

Programme Title:	Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach
Country:	Samoa

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II. Programme summary

Programme title:

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

Sectorial area of intervention and policy objectives

Inclusive economic growth for poverty eradication

Create opportunities for decent jobs and secure livelihoods.

Create better government policies and fair and accountable public institutions.

Promote inclusive and sustainable business practices.

Joint programme summary:

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

The Joint Programme has the following objectives:

- Create employment opportunities for youth in organic agriculture through a value chain approach utilizing public private partnerships within the key economic sectors of agriculture and tourism.
- Enable scaled-up engagement by youth in organic farming to be sustained on commercial viable basis through the development of a value-added processing facility that provides skills training, knowledge transfer and employment for youth.
- Strengthen the institutional capacity of the local organisations, including the Samoa National Youth Council to effectively meet the needs of youth seeking information and employment within the organic agricultural sector.
- Share information and knowledge from Samoa across the Pacific region to facilitate synergies that will result in increased employment opportunities for youth within organic agriculture value chains.

To achieve the above objectives, the Joint Programme will focus on:

- a) Unlocking the potential of youth in Samoa. Despite the challenges they face including cultural norms that hinder access to decision making, lack of economic opportunities, and generally poor quality of education outcomes, young people in Samoa have displayed a strong sense of resilience and devised coping mechanisms that define them more in positive terms rather than by negative attributes.
- b) Enabling linkages by youth to the two productive sectors in Samoa offer the best opportunity for employment and inclusive economic growth. Though agriculture in Samoa remains the main source of livelihood, its contribution to economic value added has generally declined over the last decade, whereas the tourism sector has seen significant growth. Reinforcing linkages and developing synergies between tourism and agriculture will help to achieve the objectives of sustained and equitable growth.
- c) Investment in organic agriculture could increase Samoa’s food self-reliance and therefore, contribute to

reducing the trend of dependency on food imports, as well as improving nutrition. Worldwide, organic agriculture is growing and the increasing consumer demand for organic commodities provides a viable opportunity for Samoa's farmers and processors to benefit from this growing international market.

d) Synergies through South-South cooperation

The programme will benefit from the global perspective and regional outreach of the UNDP and IFAD agencies plus the regional networks of both the Samoa-based NGO WIBDI and the Fiji-based POET Com organisation, and their access to best practices and lessons learned.

e) Partnerships

The Joint Programme will combine the different strengths and technical capacities of two UN agencies (UNDP in Samoa and IFAD) and will be implemented in close collaboration with the line ministries including the Division for Youth at the Ministry of Women, Community and Social Development and the Ministry of Agriculture and Fisheries. This partnership approach will be completed with the addition of local expertise from well-established civil society and private sector organisations.

f) Key activities

- Scope, identify and motivate youth to engage in organic agriculture
- Design and organize production training on specific organic crops according to market demand
- Provide technical training on organic certification
- Provide on-going extension, quality control and monitoring support to farmers.
- Scope and identify hotels/restaurants and supermarkets/ wholesalers for supply requirements
- Establish supply chain from farm to table with relevant organisations and logistics supports.
- Support the development of an organic agriculture processing facility for value-added production, to enable consistent supply into the Farm-to-Table value chain and sufficient scale that can lead to commercial viability and sustainability.
- Build the capacity of civil society organisations to effectively meet the needs of youth seeking information and employment within the organic agricultural sector.
- Establish and maintain a shared database of youth trained and certified as organic producers, using innovative but appropriate communications technology.
- Conduct research to establish the market-demand for new agricultural products that can be grown organically in Samoa.
- Promote and showcase niche organic produce in various local and regional events / conferences.
- Conduct a campaign to change the prevailing negative attitudes by youth regarding the status of employment in the agricultural sector.

Duration:

Sunday, November 1, 2015 to Sunday, February 18, 2018

UN Lead Agency:

United Nations Development Programme (UNDP)

UN Participating Organizations:

International Fund for Agricultural Development (IFAD)

Local Partners:

Ministry of Women, Community and Social Development (MWCSD);
Ministry of Agriculture and Fisheries (MAF);
Women in Business Development, Incorporated (WIBDI);
Pacific Organic and Ethical Trade Community (POET Com);
Small Business Enterprise Centre (SBEC);
Samoa Farmers Association (SFA);
Samoa National Youth Council (SNYC)

III. Programme budget

Total amount requested from the SDG-F:
500 000.00

Total contribution through matching funds:
500 000.00

Aggregate amount requested and broken down by Agency:

Name of Agency: United Nations Development Programme (UNDP)	Amount: 444 360.00
Name of Agency: International Fund for Agricultural Development (IFAD)	Amount: 55 640.00

Aggregate matching funds amounts and broken down by source:

Short explanation of strategy:

Matching funds (USD500,000) to the Joint Programme have been committed by the Government of Samoa jointly from the Ministry of Commerce, Industry and Labour and the Ministry of Women, Community and Social Development.

Name of source: The Government of Samoa	Amount: 500 000.00
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Aggregate amount requested and broken down by UNDG Harmonized Budget Category

	SDG-F Budget	Matching Funds
Staff and other personnel costs	40 000.00	
Supplies, Commodities, Materials	48 500.00	55 000.00
Equipment, Vehicles and Furniture including Depreciation	170 000.00	75 000.00
Contractual services	136 000.00	254 000.00
Travel	22 000.00	
Transfers and Grants Counterparts		
General Operating and Other Direct Costs	50 790.00	116 000.00
Total Programme Costs	467 290.00	
Indirect support costs (not to exceed 7%)	32 710.00	
Grand TOTAL	500 000.00	500 000.00

IV. Programme description

Background and rationale:

1) Problem(s) to be addressed, including its/their scope, history and causes

Samoa is small island developing state within the vast Pacific region. While highly diversified, Pacific Island Countries (PICs) share common challenges that impede their efforts to achieve balanced economic growth

and sustainable food security. Major constraints comprise small size, geographic dispersion, vulnerability to natural hazards and vulnerability to external economic conditions. The Pacific region in general is facing many challenges, including the impact of climate change; a pressing need to generate livelihoods and populations that are more and more consuming imported, highly refined foods, accompanied by decreased local food production and consumption. The consequences are an imminent public health crisis and risks for environmental collapse.

By the end of 2015 Samoa's population is projected to be 193,483. Approximately 64 per cent of the population is less than 30 years of age. For a small island economy, supporting such a high number of youth to make a successful transition to productive employment is a very challenging development issue.

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

Poverty in Samoa does not mean hunger or destitution in the traditional sense. In 2010, the Samoa Bureau of Statistics released two reports: The Estimation of Basic Needs Poverty Lines and The Incidence and Characteristics of Hardship and Poverty. It showed that Samoan families constantly have to choose between the competing demands for household expenditure and the limited availability of cash income to meet that expenditure. Many families are cash poor and will have to choose between paying bills and paying school fees. In addition, cultural and church financial obligations often take top priority in these choices. Households deemed to be experiencing basic-needs poverty are therefore facing hardship on a daily basis. They struggle to pay bills and to purchase adequate and suitably nutritious food. They might need to borrow regularly from informal loan providers who may charge very high interest rates for small, unsecured loans to meet family commitments and community / cultural obligations. The challenge for those in the bottom three deciles of the poverty scale is to find income earning opportunities that will provide them with a source of cash to meet the increasing demands of Samoan society. Those with lower educational attainment are the ones that will struggle most to find these employment opportunities.

While youth unemployment is increasing, agriculture production is decreasing. Samoa, like its small island neighbours in the Pacific region, is facing an aging farming population. The average age of a farmer in Samoa is around 55 years. Agriculture is not being seen as a viable career option by youth, and in fact is often viewed as the job for 'drop outs'. The Pacific Youth and Agriculture Strategy noted that when surveyed students and youth who lived in urban areas were more inclined to use words like 'dirty job', 'embarrassment', 'shame', in their answers when asked to share their views of why young people did not engage in agriculture. The views of those living in rural areas on why young people were not taking up agricultural activities indicated lack of access and support from their enabling environment. At the same time un- and under-employment, urban drift and associated social issues and lack of livelihoods opportunities are key issues for youth in Samoa.

2) Linking Youth to the Productive Sectors in Samoa

The two productive sectors - agriculture and tourism - offer the best opportunities for inclusive economic growth in Samoa. The promotion of linkages between tourism and agriculture should help create economic opportunities, build resilience in rural communities, and improve sustainable development in both sectors.

In spite of the fact that agriculture remains the main source of livelihood for the majority of the population in Samoa, its contribution to economic 'value added' has generally declined over the last decade, whereas the tourism sector has seen significant growth. In addition to remittances, tourism has become the 'life blood' for households and communities in Samoa.

Policy makers face a double-sided challenge: to ensure that tourism growth is sustainable and that the benefits produced from increased visitor numbers are maximized in value added to the local economy, and that any increased wealth is shared with poorer rural communities. Reinforcing the linkages to agriculture and developing more synergies between tourism and agriculture should help to achieve the objectives of sustained and equitable growth. It is also important to ensure that the interactions between tourism and agriculture result in synergies that are mutually reinforcing and do not produce competition for key productive resources.

Youth in the rural areas will be the direct beneficiaries of programme activities that stimulate employment within the value chains of organic agriculture and community-based tourism. The increased supply of organically certified agricultural produce will be sourced from rural farms, by scaling-up the successful but small organic Farm-to-Table programme of Women in Business Development, Incorporated (WIBDI). In addition to farm-based employment, youth will be recruited and trained in order to meet the demand for increased human resource capacity at the 'value-added' processing facility managed by WIBDI, where organic products are sorted, graded, processed and packaged for onward transport to domestic and international markets. A 2009 FAO survey (An Analytical Study of Selected Fruit and Vegetable Value Chains in Samoa) noted that 85 per cent of food outlets (cafes, hotels, supermarkets, restaurants) would use local produce if the supply and quality were consistent.

3) Joint Programme's linkages to regional/national initiatives

The Pacific Youth and Agriculture Strategy noted that for young people to see agriculture as a viable career option, the rewards that agricultural enterprises could generate to meet individual, family and community needs must be emphasized. Promotion of the principles of organic agriculture and training in organic production focused at young farmers linked to viable market chain development can illustrate the rewards of a career in organic agriculture thereby encouraging youth to engage in organic production, and revitalize the agricultural sector. The Joint Programme directly addresses the following objectives in the Pacific Youth and Agriculture Strategy:

2.1 Develop and strengthen youth oriented agricultural extension services

3.2 Strengthen and support informal and non-formal training and learning in agriculture.

The Joint Programme also addresses the Framework for Action on Food Security in the Pacific 2011- 2015, specifically:

Theme 2 Strategy 4: Strengthen the capacity of farmers to improve food quality (including organic agriculture) and safety through incentives and training partnerships.

Theme 2 Strategy 6: Promote sustainable management of land, freshwater, agro biodiversity and marine resources.

The Joint Programme also addresses the Pacific Organic and Ethical Trade Committee (POET Com) Pacific Strategic Plan objectives:

3.1. Increasing farmer knowledge through next generation awareness and extension/communication capacity development.

4) Summary of ongoing or recently completed efforts in the area and the principal local, national and international actors involved in the issue

Women in Business Development Inc (WIBDI) is a well-established, multi-award winning NGO that

specializes in organic agriculture and employment of youth in the farm-to-table value chain for both domestic and international markets. Registered in 1991. WIBDI's vision is that vulnerable families in Samoa are able to contribute fully to their own development, the development of their community and country through income generation, job creation and participation in the village economy. Its mission is to provide and empower these families with knowledge and skills, opportunities, access to finance and markets. It is also a values-led organisation. These values are: that a Samoan model of development must take into account Samoa values, tradition and culture; that a sustainable change occurs slowly and requires a long-term commitment; that the most vulnerable people in Samoa need to develop sources of income to increase self-reliance and independence; that Samoa development requires networking with communities, government and other organisations in Samoa, throughout the Pacific and internationally.

In the Samoan cultural context young people do not have as much social and economic freedom as other cultures. WIBDI believes all development must take into account the cultural values of the people. As such, whereas the Joint Programme Farm-to-Table targets youth, families are also encouraged to participate. WIBDI believes that to build opportunities for youth or men or women, the family must be viewed holistically. This is a lesson WIBDI has learned from its work in the field. Families learn, become empowered and grow together.

WIBDI provides foundational support for smallholder farmers that includes facilitated access to value chains and markets, microfinance based on savings and assists farmers to work towards the capture of a fair price within the value chain. Today, WIBDI has 588 organically certified farmers, working on over 40,000 hectares of land - including five whole villages. Samoa is made up of 362 villages and WIBDI has organic farmers in 183 (31 per cent) of them.

In regards to rural unemployment, WIBDI views all farms as potential businesses and that the business assets - vegetables, fruit, and livestock - have not yet been utilized or optimized. To provide a long-term economic pathway for young farmers, the solution was seen in tourism industry. It also aims to substitute food imports, estimated to be around 70 per cent in the tourism industry. A 2009 FAO survey (An Analytical Study of Selected Fruit and Vegetable Value Chains in Samoa) noted that 85% of food outlets would use local produce if the supply and quality were consistent. In the case of farmers, the short period of notice from restaurants was usually unworkable.

WIBDI has contributed to the development of the Joint Programme design through consultation and advice and lessons learned from the successful pilot Farm to Table project implemented for the Small Island Developing States (SIDS) Conference in Samoa in 2014

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

UNDP in collaboration with the POET Com has been organizing sub regional workshops and training to promote the engagement by youth in organic farming. The overall objective of these workshops, and the associated practical field trainings, is to enhance livelihood opportunities for youth in organic agriculture through training trainers and extension providers from organic associations in sustainable organic production methods. These agricultural extension providers provide ongoing mentoring and support to young farmers and link youth agricultural enterprises existing organic certification and market chains. POETCom is also an implementing partner in a 3-year programme to build capacity of young farmers in organic agriculture for climate resilience. This programme also provides support for POETCom's regional services in organic certification, organic training and knowledge management. This programme builds on previous work that developed pilot models for integrated organic and fair trade initiatives in the Pacific.

IFAD's role within the Joint Programme will focus on their technical expertise and comparative advantage

in supporting and delivering skills training for youth in organic production and certification. In addition, IFAD will play a key role in supporting the development of knowledge products, promoting and showcasing organic produce from Samoa across the Pacific region, and providing technical assistance to support research into new organic products for which there is a market demand. IFAD will also be a key player in facilitating South South exchange and knowledge sharing, including enabling maximum synergies between the two SDG Fund supported Joint Programmes in the Pacific region.

5) Alignment with UNDAF and Regional Plans

The UN Development Assistance Framework (UNDAF) 2013-17 for the Pacific region (excluding Papua New Guinea) identifies youth as a marginalized group for who expanded opportunities in economic and social spheres are needed. The UNDP Sub-Regional Programme Document (SRPD) 2013-17 for the Samoan Multi-Country Office (MCO) identifies women and young people as two marginalized and disadvantaged groups and states that the issues confronting them will inform the entire UNDP Pacific programme for the period. According to the SRPD, UNDP would focus in particular on developing leadership and governance skills of young people and facilitating opportunities for them to effectively express their voice.

More recently the UN Secretary General has placed great importance on targeted engagement with young people across the world, rather than young people being indirect or incidental beneficiaries of UN programming. This is evidenced by the following:

- The creation by the Secretary General of a new UN Special Representative for Youth to engage young people and spearhead the efforts of the whole UN.
- His call to give youth a voice in their governments and create programmes that address their priorities, warning that if they failed to do this they risked creating a "lost generation."
- The inclusion of youth empowerment as one of the five major priorities in his Action Agenda for his second term.

In response to the Secretary General's Five-year Action Agenda, which highlights the engagement of youth in social, economic and political development, the UNDP Administrator has designated a UNDP organizational focal point for youth and steps are on the way to design a UNDP-wide strategy on youth.

6) Priority the Government attaches to the problem(s) and the key public policies in place

The Government of Samoa places a high priority on actions that will re-invigorate agricultural development and address the youth unemployment problem. These priorities are reflected in the overarching policy document entitled 'Strategy for the Development of Samoa 2012 - 2016'. The Joint Programme is directly aligned with Priority Area 1 of the Strategy for the Development of Samoa 2012 - 2016, which is 'private sector-led growth and employment creation'. The key outcomes in Priority Area 1 are:

Key Outcome 1: Macroeconomic Stability

Key Outcome 2: Re-invigorate Agriculture

Key Outcome 3: Revitalized Exports

Key Outcome 4: Sustainable Tourism

Key Outcome 5: Enabling Environment for Business Development

Within Key Outcome 2: Re-invigorate Agriculture, Key Outcome 2 and 3 state a focus to 'support the development of organic products and the 'Organic Samoa' brand', and to 'support and promote niche export and high value added products such as organic products for export'.

Mainstreaming of gender and women's empowerment:

The development of organic farming in the Pacific has been greatly facilitated and supported by women and organisations with a focus on women's economic empowerment such as Women in Business Development (WIBDI) in Samoa (<http://www.womeninbusiness.ws>). The Joint Programme will aim to further

enhance engagement with and target more women as key leaders and influencers of change.

The focus on vegetable, herb and fruit production as well as value added products for the hospitality industry was selected to ensure inclusion of women in the agricultural production side as well as in value addition. Typically traditional crop production – root crops and coconut - are the work of men and often the plantations are a distance from the home or village. Inclusion of a broader range of products that can be grown closer to the home, involve 'lighter' manual labor, or are processed at home opens opportunities for women's engagement and for women to establish their own enterprises building business skills as well as production skills.

The project will ensure 50% of beneficiaries are women and that 50% of all structures and governance or decision making bodies established through the project such as organic certification committees or production clusters will have 50% representation of women. Apart from UNDP's gender strategy, POET Com - one of the Joint Programmes implementing partners - is initiating the development of a conceptual framework on Pacific women's economic empowerment. This framework will be used to monitor the impacts of the Joint Programme in Samoa on young women's economic empowerment through organic agriculture production.

WIBDI - the implementing partner at the national level in Samoa - is a recognized leader in the field of women's economic empowerment in the Pacific region. The organization has a successful track record in working to address the livelihood needs of vulnerable groups and they have extensive experience through existing and past programmes in inclusion of women in their programmes and activities. WIBDI has contributed to the development of the Joint Programme design through consultation and advice and lessons learned from the successful pilot Farm to Table project implemented for the Small Island Developing States (SIDS) Conference in Samoa in 2014

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

Sustainability:

The focus on organic agriculture as the production method is central to considering and addressing environment and climate change issues in the Joint Programme design. Organic agriculture is a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved.

Organic systems are more resilient to climate change and extreme weather events. For example, organic farms survive cyclone damage much better, retaining 20-40% more topsoil and sustaining smaller economic losses than their neighbors. Organic systems also improve water uptake and retention, and reduce soil erosion, thereby helping to overcome land aridity/desertification. This also protects coastal fisheries and inland waterways from siltation and run off. A 2003 study by the FAO found that during drought years, organic farms could have yields that are 20-40% higher than conventional farms.

Studies have shown that organic systems use 50% more agricultural species per farm. Organic agriculture sustains biodiversity by promoting:

- Farmyard and green manuring which restores nitrogen content of soil, building up organic matter and providing food for soil invertebrates (e.g. earthworms)
- Minimum tillage which reduces physical changes made to the soil that results from over ploughing and so avoids harmful impacts on soil life caused by physical destruction, drying out, erosion, depletion of food

and increased exposure to predators.

- Protection of soils through mulching and / or ground covers which boost beneficial biological activity.
- Mechanical weeding that contributes to greater abundance of non-crop flora in cultivated lands and indirectly supports large population of beneficial insects.
- Intercropping and under-sowing which are effective in reducing/eliminating weeds, increase crop yields, increase vegetation structure and diversity therefore provide more invertebrate food resources for birds and mammals.
- Crop-rotation which functions as a tool for pest management and soil fertility, improving populations of beneficial insects as well as increasing crop diversity.
- Mixed farming increases habitat diversity in localized environments.

All crops and production systems in the Joint Programme will be in accordance with the Pacific Organic Standard and compliance with the standard will be monitored through participatory guarantee systems and third party organic certification.

The programme will be sustained following the end of the Joint Programme implementation by establishing a successful and sustainable business model where domestic and export-orientated market pull creates the incentive for young farmers to continue to produce and sell their products. The Joint Programme will also build capacity in the national implementing agencies (WIBDI) to enable them to expand organic certification and production training to new growers as market demand increases.

As with all agricultural activities, impacts from climate variability due to climate change are a risk. Production methodology used in the Joint Programme will apply global best practices, adapted to the Samoa / Pacific context, to enhance resilience to drought, heavy rains, cyclones etc. Infrastructure such as nurseries and the organic 'value-added' processing facility will be built to be resilient to strong winds and easy to dismantle during cyclones with capacity for seedling and equipment saving during extreme weather events. Enhanced crop diversity and multiple commercial crops with varied recovery times will be promoted to ensure quick return to income generation.

There is an extremely low likelihood that the Joint Programme will lead to increased vulnerability, maladaptation or miss opportunities for improving climate resilience. Both WIBDI and POETCom are engaged with keeping up with global best practice in organic agriculture and adaptation to climate change. One of the functions of POET Com is to feed this information into all regional programmes and activities and ensure that the information is shared through the POETCom networks.

Public-private partnerships:

The Joint Programme has been designed in consultation with actors in both the public and private sectors. The delivery of the results will be achieved through a working partnership between the UN, Ministries of the Government of Samoa and organisations in both the private and civil society sectors.

One of the Joint Programme partners – the Pacific Organic and Ethical Trade Community (POET Com) - is in its self a unique public private partnership. POET Com a not for profit membership organisation with over thirty active members (farmers associations, farmer support organisations, NGOs including WIBDI in Samoa, private sector organisation, research institutions and government agencies) in fourteen countries (including Samoa) of the Pacific Island region with the Secretariat hosted by the Pacific's lead intergovernmental technical agency the Secretariat of the Pacific Community (SPC) in Suva, Fiji.

Governance mechanism for the Joint Programme will include public and private sector stakeholders to facilitate the building of understanding and shared vision for future collaboration. The Joint Programme itself will build linkages, through value chain development linking youth smallholder organic producers and

private sector enterprises such as hotels, resorts, cafes and restaurants and with public sector stakeholders and youth in each country to provide technical backstopping to the beneficiaries and national implementing agencies. In turn the lessons learned from the activities in Samoa will be communicated and shared in order to improve programme planning, decision-making and policy guidelines for best practice youth economic empowerment programmes in agriculture and climate change programmes.

Lessons and models from IFAD's work in Samoa and across the broader Pacific region will inform public-private partnerships at the technical level where government officers played a critical supporting role to administrative structures required for organic certification, building capacity at community level and facilitating certification functions that then became part of their core responsibilities.

Civil society participation:

Representatives from civil society in Samoa have been involved in the Joint Programme design phase, and will play a critical role in the implementation of activities. Civil society representatives will also be included in the Joint Programme Steering Committee / Executive Board, which will be the highest level of decision-making for the programme.

Two civil society organisations which will be central to the implementation, decision-making, monitoring of process and evaluation of the impact of the Joint Programme are:

- Women in Business Development, Incorporated (WIBDI)
- Samoa National Youth Council (SNYC)

WIBDI is a well-established, multi-award winning NGO that specializes in organic agriculture and employment of youth in the farm-to-table value chain for both domestic and international markets.

The SNYC was established in 2013. It is a youth-led organisation and is the official civil society representative body for youth in Samoa. The Secretariat of the SNYC has an office in Apia city, and has an extensive network of youth members in both rural and urban areas. A key strategic goal for SNYC as an organisation is to support youths with seeking employment and income generating opportunities. SNYC will be represented on the Steering Committee / Executive Board of the Joint Programme.

As a key tool for developing capacity and as the structure for facilitating access to value chains, the Joint Programme will utilize Participatory Guarantee Systems (PGS) - organic quality assurance initiatives that are locally relevant, which emphasize the participation of stakeholders including producers and consumers, and which operate outside the frame of third party certification. PGSs are underpinned by a number of basic elements that embrace a participatory approach, a shared vision, transparency and trust.

Participation is an essential and dynamic part of PGSs. Key stakeholders (producers, consumers, retailers and traders and others such as NGOs) are engaged in the initial design and the continued operation of the PGS. In addition to being involved in the mechanics of the PGS, stakeholders, particularly the producers are engaged in a structured ongoing learning process, which helps them improve what they do. This process is usually facilitated by the PGS (by a committee or a designated manager) or in some situations a supportive NGO (e.g. WIBDI). The learning process is 'hands-on' and involves field days and practically orientated workshops.

The idea of participation embodies the principle of a collective responsibility for ensuring the organic integrity of the PGS. This collective responsibility is reflected through:

- Shared ownership of the PGS
- Stakeholder engagement in the development process
- Understanding of how the system works

- Direct communication between producers and consumers and other stakeholders

A shared vision is where the key stakeholders (producers, NGOs, churches, traders, consumers and even governments) collectively support the core principles guiding what the PGS is trying to achieve. These principles are used to guide both production standards and the rules of how the PGS will operate. The vision can embrace organic production goals as well as goals relating to standards, social justice, fair trade, respect for ecosystems, the autonomy of local communities, cultural differences etc. (IFOAM PGS Guidelines, 2008).

The process of empowerment and community ownership embodied in PGS has strong synergies with community centred development approaches and helps ensure sustainability of outcomes.

In addition to local expertise from the national partner in Samoa – WIBDI – the Joint Programme will work closely with the implementing partner POETCom, which adopts a Monitoring Evaluation and Learning Framework (MEL) approach to monitoring and evaluation that is based on a programme logic. The MEL is designed to assess impact as well as outputs and runs through the life of the project and beyond as impacts and developments will continue to be recorded into the future as part of the overall monitoring and evaluation of the organic industry. The MEL is a learning tool and the specific framework for this project will be developed through a participatory approach with the actual beneficiaries of the planned interventions so success will not just be measured with regard to whether planned outputs are achieved but also as to the impacts desired by those participating are achieved. The MEL will be in addition to the standard monitoring and evaluation approaches and SDGF reporting requirements and will be developed through a participatory process in the inception phase.

The Joint Programme will also identify and establishing partnerships with private companies such as hotels, restaurants, food processors, food exporters and other niche markets that are interested in buying organic products from the identified youth groups. This is part of the exit strategy to sustain the organic farming operations achieved by the Joint Programme once the externally funded activities comes to an end.

Justification of the Joint Programme modality:

Addressing the challenge of youth unemployment is a complex process. It requires political willpower and strategic inputs coordinated with actors in both the economic and social sectors. It also requires support from different areas of technical expertise, including in the agricultural sector, in private sector small business development, in labour legislation and employment policy, and in inclusive youth development.

The Joint Programme modality approach is most appropriate to ensure the impact on employment-seeking youth is maximized and the successful initiatives can be mainstreamed into government policies and programmes, scaled-up and sustained into the long term.

Both IFAD and UNDP in Samoa will bring their distinct technical expertise and comparative advantage to the design, implementation, monitoring and evaluation of the Joint Programme.

UNDP (Samoa) will be the lead UN agency and will provide strategic leadership of the Joint Programme. UNDP will bring its expertise on private sector-led growth, small business development and PPP modality to the Joint Programme. UNDP will also ensure that gender equality and inclusiveness of marginalized youth is mainstreamed throughout the design and implementation phase.

UNDP will also provide leadership to the Joint Programme on partnership with the government ministries, thereby ensuring the activities will be mainstreamed into national policies and public sector programmes.

IFAD will be the specialized UN agency providing technical advice and guidance to WIBDI, POET Com and the other national level implementing partners.

Regions of intervention:

The regions for intervention have been selected in collaboration with WIBDI, who has expert knowledge on the development challenges and opportunities of the rural youth target groups and where there do exist synergistic initiatives that can be strengthened. Selection criteria will be based on identified poverty needs, prevalence of youth unemployment combined with viable opportunities for establishing sustainable organic farm to table value chains.

Samoa is a small island nation in the Pacific region. The total land area is 2,842 km². The nation consists of two larger islands of Upolu (1,125 km²) and Savai'i (1,700 km²) and eight smaller islands (totaling less than 1 per cent of the land area). The total population of Samoa in 2015 is approximately 193,483. Of this total, approximately 25 per cent (48,000) lives in urban areas.

75 per cent (145,000) of the total population lives on the island of Upolu. Apia, the capital city, has a population of approximately 36,000. The only other urban area is Salelologa on the island of Savai'i, which has a population of approximately 12,000. While approximately 64 per cent of the population is below 30 years of age, 25 per cent of the total population (48,000) is between 15 and 29 years of age.

The Joint Programme will focus the majority of its activities on the island of Upolu, where the majority of youth are located. All the Government ministries are located in Apia, as well as the offices of the UN and the main offices of the civil society and private sector organisations that will partner in the Joint Programme. Within the island of Upolu, the Joint Programme will target youth in both rural and urban areas.

Targeted groups:

The primary beneficiaries of the Joint Programme will be employment-seeking youth between 18 and 30 years of age. These youth will gain skills, knowledge and experience that will help them secure productive waged or self-employment.

Within this broad target group, the Joint Programme will have a specific focus on youth who have left the formal education system without completing their basic education. These youth are particularly vulnerable within the labour market. Their employment opportunities are usually limited to unskilled, low paid casual labour. The Joint Programme will assist these youth to gain new skills and knowledge that are linked directly to market opportunities within the organic farm-to-table value chain.

Very many youth who have left the education system without completing their formal qualifications can be found in the urban area of Samoa (Apia). They migrate from their rural villages in search of any source of income to support themselves and their families. These youth are particularly vulnerable to becoming trapped in negative social behaviours such as drug abuse and petty crime.

These actions further alienate them from mainstream society and reduce their already limited chances of securing employment and a stable source of income.

Female youth are a particularly vulnerable subset within this grouping. Teenage pregnancies and indicators of deteriorating mental health, including youth suicides, are increasing concerns in Samoa.

These youth will benefit directly from the activities of the Joint Programme. Many will gain knowledge of the profits that can be made from supplying organic fruits and vegetables into the Farm-to-Table value chain. This may motivate them to return to their rural villages and make use of the land available to their

families within that community. The Joint Programme will assist these youth with technical trainings, basic equipment, organic certification and a guaranteed source of income under Fair Trade conditions.

The Joint Programme's direct beneficiaries will be approximately 500 youth in Samoa, of which 50 per cent will be female. It is also anticipated to have around 1,000 indirect beneficiaries through backward and forward linkages to the Farm to Table value chain.

The 4-month inception phase will be used to establish base lines and specific quantifiable indicators for direct and indirect beneficiaries measuring changes in employment and income of programme participants.

Design, multisectoral strategy, results and implementation plan:

The Joint Programme in Samoa will apply a multisectoral strategy in its approach to addressing youth unemployment in Samoa. The Joint Programme has been designed to leverage employment opportunities for youth resulting from national policy initiatives in both the agricultural and tourism sectors. Both have a high potential to drive the creation of employment for youth with skills and access to the relevant information.

Measurable outputs will include:

- 500 young farmers trained in organic agriculture in Samoa
- 350 young farmers organically certified in Samoa
- 350 young farmers connected into organic value chains in Samoa
- An organic agriculture 'value-added' processing facility which creates employment and enables quality control and consistent supply into the farm to table value chain
- Skills database developed of youth trained and certified as producers of various organic vegetables and fruits to match with demand from restaurants/ resorts and wholesalers/ supermarkets
- Capacity building of national implementing agency (WIBDI) to graduate to commercially viable social enterprise model with technical skills to manage organic certification system.
- Communication technology* supports the M&E system and produces accurate information and data for knowledge management products to influence national policy and programme planning in organic agriculture
- Six 'Most Significant Change' stories selected and published annually

At the end of the Joint Programme institutional capacities in organic production and certification will be established; capacity in developing 'farm to table' value chains will be developed and knowledge management tools and resources will be available to assist new groups adopt these models. There will also be increased capacity in communications and M&E systems. Sustainability is ensured for beneficiaries by involvement in sustainable value chains where they are earning sustainable incomes and more broadly, the capacities developed will be institutionalized into the national implementing agencies ongoing programmes.

* The proposal includes provision for the innovative use of technology, appropriate to the context of Samoa, to improve the quality of market information for the rural organic farmer, and communication between the farmer and local organisation WIBDI and the end-product purchaser in the hotel / cafe / restaurant / supermarket. WIBDI has successfully trialed this innovation two years ago with the purchase of four Samsung Tablets and the development of mobile database application. The mobile app improves the ability to track better quality information regarding produce on organic farms; help to identify crops available for the market and significantly improves the efficiency of communication between the purchaser and the seller. WIBDI now want to scale it up and assist more youth farmers to engage productively with appropriate technology that will reduce transaction costs, wastage and improve their income earning

potential in rural areas. Use of technology will also help young people change their negative perception of farming as a traditional, subsistence level activity, and introduce to modern methods of matching demand with supply. In another example of innovative engagement with technology, WIBDI is requesting support from UNDP / SDGF to strengthen its capacity to apply Geographical Information System (GIS) scoping for monitoring and evaluation. The majority of WIBDI's important work with organic farmers is field-based, usually in remote rural areas. Having a GIS database that documents both details and location of work/projects/organic farms is an essential tool to improve the quality of the results of their work. A centralized web based GIS system is ideal for field data collection, upload, access, processing, displaying and maintenance of source farms information. As it is web based, access could be given to anyone with a connection to the Internet externally if needs be, including donors, government departments and development partners. A web-based format also lends to easier publication for media/marketing purposes. The proposed GIS system will be built predominantly using open source GIS software. As such the cost is reduced minimal and functionality is extensive.

Coordination and governance arrangements:

At the national level there will be a coordination team consisting of WIBDI, the Ministry of Women, Community and Social Development (Division for Youth), UNDP and representatives of beneficiaries including the Samoa National Youth Council.

UNDP in the Pacific is acknowledged to be a trusted and impartial convener and facilitator by stakeholders such as governments, regional organizations, and civil society. With its strong relationships with both grass roots organizations and high levels of government, it can bring together in one room young people and high level decision makers to facilitate healthy and constructive dialogue on controversial and / or sensitive development issues. UNDP will perform the role of overall convener for the Joint Programme.

UNDP will formally partner with both private sector and civil society organisations for the implementation of Joint Programme activities. These will include Women in Business Development Incorporated (WIBDI), the Small Business Enterprise Centre (SBEC), the Samoa National Youth Council (SNYC) and the Samoa Farmer's Association. These formal partnerships will ensure local expertise and ownership is incorporated into programme design and delivery, and that the positive impact on the target beneficiaries is maximized.

Risk analysis:

Risk: Joint Programme with two UN agencies - one in Samoa (UNDP) and one in Fiji (IFAD) proves too unwieldy for effective implementation.

Probability: low, Impact: high

Mitigating strategy: The Joint Programme has been designed to provide clear definition of the roles of each UN agencies. The Joint Programme Manager will have the responsibility to ensure that implementation of all activities are scheduled properly, monitored continuously and progress reported regularly to the UN Resident Coordinators Office and the Joint Programme Executive Board / Steering Committee.

Risk: The General Election in Samoa in mid-2016 results in political stability that affects Joint Programme implementation.

Probability: low, Impact: high

Mitigating strategy: Samoa has benefited from political stability for more than two decades, and this situation is unlikely to change in 2016. UNDP MCO Samoa has well-established excellent working relationships with the senior officials in Government departments, so changes at the Ministerial level will have minimal impact on Joint Programme implementation.

Risk: Capacity of local partners too low to implement a complex multi-sectoral programme.

Probability: medium, Impact: high

Mitigating strategy: The Joint Programme will work with local partners who are well established and with

high credibility in their respective fields of work. These include WIBDI and SBEC. Capacity building for other local partners who may require this support, such as the SNYC, has been incorporated into the design and the planned activities.

Risk: An unexpected natural disaster destroys programme initiatives and / or partner capacities.

Probability: high, Impact: high

Mitigating strategy: Samoa is highly vulnerable to natural disasters including earthquakes, cyclones and tsunamis. The Joint Programme has no control over when these may occur, and the scale of the impact they will have. However, the Joint Programme has been specifically designed to assist youth and their communities to diversify their livelihood strategies and increase their resilience to natural disasters.

Risk: Duplication of activities with other programmes.

Probability: low, Impact: high

Mitigating strategy: The Joint Programme has been designed in close collaboration with the national partners and representatives of the overarching Youth Subsector Committee. This committee, under the governance of the MWCSO, ensures that programmes are aligned to policies and strategic plans. The Joint Programme has an official letter showing the full support of the Youth Subsector Committee.

Monitoring and evaluation (M&E):

The Joint Programme will have a two level M&E mechanism based on UNDP's framework and the Monitoring Evaluation and Learning (MEL) Framework that will be established by implementing partner WIBDI with support from POET Com.

1. UNDP M&E

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme M&E Officer to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Programme Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the M&E Officer and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against predefined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This

review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

2. WIBDI's Monitoring Evaluation and Learning Framework (MEL)

WIBDI, with technical support from UNDP and POET Com, will adopt a Monitoring Evaluation and Learning Framework (MEL) approach to monitoring and evaluation that is based on a programme logic. The MEL is designed to assess impact as well as outputs and runs through the life of the project and beyond as impacts and developments will continue to be recorded into the future as part of the overall monitoring and evaluation of the organic industry. The MEL is a learning tool and the specific framework for this project will be developed through a participatory approach with the actual beneficiaries of the planned interventions so success will not just be measured with regard to whether planned outputs are achieved but also as to the impacts desired by those participating are achieved. The most significant change (MSC) technique will also be utilised in the Joint Programme to collect quantitative and qualitative data. MSC is a form of participatory monitoring and evaluation. It is participatory because many project stakeholders are involved both in deciding the sorts of change to be recorded and in analysing the data. It is a form of monitoring because it occurs throughout the program cycle and provides information to help people manage the program. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole.

Essentially, the process involves the collection of significant change (SC) stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. The designated staff and stakeholders are initially involved by 'searching' for project impact. Once changes have been captured, various people sit down together, read the stories aloud and have regular and often in-depth discussions about the value of these reported changes. When the technique is implemented successfully, whole teams of people begin to focus their attention on program impact.

Communication and advocacy (C&A):

A Communications and Advocacy strategy and plan will be developed for the programme during the fully-fledged design phase. The main objectives will be to:

- Provide visibility for the project
- Communicate messages relating to: youth economic empowerment; organic agriculture as a viable career option; organic agriculture and environmental protection; youth contributing to economic growth and the tourism sector.

Key target groups will include the general public to raise awareness of the Joint Programme and employment opportunities available for young people on organic agriculture; youth who are seeking employment or a career in agriculture; policy makers and related government ministries/stakeholders.

Activities will include: Social media campaigns, media releases & articles, project collateral, factsheets, UNDP newsletter and website, WIBDI newsletter and social media posts.

Communications activities will be run through UNDP's and WIBDI's existing communications and advocacy structures managed by the Programme Management Unit Communications Officer in collaboration with Joint Programme partners. This includes social media, networks and website, and also utilizing the communication tools of national implementing agencies.

Communications materials and activities will be informed by the MEL processes. Extensive use will be made of the stories collected through the 'Most Significant Change Technique' employed in the MEL implementation. Communications activities will also be used to promote the Knowledge Management tools

and resources as developed.

Not less than 5% of total programme budget will be utilized for communications and advocacy.

Knowledge management (KM):

The knowledge management component has the objective of documenting and widely disseminating lessons learned and best practice in: youth economic empowerment; organic farm to table programmes; and organic production best practice. It also has an objective to facilitate south-south cooperation by sharing experience and technical expertise from Samoa to other countries within the Pacific region.

The audience for KM is policy makers, NGOs and development agents who work with youth and/or agriculture as well as farmers. Activities will include: case studies, AV documentation of best practice, agricultural extension materials, development of linkages and ‘communities of practice’ through social media mechanisms; technical exchange and learning symposium. The MEL framework will assist identify the successes and best practice for documentation and sharing and a communication and advocacy strategy will be developed for the project to highlight development to the wider public.

In addition to capturing the knowledge acquired during joint programme implementation and disseminating free-of-charge to policy-makers and practitioners in Samoa and across the Pacific region, Joint Programme partners UNDP, IFAD, WIBDI and POET Com will be proactive in seeking opportunities to share the knowledge at regional conferences and meetings and similar forums. When an opportunity arises, a conference paper will be prepared and submitted to the organisers. The conference paper will also be made publically available through the Joint Programme partner webpages and social media sites.

The Knowledge Management products from the Joint Programme are expected to include:

Creating youth employment in niche markets: organic farming in Samoa: This knowledge product will capture the results achieved and lessons learned from the joint programme outputs relating to the organic agriculture farm-to-table value chain approach to creating youth employment in Samoa. The knowledge acquired will be captured in booklet format (hard and soft copy) and disseminated free-of-charge to policy-makers and practitioners in Samoa and across the Pacific region through POET Com and globally by UNDP and through the network of Small Island Developing States (SIDS).

Contribution to the post 2015 development Agenda:

The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet report states that the “Young people will be the torch bearers of the next sustainable development agenda through 2030,” and that “Today, more than ever, the realities of 1.8 billion youth and adolescents represent a dynamic, informed, and globally connected engine for change. Integrating their needs, rights to choice and their voices in the new agenda, will be a key factor for success.” While in the Pacific a regional consultation of “Youth as Partners in Sustainable Small Island Development” concluded in an outcome statement as “Being Young does not mean we are insignificant: It is not easy being young in the labour market today. Pacific youth face the challenge of having limited opportunities for decent work. A gap between capacity and opportunity exists even for young people with qualifications. Failure to provide opportunities perpetuates the vicious cycle of poverty, crime and violence that prevails in our societies today. We believe that continuous investment in youth development is central to sustainable futures. We call upon the public and private sectors, in both the formal and informal economies, to provide decent work for young people. This includes enabling policy environments to cater for young people of all abilities and to prevent all forms of discrimination. With access to finance, skills-building and training, young people can create their own opportunities for self-employment”.

Though mentioned in its introduction, the OWG on the proposed 17 SDGs does not have a standalone

youth goal, and “youth” or “young people” are explicitly included in just 3 of the 17 goals, in 6 of the 169 targets: 2 under the proposed goal on education (goal 4), 3 under the proposed goal on employment (goal 8), and 1 under the goal for climate change governance (goal 13). In addition, adolescent girls are explicitly targeted in goal 2 (2.2) regarding nutrition.

Agriculture holds great potential for jobs and economic opportunity for youth, but access to land and finance are commonly cited constraints by young farmers and would be ‘agripreneurs’. It is well demonstrated that organic agriculture has significant contributions to make towards sustainable development as illustrated by the examples below of contributions towards the MDGs.

Goal 1. Eradicate Extreme Poverty and Hunger

Organic Agriculture increases farmer’s yields over the long term

Higher yields + premium market prices = higher incomes

Seeds can be saved

Goal 2. Achieve Universal Primary Education

Organic farmers get higher incomes - higher incomes allow parents to send children to school

Better nourished and healthier children are more likely to stay in school

Studies suggest exposure to some pesticides pre natal can lead to slower cognitive development

Organic Certification includes social justice standards - so reduced child labour

Goal 3. Promote Gender Equality and Empower Women

Organic Agriculture & certification schemes exposes women to more educational and skills development opportunities

Participatory Guarantee Schemes build social capital; empower and ensure women are engaged in management and governance

Higher incomes for female headed households

More economic opportunities for women with value adding

Goal 4. Reduce Child Mortality

More diversified diets = better nutrition

Avoidance of the use of synthetic pesticides and fertilizers

Safer water supplies

Improved understanding of dangers and risks

Improved health through cleaner environments and living conditions achieved through recycling and proper disposal of household and animal wastes

Goal 6. The Other Diseases - NCDs

Organic Agriculture encourages:

Diverse production systems = diverse diets

Locally adapted varieties = high nutrition local greens and root crops

Revival of traditional crops and varieties

Organic Agriculture is more labour intensive = more physical activity

Goal 7. Ensure environmental stability

Organic Agriculture mitigates climate change through:

Reducing greenhouse gases,

Storing carbon in soil and plant biomass by

Building organic matter,

Minimizing energy consumption

Organic Agriculture also helps farmers to adapt to climate change because it:
Prevents nutrient and water loss
Preserves seed and crop diversity,
Minimizes risk as a result of stable agro-ecosystems and yields
Organic Agriculture contributes to Biodiversity and genetic diversity
Increasing the number and variety of wild species found on farm
Maintaining healthy soils and soil fauna, such as earthworms
Encouraging the conservation and expansion of traditional, locally bred varieties
Organic Agriculture prevents soil erosion and land degradation through:
Improving soil fertility
Preventing wind and water erosion
Improving water infiltration and retention capacity

Goal 8. Develop a Global Partnership for Development
Certification of Organic Agriculture is by itself a method of building up relationships – especially participatory approaches:
IFOAM as global network functions as a partnership for Development
In the Pacific region POETCom functions as a partnership for development

Many of these themes and concerns continue to be addressed in the post 2015 development agenda and the Joint Programme contributes directly towards the 17 Sustainable Development Goals in the Pacific.

V. SDG-F - Joint Programme Management Arrangement

Coordination and Oversight Mechanisms

The Fund will rely on UN Resident Coordinators (RC) to facilitate collaboration between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered. The Resident Coordinator will exercise his/her authority over the programme by being entrusted with leadership of the overall programme design, ongoing programmatic oversight of the Fund's activities by co-chairing the National Steering Committee meetings.

To ensure proper checks and balances of programme activities the RC is called upon to establish committees at two levels:

- A National Steering Committee (NSC), and
- Programme Management Committee(s) (PMC).

The NSC consists of the Resident Coordinator, a representative of the national Government in the role of Co-Chair and a representative of the AECID or in its absence from the Embassy of Spain and/or other sponsoring partner entity, according to the SDGF ToR.

The responsibilities of the PMC will include:

1. ensuring operational coordination
2. appointing a Programme Manager or equivalent thereof;
3. managing programme resources to achieve the outcomes and output defined in the programme;
4. establishing adequate reporting mechanisms in the programme;
5. integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
6. providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;

7. agreeing on re-allocations and budget revisions and make recommendations to the NSC as appropriate;
8. addressing management and implementation problems;
9. identifying emerging lessons learned; and
10. Establishing communication and public information plans.

Fund Management Arrangements

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

The Administrative Agent 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 the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest;
- Make disbursements to Participating UN Organizations from the Joint Programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document.

The Participating UN Organizations 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 Administrative Agent.
- Each UN organization 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 programme. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.

The Joint Programme team will consolidate narrative reports provided by the Participating United Nations Organizations and provide them to the AA no later than 31 March per the MOU Participating UN Organizations will submit financial reports no later than one year after the completion of operational activities

The MPTF Office will:

- Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Joint Programme Team 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 SDGF, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.
- 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;
 - 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.

Consolidated information will be available on the MPTF Office GATEWAY

(<http://mptf.undp.org/factsheet/fund/SDG00>)

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

Fund Transfer - The initial transfer will be made based on the approved and signed Joint Programme document. The subsequent instalment will be released in accordance with Annual Work Plans approved by the NSC and always based on the SDGF ToRs and Guidance for JP Formulation. The release of funds is subject to meeting a minimum expenditure threshold of 50% of the previous fund release to the Participating UN Organizations combined. If the 50% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance. On the other hand, the following year's advance can be requested at any point after the combined disbursement against the current advance has exceeded 50% and the work plan requirements have been met. If the overall expenditure of the programme reaches 50 before the end of the twelve-month period, the participating UN Organizations may upon endorsement by the NSC request the MPTF Office to release the next instalment ahead of schedule. The RC will make the request to the MPTF Office on NSC's behalf. Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

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 signed with the donor.

Balance of Funds - The disposition of any balance of funds remaining at the end of programme implementation will be in accordance with the agreements between the Participating UN Organizations and the implementing partners as well as donors where applicable.

Accountability, Monitoring, Mid-Term Review and Evaluation

Joint programmes are required to provide narrative reports on results achieved, lessons learned and the contributions made by the Joint Programme. Monitoring reports are prepared and presented to the JP SC twice a year and include updated work and monitoring plans.

JPs will produce annual monitoring reports plus a final evaluation report. Evaluations quality will be according with UNEG and OECD-DAC rules. Ongoing monitoring and results management will take place in line with UN standards and SDGF ToRs and Guidance for JPs Formulation.

All communication materials developed as part of a JP should acknowledge its several partners. The SDGF and Spanish Cooperation's logos should always be used jointly in all JP's communications.

Audit - The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and, in case of MDTFs, in accordance with the Framework for auditing multi-donor trust funds which has been agreed to by the Internal Audit Services of participating UN organizations and endorsed by the UNDG in September 2007.

Legal Context or Basis of Relationship

The following governing cooperation or assistance agreements between the Government of Samoa

and the UN participating organisations will be the legal basis for the relationships for conducting activities: For each UN Agency please indicate the title and date of the agreement between the Agency and the

National Government:

Agency name	Standard Basic Assistance Agreement	Date agreement was signed
UNDP	SBAA	5 September 2008

VI. Annexes

Letter signed by Resident Coordinator:

 [SDGF RC letter 20th August 2015.pdf](#)

CN Endorsement of National Steering Committee:

 [Annex endorsement NSC 24th June 2015.doc](#)

Commitment of matching funds:

 [SDGF JP Samoa letter MCIL 14_08_2015.pdf](#)

Results Framework:

 [SDGF Samoa Results Framework v02_10_08_2015 SK.docx](#)

Budget break-down per outcomes, outputs and activities:

 [SDGF Samoa JP budget and workplan v03_14_08_2015.xlsx](#)

Integrated Monitoring and Evaluation Research Framework *:

 [SDGF Integrated ME Research Framework Samoa 20_08_2015.docx](#)

Performance Monitoring Framework *:

 [SDGF Performance Monitoring Framework Samoa v02_20_08_2015.docx](#)

Risk analysis *:

 [SDGF Risk Analysis 20_08_2015.docx](#)

Additional documentation:

 [SDGF letter MoF matching funds August 2015.pdf](#)

Additional documentation:

 [SDGF Theory of Change Samoa 20_08_2015.doc](#)
