearing in the planning and implementation phases of the Project;
2. Review the proposed AWP and give realistic advice and guidance;
3. Facilitate exchange of information on contextual issues and current issues facing the community including experience with lessons learnt and best practices in their fields of expertise;
4. Seek and provide specialist advice when needed on the Project implementation; and
5. Fulfil any other responsibilities that may be identified for the PAG by the Steering Committee, Project Manager and other partners.



## C. Project Manager

### I. Position information

Project title:	Women in Leadership in Samoa (WILS)
Project Number:	TBC
Job Code Title:	Project Manager
Employment Duration:	Three and a half years ( 2018 - 2021)
Working nature:	Full-time assignment
Working hours:	40 hours a week
Duty station:	Apia, Samoa
Pre-classified Grade:	TBC
Supervisor:	Assistant Resident Representative, Governance and Poverty Reduction Unit

### II. Background and objectives

Increasing women's representation in leadership roles and securing their participation in decision making and political life at national and community levels is crucial to achieving gender equality and democratic sustainable development. The link between women's presence in national legislatures, community leadership, and human development is clearly outlined in the UN Sustainable Development Goals to promote gender equality and empower women.

Samoa has made significant advances in developing and promoting gender equality. There remain, however, enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, including government boards. In the aftermath of the implementation of the Increasing the Political Participation of Women in Samoa (IPPWS) Project, the lessons learnt from this Phase I indicated a need to continue to build on the work undertaken to strengthen women's leadership and gender equality through the implementation of a follow-up phase.

The 'Women in Leadership in Samoa' (WILS) Project (IPPWS Phase II) contributes to ongoing efforts aimed at improving gender equality in Samoa. It aims to strengthen women's leadership targeting women in the community, younger (emerging) women, and potential candidates for the upcoming elections. Through partnerships, networks, advocacy, outreach, civic awareness and capacity building initiatives, the Project hopes for an increased civic awareness of the need for inclusive and effective women's participation and representation. Women should be able to learn new skills, have more confidence and feel motivated to exercise leadership in their communities and willing to engage with gender equality and development issues. Further Parliamentarians will be encouraged to operationalize the Sustainable Development Agenda in Samoa, noting that without strengthening gender equality the SDGs cannot be achieved. The Project will partner with existing regional programs for Parliamentarians and women's participation. Finally, the Project will be a regional source of knowledge through continued research and analysis, and with South-South exchanges for experiences and lessons sharing with counterparts and other actors.

Under the overall supervision of the UNDP Assistant Resident Representative (ARR), Governance and Poverty Reduction Unit and Deputy Resident Representative (DRR), and in close cooperation with the Steering Committee and Project Advisory Group, the Project Manager is responsible for the overall leadership, management and implementation of the Project, including all substantive and administrative matters.

### III. Duties and responsibilities

#### 1. Overall leadership and management of the Project

- Lead the Project team, counterparts and implementing partners in the overall management and implementation of the Project.
- Manage and coordinate Project functions, ranging from substantive issues (re Project purpose, direction, focus and scope), to Project human resource, financial, information management, communication, and administrative aspects.
- Update the Project's strategic direction and Project Document Design in discussions with stakeholders and counterparts to facilitate relevance, effectiveness and value for money.
- Ensure strategic planning and systematic coordination of Project activities.



- e) Manage day-to-day implementation and coordination of Project activities including delivering modalities and partnerships aspects.
- f) Ensure all interested parties, partners and stakeholders are informed about the Project re objectives, activities, progress and results.
- g) Identify required support and advice for the effective and efficient management, planning and control of the Project.

## **2. *Running the Project***

- a) Plan Project activities and monitor progress against quality assurance requirements.
- b) Mobilise required human resources, goods and services for Project implementation.
- c) Monitor Project activities, programs and events and reports against the Project Monitoring and Evaluation Framework Community Strategy.
- d) In line with UN policies and procedures, manage provisions of financial resources by UNDP, using advance of funds, direct payments, reimbursement, etc.
- e) Monitor financial resources and accounting and ensure accuracy and reliability of financial reports.
- f) Manage, monitor and update Project risks and advise the Steering Committee accordingly for decisions on possible actions if required.
- g) Ensure timely preparation and submission of Project Annual and Quarterly Work Plans and Reports (progress, substantial and financial).

## **3. *Closing the Project***

- a) Prepare Final Project Review Reports for consideration of the Steering Committee.
- b) Identify follow-on actions and submit them for consideration by the Steering Committee.
- c) Manage the transfer of Project deliverables, documents, files, equipment and materials to national beneficiaries.
- d) Prepare final CDR/FACE for signature by UNDP and Implementing Partners.

# **III. Selection criteria – knowledge, skills, experiences and competencies**

## **1. *Qualification***

- Minimum of a Bachelor Degree in the Social Science fields such as Political Science, Management, Public Policy, Public Administration Economics, Social Work or any other relevant field

## **2. *Experiences***

- At least 7 years of relevant work experience in community or organisational development, programme management, gender and development work
- Able to demonstrate an understanding about the field of the Project
- Demonstrated experience in gender analysis, policy development and project management
- Good understanding of social-political and economic issues in Samoa
- Excellent leadership, networking, stakeholder management and problem solving skills
- Excellent report writing and advanced knowledge of computer office software packages
- Excellent oral and written communication skills (English and Samoan)

## **3. *Competencies***

- Highly effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines
- Ability to foster good working relationships with colleagues and partners
- Self-motivated and able to work independently
- Creative thinking and emotional intelligence



## D. Project Officer

### I. Position information

Project title:	Women in Leadership in Samoa (WILS)
Project Number:	TBC
Job Code Title:	Project Officer
Employment Duration:	Three and a half years ( 2018 - 2021)
Working nature:	Full-time assignment
Working hours:	40 hours a week
Duty station:	Apia, Samoa
Pre-classified Grade:	SC-8
Supervisor:	Project Manager

### II. Background and objectives

Increasing women's representation in leadership roles and securing their participation in decision making and political life at national and community levels is crucial to achieving gender equality and democratic sustainable development. The link between women's presence in national legislatures, community leadership, and human development is clearly outlined in the UN Sustainable Development Goals to promote gender equality and empower women.

Samoa has made significant advances in developing and promoting gender equality. There remain, however, enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, including government boards. In the aftermath of the implementation of the Increasing the Political Participation of Women in Samoa (IPPWS) Project, the lessons learnt from this Phase I indicated a need to continue to build on the work undertaken to strengthen women's leadership and gender equality through the implementation of a follow-up phase.

The 'Women in Leadership in Samoa' (WILS) Project (IPPWS Phase II) contributes to ongoing efforts aimed at improving gender equality in Samoa. It aims to strengthen women's leadership targeting women in the community, younger (emerging) women, and potential candidates for the upcoming elections. Through partnerships, networks, advocacy, outreach, civic awareness and capacity building initiatives, the Project hopes for an increased civic awareness of the need for inclusive and effective women's participation and representation. Women should be able to learn new skills, have more confidence and feel motivated to exercise leadership in their communities and willing to engage with gender equality and development issues. Further Parliamentarians will be encouraged to operationalize the Sustainable Development Agenda in Samoa, noting that without strengthening gender equality the SDGs cannot be achieved. The Project will partner with existing regional programs for Parliamentarians and women's participation. Finally, the Project will be a regional source of knowledge through continued research and analysis, and with South-South exchanges for experiences and lessons sharing with counterparts and other actors.

Under the overall guidance and supervision of the Project Manager, the Project Officer is responsible for providing day-to-day administration support to ensure effective and efficient implementation of the Project. This includes performance of administrative functions such as procurement, finance, human resource management, information management, secretariat and office support, and general administration. The Project Officer also contributes to effective and efficient monitoring and evaluation of the Project, which involves data collection and analysis, report writing, communication, and information dissemination.

### III. Duties and responsibilities

#### 1. *Project planning, budgeting, financial, human resource and information management assistance*

- Perform Project financial, human resource and information management, procurement, and administrative functions in accordance with relevant policies and procedures.
- Assist with planning of the Project which include preparation, compilation and submission of work plans, project documents, budgets, agreements and other requirements
- Assist with the effective and efficient performance of the Project Monitoring, Evaluation and Assurance activities.



- d) Assist with the quality and timely preparation, compilation and submission of reports, knowledge products, communication requirements and other information on the Project.
- 2. ***Project implementation support***
  - a) Prepare budget revisions, updates and reports.
  - b) Schedule, organise and ensure preparations for meetings of the Steering Committee and Project Advisory Group. Document meeting proceedings and circulate to members and counterparts.
  - c) Facilitate audits and ensure operational and financial matters are dealt with in an effective and timely manner.
  - d) Assist with facilitating implementation arrangements with counterparts and implementing partners including follow-ups on implementation of activities with partners and activities as well information and reports
  - e) Update database of the relevant public and development partners - private sector, civil society and other stakeholders who are counterparts for the project
  - f) Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings to the attention of the Project Manager
- 3. ***Administrative support to the Project Management Unit***
  - a) Responsible for the Project's general administration, secretariat and office support.
  - b) Serves as focal point for administrative, personnel, procurement, security and office coordination of project implementation activities
  - c) Liaise with counterparts and implementing partners on aspects such as personnel recruitment and appointment, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, security compliance, etc.
  - d) Ensures proper information management and records keeping of all Project documents and information.
  - e) Provide general office assistance such as response to information requests and inquiries, reviews, logs and routes incoming correspondence, logistics arrangements, organising of meetings, workshops, events, routine administrative tasks, including maintaining attendance records, assessing telephone billing, etc.
  - f) Drafts correspondence on budget-related issues, periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc.

#### **IV. Selection criteria – knowledge, skills, experiences and competencies**

##### **1. *Qualification***

- Minimum of a Bachelor Degree in the Social Science fields such as Political Science, Management, Public Policy, Public Administration Economics, Social Work or any other relevant field

##### **2. *Experiences***

- At least 5 years of relevant work experience in providing management advisory services and hands-on experience in the design, monitoring and evaluation of development projects.
- Demonstrated working experiences in financial and procurement as well as human resource management functions
- Demonstrated working experiences in providing administrative support functions in a project-based working environment
- Excellent knowledge of accounting systems, information management and recording keeping
- Excellent leadership, networking, stakeholder management and problem solving skills
- Excellent report writing and advanced knowledge of computer office software packages and handling of web based management systems
- Excellent oral and written communication skills (English and Samoan)

##### **3. *Competencies***

- Effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines
- Ability to foster good working relationships with colleagues and partners
- Self-motivated and able to work independently
- Reliable and committed to working for the project



## E. Project Communications Officer

### I. Position information

Project title:	Women in Leadership in Samoa (WILS)
Project Number:	TBC
Job Code Title:	Project Communication Officer
Duration of Employment:	Three and a half years ( 2018 - 2021)
Working nature:	Full-time assignment
Working hours:	40 hours a week
Duty station:	Apia, Samoa
Pre-classified Grade:	SC-8
Supervisor:	Project Manager

### II. Background and objectives

Increasing women's representation in leadership roles and securing their participation in decision making and political life at national and community levels is crucial to achieving gender equality and democratic sustainable development. The link between women's presence in national legislatures, community leadership, and human development is clearly outlined in the UN Sustainable Development Goals to promote gender equality and empower women.

Samoa has made significant advances in developing and promoting gender equality. There remain, however, enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, including government boards. In the aftermath of the implementation of the Increasing the Political Participation of Women in Samoa (IPPWS) Project, the lessons learnt from this Phase I indicated a need to continue to build on the work undertaken to strengthen women's leadership and gender equality through the implementation of a follow-up phase.

The 'Women in Leadership in Samoa' (WILS) Project (IPPWS Phase II) contributes to ongoing efforts aimed at improving gender equality in Samoa. It aims to strengthen women's leadership targeting women in the community, younger (emerging) women, and potential candidates for the upcoming elections. Through partnerships, networks, advocacy, outreach, civic awareness and capacity building initiatives, the Project hopes for an increased civic awareness of the need for inclusive and effective women's participation and representation. Women should be able to learn new skills, have more confidence and feel motivated to exercise leadership in their communities and willing to engage with gender equality and development issues. Further Parliamentarians will be encouraged to operationalize the Sustainable Development Agenda in Samoa, noting that without strengthening gender equality the SDGs cannot be achieved. The Project will partner with existing regional programs for Parliamentarians and women's participation. Finally, the Project will be a regional source of knowledge through continued research and analysis, and with South-South exchanges for experiences and lessons sharing with counterparts and other actors.

Under the overall guidance and supervision of the Project Manager, the Project Communication Officer is responsible for the formulation and implementation of the Project's communications, outreach, advocacy and (including support for civic awareness) strategies and activities. He/She also contributes to Project monitoring and evaluation and assist with implementation and administrative functions when required.

### III. Duties and responsibilities

#### 1. *Formulation and implementation of the Project communications and advocacy strategies as well as civic awareness programs*

- a) Prepare and conduct communication needs assessments for the Project on all outputs, initiatives and activities.
- b) Provide information for elaboration of communications and outreach strategy and for consideration and approval of the Project Team, Steering Committee and Advisory Group.
- c) Develop communication materials for advocacy and outreach and civic awareness initiatives, marketing and awareness-raising campaigns, including briefing materials and press releases in coordination with the Project Manager and team.



- d) Liaise with counterparts and implementing partners including the media on the implementation of the Project Communication Strategy, Outreach and Advocacy, and civic awareness programs and activities.
  - e) Organise roundtable discussions, press conferences, briefing sessions, interviews, televised and radio panel discussions and other similar events.
  - f) Provide inputs and researched information in programme formulations to integrate advocacy and communication strategies and civic awareness programs into all aspects of the Project.
  - g) Review reference materials, identify reference materials for retention, and maintain information database and photo library.
- 2. *Elaboration and implementation of the publications strategy and plan***
- a) Provide inputs and information for elaboration of publications on the Project.
  - b) Identify storylines for publications and articles contributing to debates on key development issues.
  - c) Provide technical supervision of translation, adaptation and rewriting of information received, printing and dissemination of publications and audio-visual materials.
  - d) Supervise publications dissemination and liaise with suppliers to ensure production.
  - e) Organise and implement joint outreach and communications activities.
  - f) Prepare timely and quality reports on Project communications, outreach and civic education initiatives and activities.
- 3. *Design and maintenance of Project knowledge products and including online information***
- a) Ensure design and maintenance of the office web sites based on corporate requirements and in cooperation with ICT staff.
  - b) Prepare and ensure quality content for online materials to ensure consistency of the materials
  - c) Ensure facilitation of knowledge building and management
  - d) Identify and synthesize best practices and lessons learned linked to Project objectives and results.
  - e) Contribute to knowledge networks and communities of practice including corporate communications repositories.
  - f) Provide trainings and briefings on Project communications, advocacy and civic awareness requirements as required.
- 4. *Research components of the WILS***
- a) Assist the Program Manager and partners with research requirements under the Project such as video and sound recording as well as making observations of all Project events and activities.
  - b) Document those recordings and observations and extract the key findings for the Project communications, reporting and for other purposes.
  - c) Assist the Project Manager on working with relevant partners (individuals, bodies and institutions) on the efficient and effective design and implementation of the research components and requirements of the Project.

### **III. Selection criteria – knowledge, skills, experiences and competencies**

#### **1. *Qualification***

- Minimum of a Bachelor Degree in the Social Science fields such as Communications, Media, Social Work or any other relevant field

#### **2. *Experiences***

- At least 5 years of relevant work experience at the national level in providing communication packages to promote the activities of development programs and projects.
- Demonstrated working experiences in providing communications functions preferably for project-based work
- Excellent knowledge of accounting systems, information management and recording keeping
- Excellent leadership, networking, stakeholder management and problem solving skills
- Excellent report writing and advanced knowledge of computer office software packages and handling of web based management systems
- Excellent oral and written communication skills (English and Samoan)

#### **3. *Competencies***

- Effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines
- Ability to foster good working relationships with colleagues and partners



- Self-motivated and able to work independently
- Reliable and committed to working for the project



## Annex 6: Monitoring and evaluation framework

Indicators	Baselines	Targets	Source/Mean Of Verification	Risks
Project Outcome: Strengthened women’s leadership and gender equality in Samoa				
Number of existing women leaders with more confidence in leading community in addressing challenges and problems	TBC Q1 Year 1	TBC Q1 Year 1	Project reports	1. Elections are delayed 2. Attitudes and practices of village councils and church committees negatively influence the outcomes 3. Gender blind policies and practices 4. Active opposition from external groups
Number of new women leaders motivated and supported to engage at village, district and national levels	TBC Q1 Year 1	TBC Q1 Year 1	Project reports	
Increase in focus on women’s leadership and gender equality issues through improvement in women coalitions and networks	TBC Q1 Year 1	TBC Q1 Year 1	Project reports	
Changes in the perception of women’s leadership in the wider community	TBC Q1 Year 1	TBC Q1 Year 1	Perception survey	
Number of votes cast for women cumulatively in 2021	TBC Q1 Year 1	TBC Q1 Year 1	Data collected from the OEC	
Number of women running for election in 2021	24 in 2016	30 in 2021		
Number of women who will hopefully get elected into parliament	4 +1 in 2016	7 in 2021		
Documented evidence on the roles of women leaders in Samoa	TBC Q1 Year 1	TBC Q1 Year 1	Reports, literature available	
Output 1: Strengthened opportunities for women’s participation in leadership pathways				
Number of women participating in training and project activities	24 in 2016	60 in 2021 (women in community, including partner/stakeholder representatives )	Project reports and information collected from MWCSO and implementing partners	1. Elections are delayed 2. Attitudes and practices of village councils and church committees negatively influence the outcomes 3. Gender blind policies and practices 4. Active opposition from external groups
Number of women on village and district development committees and are involved in community development projects/initiatives	TBC Q1 Year 1	60 in 2021		
Extent to which women having confidence to exercise leadership - engaging with development issues	TBC Q1 Year 1	TBC Q1 Year 1		
Extent to which women networks and coalitions involved in issues	TBC Q1 Year 1	TBC Q1 Year 1		
Number of villages that allow women to sit on village councils	17 do not allow	5 (from 17) allow women		
Number of women participating in village councils	TBC Q1 Year 1	5% increase		
Number of young women engaged with the Project and other similar initiatives	TBC Q1 Year 1	5% increase		



Output 2: Promoting political inclusivity and supporting women’s political participation through a focus on development				
Number of MPs who participate in briefings	Ad hoc participation to date	30% of MPs participate in development briefings	Project reports Information collected from OCLA	1. A lack of interest/support by MPs 2. Gender blind policies and practices 3. Active opposition by MPs 4. Active opposition from external groups
Number of briefings held	ad hoc to date	4 each year		
Extent of improvement in MPs' understanding of their parliamentary roles and the role of women in national development	ad hoc to date	TBC Q1 Year 1		
Number of women candidates who run in 2021	24 in 2016	30 in 2021	Data collected from the OEC	
Extent to which female candidates feel prepared for elections	TBC Q3 Year 1 (Survey)	TBC Q3 Year 1 (Survey)	Survey conducted by UNDP post elections	
Output 3: Increased public awareness of and engagement in inclusive and effective political participation				
Quality of media reporting on women, and gender equality in political leadership	Media survey in Q2 Year 1	Q2 Year 1 and Year 3	Media survey conducted 2021	1. Elections are delayed 2. Attitudes and practices of village councils and church committees negatively influence the outcomes 3. Gender blind policies and practices 4. Active opposition from external groups
Extent of improvement on civic awareness in urban and rural communities	Community survey in Q2	Q2 Year 1 and Year 3	Community survey in 2021	
Output 4: Sharing knowledge of Samoa’s experience in promoting women’s leadership				
Number of knowledge products and research outputs published	N/A	1 report per year	Project reports	1. A lack of suitable research capacity
Perceptions of conference participants	N/A	70 per cent positive	Perception survey following conference	



## Annex 7: Evaluation plan

<b>Evaluation Title</b>	<b>Partners (Joint Evaluation)</b>	<b>UNDP Strategic Plan Component</b>	<b>CPD or CPAP Outcome</b>	<b>Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Resources for Evaluation and Sources of Funding</b>
WILS Mid-Term Evaluation						
WILS Terminal Evaluation						



## Annex 8: Risk log

#	Description	Date Identified	Identified by	Type	Impact and Probability	Counter Measures / Management Response	Owner	Updated by	Last Update	Status
1	Funding gaps / funding uncertainty	Oct 2017	Jennifer Namgyal	Financial	Delay in launch, implementation leading to loss in momentum  P=2 I=2	Ongoing resource mobilisation efforts with donors, discussions with Government	UNDP	Potoae Roberts	February 2018	<ul style="list-style-type: none"> <li>Positive discussions with key donors, pending finalisation of prodoc.</li> <li>DFAT agreed in mid-December 2017 on funding with amount yet to be confirmed</li> <li>DFAT's comments received on Project Documents</li> </ul>
2	Political opposition to the proposed project activities	Oct 2017	Jennifer Namgyal	Political	Diminished commitment from key project partners  P=3 I=3	<ul style="list-style-type: none"> <li>Work in partnership with Government counterparts to ground work in the SDG agenda</li> <li>Strengthen relations with Parliament through the work of Output 2</li> <li>Maintain political support through PM, Deputy PM and other women MPs</li> </ul>	UNDP	Potoae Roberts	February 2018	<ul style="list-style-type: none"> <li>PM and DPM have been key supporters of women's leadership and improved representation, and has been consulted in the preparation of this document</li> <li>Ongoing engagement with DPM and other women MPs through WinLA (for example) as a key partner of the project as well as their involvement in the project</li> </ul>
3	Partner willingness and capacity to implement activities may be limited	Oct 2017	Jennifer Namgyal	Operational / Programme	Implementation difficulties  P=2 I=4	<ul style="list-style-type: none"> <li>Capacity assessments for partners, and inclusion of partners in training and capacity development exercises</li> <li>Continue genuine engagement with partners and building shared and better understanding of partners' capacity issues</li> </ul>	UNDP	Potoae Roberts	January 2018	<ul style="list-style-type: none"> <li>Capacity assessments to be completed leading up to the proposed Partners Dialogue prior to the inception of implementation</li> </ul>
4	Duplication of activities with other partners and stakeholders working in this field	Oct 2017	Jennifer Namgyal	Operational/ Programme	Confusion amongst beneficiaries, ineffective use of funding, delays in implementation  P=2 I=1	<ul style="list-style-type: none"> <li>Regular stakeholder engagement, continued discussion with key partners in Samoa and in the region</li> </ul>	UNDP	Potoae Roberts	January 2018	<ul style="list-style-type: none"> <li>Further engagement through the proposed Partners Dialogue and Annual stakeholder forum</li> </ul>



5	Elections held earlier or later than the proposed date of early 2021	Oct 2017	Jennifer Namgyal	Political	<p>Full programme of planned events may not be held, or funds are depleted due to delays</p> <p>P=2 I=1</p>	<ul style="list-style-type: none"> <li>• Development of alternative programme identifying activities which can be implemented outside the original timeframe</li> <li>• Ongoing discussions and negotiations with donors and partners on flexibility to implement activities outside the original timeframe</li> <li>• Continuous revisions of the programme in response to any relevant changes in the implementing environment</li> </ul>	UNDP	Potoae Roberts	January 2018	Ongoing
6	Reputational risks – unrealistic expectation and willing of women to participate in the project activities	January 2017	Potoae Roberts	Strategic	<p>Unrealistic expectation of what the project can achieve at the end of its 3.5 years (e.g. number of women participated in trainings and do not become successful in the next election)</p> <p>P=2 I=4</p>	<ul style="list-style-type: none"> <li>• During advocacy activities and engagement with partners, build shared and a good understanding about the complexity of the issues (i.e. improved women's leadership and representation) that this type of project is trying to address given deeply held beliefs about the status of women in society.</li> <li>• Continuously review the Project in light of what it can achieve.</li> <li>• Ongoing communication about what the project can realistically achieve under its timeframe and resources</li> </ul>	UNDP	Potoae Roberts	February 2018	Ongoing



## Annex 9: Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

<b>Project Information</b>	
1. Project Title	Women in Leadership in Samoa (WILS)
2. Project Number	TBP
3. Location (Global/Region/Country)	Samoa

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

##### ***Briefly describe in the space below how the Project mainstreams the human-rights based approach***

‘Strengthened women’s leadership and gender equality in Samoa’ is the ultimate outcome of the Project. The rationale behind that outcome is to enhance human rights (of women) and to build the leadership capacity of women to engage more effectively with development issues within their villages, communities and at the national level. Through a leadership development focus, civil awareness, advocacy and outreach programs, building women’s networks/coalitions as well capacity building programs for MPs, local institutions and actors could encourage a more gender equitable development agenda and decision making processes. Women are considered as a marginalized group in Samoa’s key political decision making roles (in Parliament, Government boards, village councils, churches, etc.) and the Project seeks to strengthen women’s capacities, networks and dialogue in order for them to advance their leadership opportunities in Samoa. Mainstreaming the human rights based approach is reflected throughout the whole Project Document particularly through clearly identifying in the Project’s ‘results and resources framework’ where the Project contributes to the UN Pacific Strategy, the UNDP and UN Women Strategic Plans, as well as Samoa’s national and sector policy priorities (SDS, Community Sector Plan and Gender Policy).

##### ***Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment***

The Project hopes to contribute to improving gender equality and women’s empowerment through its primary focus on ‘Women in leadership in Samoa’. Its contribution is linked to the key outcomes of the UN Pacific Strategy, UNDP and UN Women’s Strategic Plans as well as Samoa’s national and sector policies that relate fundamentally to improving social inclusion, governance, human rights, and gender equality. Improving gender equality and women’s empowerment is intended to be achieved through the implementation of various activities under the four outputs of ‘strengthened opportunities for women’s participation in leadership pathways’, ‘promoting political inclusivity and supporting women’s political participation through a focus on development’, ‘increased public awareness of and engagement in inclusive and effective political participation’, and ‘sharing knowledge of Samoa’s experience in promoting women’s leadership’. WILS’s outcome indicators are:

- Number of existing women leaders with more confidence in leading community in addressing challenges and problems;
- Number of new women leaders, motivated and supported to engage at village, district and national levels;
- Increase in focus on women’s leadership and gender equality issues through improvement in women coalitions and networks;
- Change in the perception of women’s leadership status in the wider community;
- Number of votes cast for women cumulatively in 2021;
- Number of women candidates running for elections;
- Number of women who will hopefully get elected into parliament; and
- Documented evidence on the roles of women leaders in Samoa

##### ***Briefly describe in the space below how the Project mainstreams environmental sustainability***

WILS’s does not have an (natural/physical) environmental sustainability focus or intended impact, but the Project Document explicitly states a ‘do no harm’ approach meaning that it will not fringe on the rights of individuals and groups in Samoa including those working on the Project from other countries. Also it should not have any adverse impact on the



environment and people of Samoa and will be implemented within the policy and legal framework of the UN and Samoa's government; hence in its implementation it should comply with all the relevant governing laws and policies of Samoa and the UN. The Project does not have any explicit intended implications or effects on the environment given that it is a Project that deals with social-political issues in Samoa. However in the case that the Project when implemented encounters any impact on the environment, then relevant laws and policies governing environmental sustainability matters must be complied with.

## Part B. Identifying and Managing Social and Environmental Risks

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
<p>Risk 1: Risk 1: Political opposition to the proposed project activities</p> <p>Pushback by male politicians who see strengthening women's leadership and gender quality as threatening and become less willing to support women and pre-select female candidates</p>	<p>I = 3 P = 3</p>	<p>Moderate</p>	<p>Pushback by male politicians, villages and or more broadly – from those who may see strengthening women's leadership and gender quality as threatening and become less willing to support women and pre-select female candidates</p>	<ul style="list-style-type: none"> <li>Samoa's Prime Minister and Deputy PM have been key supporters of women in leadership and improved representation over many years. Government has been consulted at a political and ministry level ensuring maximum level of political buy-in</li> <li>Ongoing engagement with DPM and other women MPs through WinLA (for example) as a key partner of the project as well as their involvement in the project</li> <li>Continue to work in partnership with Government counterparts to ground work in the SDG agenda</li> <li>Strengthened relations with Parliament through the work of Output 2</li> <li>Political support for the project will be maintained through PM, Deputy PM, women MPs as well as broader UN networks</li> <li>There are a wide variety of modalities, partners and methods that can be adopted through the project. Thus where political opposition arises the project through its four Outputs has sufficient flexibility to adjust accordingly.</li> <li>Through the incorporation of IPs on the Steering Committee and Project Advisory Committee—political opposition and difficulties will be able to be aired and a suitable solution or change implemented as appropriate.</li> </ul>
<p>Risk 2: Changes to norms and values at the village level produce unintended consequences</p>	<p>I = 2 P = 2</p>	<p>Low</p>	<p>The shifting of values of <i>fa'a Samoa</i></p>	<ul style="list-style-type: none"> <li>The Ministry of Women Community and Social Development (MWCSD) was consulted closely throughout the design of the project and will participate in project decision making bodies. As the Ministry responsible for the administration of the <i>Village Fono Act</i>, they will be continually consulted and encouraged to communicate issues brought up by beneficiaries to ensure any concerns are monitored and adjusted as appropriate</li> <li>Output 4 incorporates a significant research and recording of the activities of the project. This will enable real-time and post-project</li> </ul>



				<p>review and analysis of the views of participants, beneficiaries and stakeholders.</p> <ul style="list-style-type: none"> <li>• Cultural change is a long-term endeavor. While cultural change is one of the aims of the project, it is long-term, hard to quantify and rarely evenly distributed. Nevertheless the research component and ongoing dialogue between partners will help to examine, analyse and mitigate any unintended consequences</li> </ul>
Risk 3: Perception of favouring certain candidates over others leads to political pushback and politicizing of UN role	I = 3 P = 3	Moderate	Impartiality at risk and wariness of women to participate in future projects	<ul style="list-style-type: none"> <li>• All activities and research (including longitudinal study) will be open to all women regardless of their stated intent to run or location.</li> <li>• Further engagement through the proposed Partners Dialogue</li> <li>• All MPs will be encouraged to take part in SDGs Briefings</li> </ul>
Risk 4: Reputational risks – unrealistic expectation and willing of women to participate in the project activities	I = 3 P = 3	Moderate	Unrealistic expectation of what the project can achieve at the end of its 3.5 years (e.g. number of women participated in trainings and do not become successful in the next election)	<ul style="list-style-type: none"> <li>• During advocacy activities and engagement with partners, build shared and a good understanding about the complexity of the issues (i.e. improved women's leadership and representation) that this type of project is trying to address given deeply held beliefs about the status of women in society.</li> <li>• Continuously review the Project in light of what it can achieve.</li> <li>• Ongoing communication about what the project can realistically achieve under its timeframe and resources</li> </ul>
Risk 5: Negative social impact on women taking part in activities from overexposure	I=1 P=2	Low	Media awareness may overexpose some women	<ul style="list-style-type: none"> <li>• More emphasis on quiet advocacy will facilitate a 'do no harm approach'</li> <li>• Continue to promote why having women in decision making processes is critical through an SDG lense</li> <li>• Regular stakeholder engagement</li> </ul>
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
<b>Select one (see <u>SESP</u> for guidance)</b>			<b>Comments</b>	
<i>Low Risk</i>			<input type="checkbox"/>	
<i>Moderate Risk</i>			<input checked="" type="checkbox"/>	
<i>High Risk</i>			<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
<b>Check all that apply</b>			<b>Comments</b>	
<i>Principle 1: Human Rights</i>			<input checked="" type="checkbox"/>	WILS is above strengthening women's rights – old and young women
<i>Principle 2: Gender Equality and Women's Empowerment</i>			<input checked="" type="checkbox"/>	WILS's outcome is 'strengthening women's leadership and gender equality'
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	



	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	N/A Samoa falls outside the scope of the concept “indigenous peoples”
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

### Final Sign Off

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor Mark Rowe	28/2/2018	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



## SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	Answer (Yes/No)
<b>Principles 1: Human Rights</b>	
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>xvi</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No

<sup>xvi</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



<i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	
<b>Standard 2: Climate Change Mitigation and Adaptation</b>	
2.1 Will the proposed Project result in significant <sup>xvii</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? <sup>xviii</sup>	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	N/A
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	N/A
6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal	No

<sup>xvii</sup> In regards to CO<sub>2</sub> ‘significant emissions’ corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<sup>xviii</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.



titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No