



SPC
Secretariat
of the Pacific
Community



**GLOBAL CLIMATE CHANGE ALLIANCE:
PACIFIC SMALL ISLAND STATES PROJECT**

**IMPACT EVALUATION OF
LOGICAL FRAMEWORK APPROACH & PROJECT MONITORING WORKSHOP IN
TUVALU**



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Introduction

Pacific Research and Evaluation Associates (PREA) delivered training on the Logical Framework Approach and Project Monitoring to government staff in Tuvalu on 4-9 February 2015. This training was a follow-up to previous training on proposal preparation using the logical framework approach.

The training formed part of the Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project funded by the European Union (EU) and implemented by the Secretariat of the Pacific Community (SPC). The initial round of training was delivered to nine countries in 2013-2014. The second round of training in 2015 was delivered to five countries (Tuvalu, Kiribati, Palau, Tonga, and Niue) that requested further capacity building¹.

The aim of the training was to strengthen the capacity of national government staff to use the logical framework approach to develop successful and integrated climate change adaptation project proposals.

The content of the training was based on the results of the impact evaluation from the first round of training, which identified areas which participants sought further capacity building in. The intent was for participants from the first round of training to attend the second round so that they may build on their knowledge and skills from the initial training. However, many participants in the second round of training had not participated in the first round.

This report evaluates the impact of the training six months following the workshop.

Impact evaluation

The impact evaluation framework was informed by the anticipated short and medium-term outcomes from the training workshop.

The anticipated short and medium-term outcomes are summarised below:

- Participants apply the logical framework approach steps to develop proposals or in their general work duties
- Participants submit quality funding proposals informed by the logical framework approach
- Participants have confidence in applying the logical framework approach steps and project monitoring.

About the training workshops

The training workshop was delivered over four consecutive days.

The objective of the training was to build participant capacity in proposal preparation using the logical framework approach and project monitoring.

At the end of the workshop participants were expected to be able to:

- Apply the logical framework approach to develop a robust logframe matrix.
- Develop an accurate timeline and budget for projects, based on identifying the tasks and costs to implement activities in the logframe matrix.
- Develop a monitoring plan and understand how to monitor projects as they are implemented.

The key topics covered during the workshop included:

¹ Cook Islands was later added as a sixth country but was not included in the impact evaluation.

- the logical framework approach steps
- developing a logframe matrix
- project monitoring (developing a monitoring plan & data collection methods)
- creating a timeline and budget.

The effectiveness of the training workshop was evaluated through a post-workshop survey that was completed by participants on the last day.

The Tuvalu workshop was conducted on 4-9 February 2015 and attended by 20 participants.

Methodology

The impact evaluation took place in November 2015, eight months following the training. The evaluation consisted of:

- An online survey issued to all participants.
- Personally addressed follow-up emails to remind participants to complete the survey online or as an attachment.
- Phone calls to remind participants to complete the survey, or to complete the survey over the phone.

Some participants were not reached if they did not have a valid email address or other contact details.

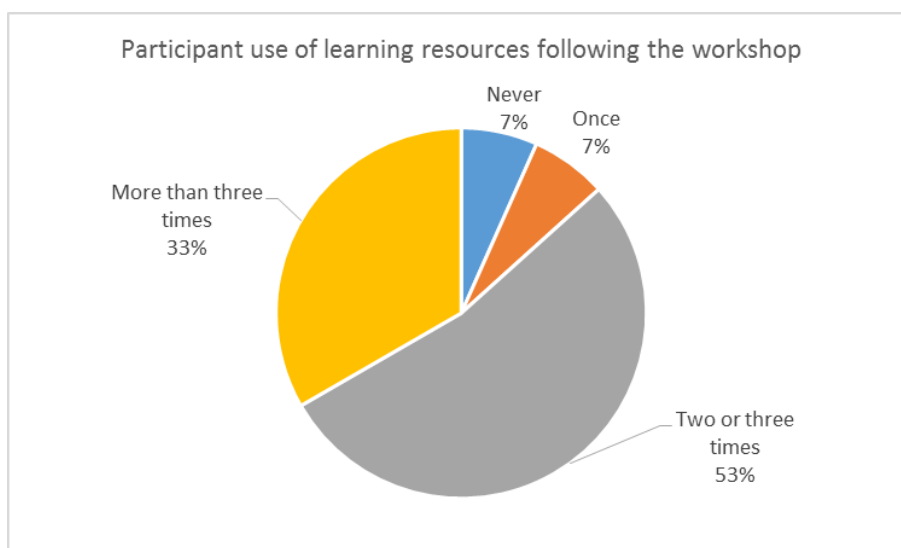
Results

There were a total of 15 respondents for the Tuvalu impact evaluation. This is an 83% response rate for participants with valid contact details (15 of 18) and 75% of total workshop participants.

Workshop resources

Most (86%) of respondents indicated that they had used the learner guide or training resources at least two times since the training (Figure 1). This indicates that the training content was considered useful, and that participants sought to review the content of the training following the workshop.

Figure 1. Use of learning resources.



Use of LFA steps

All of the respondents indicated that they had found the LFA steps and tools useful in informing future project proposals (40% very useful, 60% useful). All respondents also indicated that they considered the LFA steps useful for their general work duties (73% very useful, 27% useful). This demonstrates that the workshop's benefits extend beyond proposal writing but provide the knowledge and skills to apply critical thinking and analysis, as well as detailed planning including timelines and budgets, to the workplace.

"I TOTALLY LEARNED NEW STUFF FROM THE TRAINING AND THE WHOLE COURSE BENEFITS ME."

All respondents indicated having used at least one of the LFA steps, or project monitoring, for

proposal preparation, or in general work duties. Two respondents indicated having used all of the steps in both proposal preparation and work duties. The number of respondents using the LFA steps and project monitoring is outlined in Table 1.

The most used steps were the situation analysis and creating budgets, followed by M&E plans and problem/solution trees.

The steps had been used more often in performing general work duties than in preparing proposals. This demonstrates that the LFA training has built capacity of staff not only in proposal preparation but also in the performance of their role in government, and emphasises the benefits of the LFA process in planning for both work and proposals.

Table 1. Use of the LFA steps and project monitoring in proposal writing and other work duties

LFA Step	Used or performed since training for a project proposal	Used or performed since training for general work duties
Situation analysis	8	10
Stakeholder analysis	6	7
Problem tree or solution tree	7	9
Logframe matrix	5	6
Monitoring and evaluation plan	6	11
Data collection tools	4	7
Timeline	7	7
Budget	10	8

Proposals prepared since the training

Eight respondents indicated they had completed or worked on a total of 20 funding proposals since the training workshop was held (Table 2)². Five of the proposals are noted to have been successful, four were pending and five were yet to be submitted. Two proposals were not successful and one was no longer relevant. Two respondents did not indicate the status of their project proposals so the evaluation can't make comment on these.

² One respondent indicated that they had submitted a successful proposal before the training without knowing the LFA, but it was nice to know that the methods taught in the training were effective.

Table 2. Funding proposals prepared following the training

Donor / Grant Name	Were you successful	Did you use LFA	Short Proposal Summary
Tuvalu Government (SDE)	Yes	Yes	To consult Youth on the Tuvalu National Youth Policy to create and strengthen consultative mechanisms or planning and implementation of sector programmes, to ensure these programmes contribute to the Government's National Development Plan
'Give them the keys' - an initiative by the Seventh-day Adventist Church, South Pacific Division	Other - yet to receive decision on proposal	Yes	Renovate three classrooms in Nabukeru village, Yasawa.
Fiji Government	Other – no longer relevant ³	Yes	Build a multi-purpose court for the youths of Suvavou Village, Lami.
SDE-allocation for outer island by the Government		Yes	Renovation of the Community hall; It has been nearly 20 years, so I proposed for \$70,000
SDE-allocation for outer island by the Government		Yes	Costing of Heavy equipment from the Solar project; Proposed for \$80,964:00
EDF 10	Yes	Yes	Construction of three emergency relief storage shelters in the outer islands AUD\$75 000.00
Government of Tuvalu	Other - Still pending	Yes	Satellite Phone Operation AUD\$10 000.00
PACAM	Other - Still pending	Yes	DRM Activities AUD\$100 000.00
DFAT	Other - Still in process. Due at the end of the month	Yes	DRM Activities AUD\$100 000.00

³ By the time the proposal was submitted, the government already had plans to build a multi-purpose court in the Lami area which is where Suvavou village is located.

GCCA:PSIS	No	Yes	<p>Water System at Funaota Farming. Funaota is an islet own by the Nukufetau Island Community, this community contains every men, women and children who settle and born as a Nukufetau Citizenship. Through the Project Virgin Coconut Oil, Piggery and Vegetables gardening activities will be developed on a communal lands on Funaota Islet in producing revenues and job opportunity within the community. However this proposal mainly requested for 6 water tanks, pvc fittings and solar pump in helping to address the efficiently need of water by the project.</p> <p>PURPOSE- to minimise water shortage faced by the project nowadays.</p> <p>Proposal Project Amount- \$14,630.00AUD</p>
Tuvalu Government	Yes	Yes	<p>Nukufetau Island Council Office Labor Cost.</p> <p>As for now the Nukufetau Island Council Staff still working in their old office which were built in the 1960. With the need to develop working environment to a better standard they agreed to apply a proposal to the Government of Tuvalu to help in addressing the need.</p> <p>PURPOSE- to provide labourers in the helping to construct a new office. To develop working environment to a better standard.</p> <p>Proposal Project Amount - \$62,080.00AUD</p>
Turkey Fund	Yes	Yes	<p>Nukufetau Island Council Office materials.</p> <p>This proposal was applying for a portion of money to assist the construction of the Nukufetau Island Council New office mainly in payments for the project materials while the labour cost deal with the Tuvalu Government.</p> <p>PURPOSE- To provide better working habitation and good archiving system within the community.</p> <p>Proposal Project Amount \$100,000.00</p>
Tuvalu Government	Yes	Yes	<p>Pig-Shed for every family within the Nukufetau Island.</p> <p>This project was targeting the moving of livestock away from living area. For years and centuries passed by, the community used about 75% of this small area (Total Land 3.4 sq km) for residence but 35% for their livestock such as pig-pen. Thus all the family within the island owned a pig-pen, even though this project agreed to re settle all the pig-pens outside the village to a nearby islet.</p> <p>PURPOSE – to minimise health risk and develop a healthy living area.</p> <p>Proposal Project amount Phase I \$39,980.00AUS</p>

Tuvalu Gov	Others: refer to our outer island project policy we supposed to apply all the upcoming projects in the next year within July this year for analyses and other screening process by the Government of Tuvalu.	Yes	Bridge to Fale Islet. Refer to the Pig-shed project all the livestock will be transferred to the nearby islet called Fale islet. With this proposal we agreed to construct a concrete bridge strong enough to utilize heavy transportation equipment such as tractors, motor cycle, and hand card e.t.c. from one end to the other. PURPOSE- To develop basic infrastructure on the island to improve standard of living and alleviate poverty challenges. Proposal Project Amount \$700,000.00AUD
Council for World Mission (CWM)	Final state before submitting	Yes	Church Mission program for youths
CWM	Final state before submitting	Yes	Empowerment of youth, clergy, women
CWM	Final state before submitting	Yes	Parenting and counselling for women(Gender Justice)
CWM	Final state before submitting	Yes	Refresher courses for Pastor and wives
CWM	Final state before submitting	Yes	Pastoral Retreat (total approx. \$200,000 for 5 x CWM proposals)
TANGO	No	Yes	Demo piggery and agroforestry site

Future proposals

Seven survey respondents indicated they had plans to submit additional funding proposals in the next six months. Seven respondents were unsure, and one indicated they did not have plans to prepare proposals in the near future.

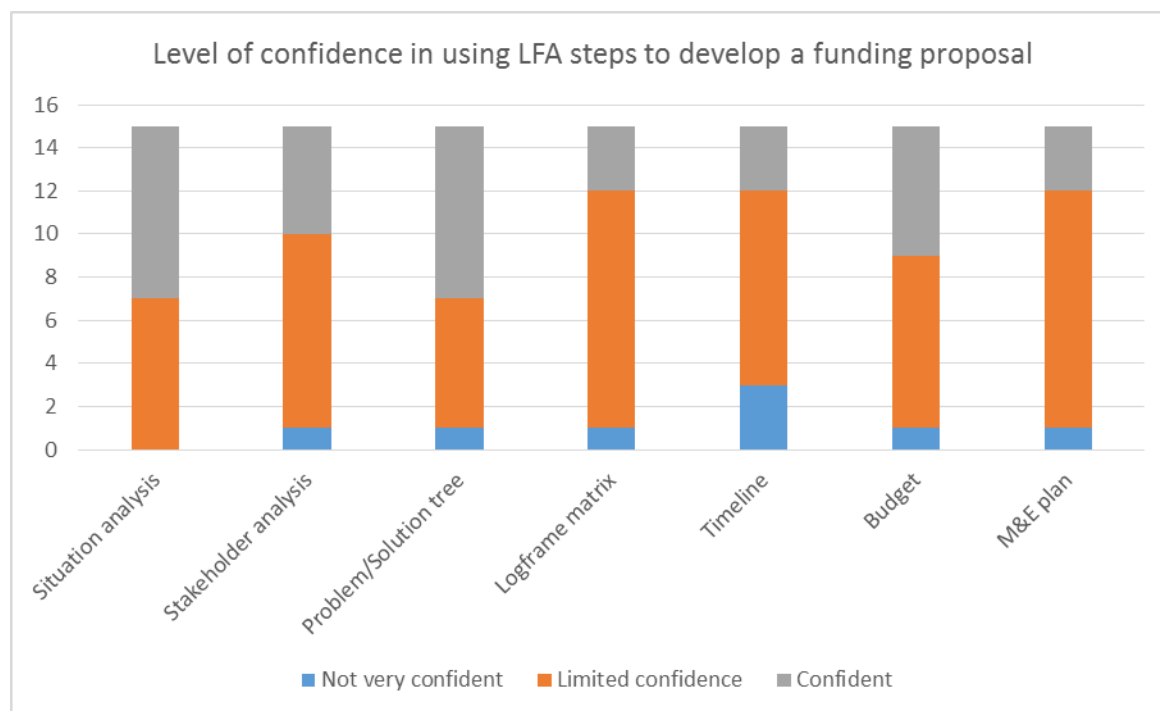
All (15) of the respondents noted that they would use the LFA, or parts of it, in preparing future project proposals. The high number of respondents indicating that they would use the LFA in future proposals demonstrates the positive impact of the LFA training in motivating participants to use a clear, logical process to design better projects, leading to better-prepared proposals.

“...I WOULD LIKE TO SAY THAT THE MOST BENEFITS I GAINED FROM THE TRAINING IS HOW TO ANALYSE PROBLEM AND THEIR SOLUTION ESPECIALLY TO UNDERSTAND WELL ON HOW TO CREATE PROBLEM & SOLUTION TREE.”

Most of the respondents indicated confidence, or limited confidence, in using the LFA steps and developing an M&E plan (Figure 2). One respondent indicated that they were not very confident for six of the tasks/steps. The greatest area where respondents indicated a limited confidence was developing timelines.

Overall, the results are positive in that there was a good balance between respondents indicating confidence, and those with limited confidence, with only minimal numbers indicating no confidence. There is the potential for the development of an informal network or community of practice to support the use of the LFA in Tuvalu. This should be encouraged so that the skills can be practiced, reinforced and maintained over time.

Figure 2.



Additional capacity building

Participants were asked to nominate any additional training they needed to support them in their work. Their responses were categorised in Table 3.

Table 3. Additional training requirements

Capacity building area	Number of nominations by participants
More LFA training	6
Support from SPC/PREA	2
Monitoring and evaluation	2
Budget	1
Excel and other software	1
Peer-support	1

Further training in the LFA was proposed by six respondents. Two of these respondents noted that the training should focus on local government, or Falekaupule, staff and islands leaders.

Two respondents also noted that it would be beneficial to receive follow up support or mentoring from SPC or PREA. One respondent noted that further peer-group training would be beneficial.

Monitoring and evaluation (M&E) training was nominated by two respondents.

About the workshop

Respondents were asked to provide feedback about their reflections of the training (see Annex 1 for all comments). Respondents were in general very positive about the training. Respondents noted that the training provided them the skills to develop proposals. Being able to analyse a problem was noted by several respondents.

"THE BENEFIT THAT I GAINED FROM THE TRAINING WAS THAT NOW I DO KNOW HOW TO DEVELOP PROPOSAL WRITING AND IT IS A GOOD TRAINING FOR ME AND ESPECIALLY TO MY WORKMATES SINCE MOST OF OUR WORK WE DO PROPOSAL WRITING."

One respondent noted that the training changed the way in which they approached their general work duties.

"ALL THE STEPS AND VALUES SHARED ARE VERY VITAL TO MY JOB. HOWEVER THE PROBLEM TREE WIDEN MY UNDERSTANDING IN FINDING THE REAL PROBLEM. IT REALLY HELP ME A LOT IN IDENTIFYING AND SOLVING PROBLEMS."

Conclusion

The Tuvalu workshop was very successful based on the respondents' use of the LFA for proposals and in general work duties, and comments on the benefits of the training. Though the success of the proposals cannot be directly attributed to the LFA training, the open feedback from Tuvalu respondents indicates the positive impact of the training.

The Tuvalu respondents demonstrated the benefits that flow from the training in both proposal writing and in general work duties. As such, the GCCA-funded training is having wider benefits than its core objective of the development of better proposals. Overall, the impact of the Tuvalu training was positive.

"SINCE THAT LFA TRAINING WAS THE FIRST TIME FOR ME TO GET INVOLVED IN SUCH TRAINING, IT BENEFITED ME ESPECIALLY ON HOW DEAL WITH MOST OF THE DUTIES AT WORK. THE WHOLE TRAINING REALLY INTERESTS ME. IDENTIFYING THE PROBLEM AND POSSIBLE SOLUTION WAS REALLY MY FAVORITE AS IT GIVES ME A FAIR IDEA OF HOW TO TACKLE AND SOLVE OR MINIMIZE THE PROBLEM."

Recommendations

Develop a contact list of past LFA participants and keep them updated on resources and grant opportunities that may be of interest.

Provide LFA refresher training to past participants to increase their confidence in specific areas of the LFA.

Form a network of local LFA practitioners, or a community of practice, to provide support to participants to apply the LFA and review proposals.

Designate a local or regional LFA focal point as a mentor to provide support to participants to apply the LFA.

Annex 1 – Participant Feedback

Benefits of the training

- In looking to situation analysis that will benefit me in starting a proposal
- How we identify the situation analysis from the beginning to the end product of the project
- "Well, all the steps and values shared are very vital to my job. However the problem tree widen my understanding in finding the real problem. It really help me a lot in identifying and solving problems."
- I learned the steps to create a proposal... which does not have anything lacking
- The biggest benefit for me would have to be the confidence I now have in preparing project proposals. This arises from the easy-to-follow steps of the LFA.
- The whole training would be my beneficial for my work as a Acting Island Community Development Planner Officer,
- have confident to carry out the first three steps of the process on my own
- Being able to secure funding from donors that I would have otherwise not been successful.
- With the training I would like to say that the most benefits I gained from the training is how to analyse problem and their solution especially to understand well on how to create problem & solution tree.
- Preparing Budget and Evaluation
- Since that LFA training was the first time for me to get involved in such training, it benefited me especially on how deal with most of the duties at work. The whole training really interests me. Identifying the problem and possible solution was really my favourite as it gives me a fair idea of how to tackle and solve or minimize the problem.
- As a local government officer, learning from this training improve the capacity and understanding on situation, stakeholders, problem and solution analysis, developing of a logframe matrix and monitoring and evaluation plans.
- How to create the analysis system, (problem, solution stakeholders and situation analysis)
- I totally learned new stuff from the training and the whole course benefits me.
- The benefit that I gained from the training was that now I do know how to develop proposal writing and it is a good training for me and especially to my workmates since most of our work we do proposal writing.

Follow up support

- Need support from SPC and those who have taught us in creating of this LFA
- to have more face to face training particularly more practices on LFA
- "As I mentioned, I need to develop my knowledge and skills to learn more how to prepare a budget for a proposal."
- to have more peer- group training, because we learn from others better
- You
- Focus more on Monitoring and Evaluation
- Up to date information or follow up training would be useful. I would really appreciate if you could put up an example of an actual monitoring and evaluation plan on the website.
- I hope that there will be more training on the developing of a Logframe matrix, timelines & Gantt chart and also more and effective training in developing a monitoring and evaluation plan.
- How to use excel and other programs
- I' would really love to get involve in a follow up training but more time is needed for training to allow participants develop their skills. Therefore training need to go on longer than a week as compared to last LFA training in Tuvalu.

- Working with local governments, more capacity building training needed to be delivered to the local government staff especially in developing better quality funding proposals.
- To my own extent, this workshop must take to the FALEKAUPULE. Instead of utilizing Government and Kaupule officials, Island Leaders must also develop their knowledge in proposal writings
- Some sort of trainings and workshop or even field work that can be done in related to things that may develop better quality funding proposals in future.

Other comments

- The handouts of the message was very cleared then, but need to practice very often to paste it in to your brain. I believe you got new skills and new methods for the same message, so if we could have a chance too to learn of them, would be very much appreciated.
- I think that you could also evaluate if any of the participants have gone on to train others in their department/organisation/communities on proposal writing using the LFA.
- It have more successful if your teams would find a great opportunity for us the Outer Island of Tuvalu
- Keep up the good work
- From my point of view it will be better to stretch the amount of time during the training especially on the mention modules I've stated which I need more support from you guys.
- Come back and run workshop for the benefits of our people
- As a participant, I personally believe that LFA training was very good. It really showed how to gather information needed to write a proposal but I would like to see continue from where the last training left off into actually drafting a project proposal. It would be good for a follow up support training to go on but to continue to drafting a proposal project.
- "Attending the LFA training workshop was a very successful training, i believe that all of the participants that attended will make use of this great opportunity to develop better quality funding proposals for donors that leads to better development of the outer islands and especially the development of our small island nation, Tuvalu.
- Thank you for this great opportunity for me to fill this form."
- Bring in more successful stories from your other achievement
- To conduct some sort of training that involved many proposals to be reviewed and evaluate in order to identify the gaps and spaces that are needed to be filled.
- It's a great pleasure to have more trainings on proposal writing since most of our work deals on projects so we are happy if there are more trainings in the future in order for us to know more.