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

**REPORT ON NIUE CAPACITY DEVELOPMENT IN PROPOSAL PREPARATION USING
THE LOGICAL FRAMEWORK APPROACH WORKSHOP
12-16 AUST 2013**

Introduction

The Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project is funded by the European Union (EU) and implemented by the Secretariat of the Pacific Community (SPC) in collaboration with the Secretariat of the Pacific Regional Environment Organisation (SPREP). The project budget is €11.4 million. The implementation period for the GCCA: PSIS project is from the date of signature of the agreement, 19 July 2011, to 19 November 2014.

The overall objective of the GCCA: PSIS project is to support the governments of nine Pacific smaller island states, namely Cook Islands, Federated States of Micronesia (FSM), Kiribati, Marshall Islands, Nauru, Niue, Palau, Tonga and Tuvalu, in their efforts to tackle the adverse effects of climate change. The purpose of the project is to promote long term strategies and approaches to adaptation planning and pave the way for more effective and coordinated aid delivery on climate change at the national and regional level.

The project approach is to assist the nine countries design and implement practical on-the-ground climate change adaptation projects in conjunction with mainstreaming climate change into line ministries and national development plans; thereby helping countries move from an *ad hoc* project-by-project approach towards a programmatic approach underpinning an entire sector. This has the added advantage of helping countries better position themselves to access and benefit from new sources and modalities of climate change funding, e.g. national and sector budget support.

GCCA: Capacity development in proposal preparation using the logical framework approach Project ('LFA training') in Cook Niue

Following a regional workshop on Climate Finance and Proposal Preparation held in Apia, Samoa, 26 – 27 October 2012, and supported by the Asia-Pacific Adaptation Network (APAN), Secretariat of the Pacific Regional Environment Program (SPREP) and SPC, six of the countries (Cook Islands, Federated States of Micronesia, Marshall Islands, Nauru, Niue and Tuvalu) involved in the GCCA: PSIS project expressed their interest in having a national training workshop on project proposal preparation using the logical framework approach. This LFA training project responds to that expressed need. The project provides a valuable opportunity to strengthen national government staff to develop successful and integrated climate change adaptation project proposals. This will allow PSIS and donors to work together to ensure a more effective and coordinated aid delivery to address climate change at the national and regional level.

The Niue training workshop was delivered over 4 days (12-15 August 2013) at the Niue Golf and Sports Club. A half-day on 16 August provided an opportunity for any participants to get further mentoring on specific areas, or to get assistance developing project proposals following the training. Seventeen participants completed the training, representing various departments of the Niue Government, as well as the private sector (see Annex 1). There were several more members of the government that attended the first day of the training, but were unable to attend the remaining days due to other commitments. Pacific Research and Evaluation Associates (PREA) were contracted to deliver the LFA training, based on the resources that they had previously developed and piloted in the Cooks Islands.

The training made use of a donor directory (Donors for Climate Change Adaptation in the Pacific) developed for SPC and SPREP. All relevant training resources were provided to participants in hardcopy with an electronic copy provided on a USB stick for all participants.

The delivery approach and content in the training resources was informed by participant responses to a training needs analysis conducted prior to the LFA training. The medium term outcomes resulting from the training will be assessed through issuing a longitudinal post-training survey (3 – 6 months after the training) combined with telephone interviews. The key topics covered during the LFA training include a background on the project management cycle, a detailed look of the logical

framework approach, proposal writing (informed by the LFA) and a brief summary of climate change donors active in the Pacific region. A detailed delivery plan is included in Annex 2.

The LFA training workshop was organised by SPC with in-country staff Haden Talagi from the Department of Environment. The workshop was the focus of a story on local TV, with one of the facilitators interviewed about the training and its intended benefits.

Workshop Participants

There were 17 participants who completed the training. There were several more on the first day, including the Directors of the Department of Environment, Department of Public Works, and Bureau of Meteorology, but they were unable to attend the remaining three days due to busy work loads. Several of the participants needed to absent themselves from parts of the training to attend other meetings etc. Many of the participants also have other roles on top of their government positions, including representing community or NGO interests. There were no NGOs or community representatives present as these two categories could not spare the time to attend the training, but they did signal a desire to attend follow up training in 2014, preferably occurring in the evening.

Workshop Results

Mr Sauni Tongatule, Director of Environment, opened the workshop and gave the introductory remarks. Mr Sanivalati Tubuna, Project Officer SPC-GCCA: PSIS provided some additional remarks about the background of the LFA training project and the role that SPC and SPREP play as implementing agency for the broader EU GCCA: PSIS project. After introductions, the two training facilitators from PREA began workshop proceedings for day 1.

Training delivery included a mix of informative presentations, large group activities to demonstrate new knowledge and skills followed by small group activities where participants were challenged to use the knowledge and skills for real-life project ideas they wanted to develop (see Annex 3 for photo of group work). There were six small project groups that worked through the LFA, representing the following project ideas:
- Increasing farming of traditional root crops
- Improving the fitness of Niue men to reduce rate of non-commutable diseases
- Developing a water quality monitoring programme for rainwater tanks
- Increasing Niuean content in local media to strengthen Niuean culture and identity
- Embedding climate change in the national curriculum of Niue
- Maintaining the quality of groundwater in Niue through a septic tank improvement programme

The facilitators moved between groups to offer support and advice where required. The presence of two facilitators was valued by participants for both the presentations and the detailed group work. Start of day and post-lunch warm-up activities were conducted to refresh participants and prepare them for learning. Each day began with a recap of the preceding day and each day ended with a re-cap of the days' content.

Attempts were made by Mr Haden Talagi to organise a guest presentation from NZ Aid but unfortunately there was no positive response. For future workshops, PREA will also attempt to contact in-country donors to explain the training, and the value that donors can provide through a guest presentation, as well as the value of the training to donors, through improved quality of proposals.

The workshop concluded on day 4 with group performances, which reflect what participants have learnt, group photo and certificate of attendance presentation conducted by Mr Sanivaliti Tubuna of SPC.

Workshop Evaluation

The results of the workshop evaluation are presented as Annex 4. All of the participants who attended the four days (seventeen people) completed the evaluation form.

The Niue training was very successful, mirroring that of the Cook Islands delivery. The participants all had experience working in teams, and on projects and were fluent in English. This made the delivery easier, compared to that of the Marshall Islands. Notwithstanding the participants' strong level of English, the logframe matrix was still translated into Niuean.

Nearly all the participants indicated a strong to fair degree of confidence in being able to complete the steps of the logical framework approach upon their return to work. The same level of confidence applied to being able to write a proposal. This is backed up by participants' comments, who indicated that the most useful aspect of the course was learning about the structured process of the LFA and how this helped in preparing proposals.

"That the LFA is an excellent tool to use before starting on the writing up of the project proposal."

"Problem tree analysis. I'm used to always think solutions but having introduced this subject of the problem tree analysis it's easier to see what the root cause is."

"Everything. The fact that we went through the load of analysis, before even writing the proposal, showed a great way of writing a successful proposal."

When asked about follow up training, participants' comments included that they would like further training on certain specific aspects of the logframe approach such as the logframe matrix, and how this fitted in with proposal writing, as well as more time on monitoring and evaluation. A number of respondents indicated that they wanted the full training to be delivered again.

All of the participants indicated that they would recommend the course to their colleagues.

"Excellent training. Facilitators very exciting, precise, effective and helpful. Would recommend it to any Managers and Higher Officials in Govt and NGO."

"That Haden and Sauni contract a team to train communities on the LFA."

Most of the participants indicated that the length of the course, which was four days, was about right.

The participants all indicated satisfaction with the delivery, and the resources provided. The following comments reflect the success of the Niue training delivery.

"I really enjoyed this training because it really showed the gaps in my understanding about what a good proposal is. Thank you!."

"Thoroughly enjoyed the group presentations, makes you present what you learnt!!"

"Lovely guys and kept the participants well engaged."

"Thanks, great workshop training. Enjoyed heaps and learnt loads."

Conclusion

The training was very successful in building the capacity and more motivation of Niue government staff to use the logical framework approach to design better projects, and leading to better proposals. The participants noted the benefits of thinking through projects at the design stage, rather than jumping straight to solutions or actions. There is a strong likelihood that a number of the projects that small groups worked on will be further developed into actual proposals. It will be interesting to see with the impact evaluation in several months' time whether any proposals have been successful in receiving funding.

Annex 1 Participants List

Name	Organization	Email (or postal address)
Haden Talagi	Environment Dept.	haden.talagi@mail.gov.nu
Felicia Talagi	External Affairs	felicia.pihigia@mail.gov.nu
Deve Talagi	Public Works Dept.	deve.talagi@mail.gov.nu
Sisilia Talagi	Business Sector (Chamber of Commerce)	gracesisilia@gmail.com
Birtha Togahai	USP-EU GCCA	birtha.togahai@mail.gov.nu
Shane Tohovaka	Private Sector-Kilocutz Productions	kilocutz@niue.nu
Frank Sioneholo	Eco-Planning , DEV-TRADE	frank.sioneholo@mail.gov.nu
Ireenah Mautama	Environment Dept.	aquiziamautama@hotmail.co.nz
Huggard Tongatule	Environment Dept.	huggard.tongatule@mail.gov.nu
Toe Tukutama	Community Affairs	toe.tukutama@mail.gov.nu
Rossy Mitiepo	Niue Meteorological Service	Rossy.Mitiepo@mail.gov.nu
Logo Seumanu	Environment Dept.	logo.seumanu@mail.gov.nu
Sione Leolahi	Public Works Dept/NIUANGO-NGO	Sioneheke.Leolahi@mail.gov.nu
Vehi Kaiuha	Community Affairs	Vehi.Kaiuha@mail.gov.nu
Alicia Hipa	Health Dept.	alicia.hipa@mail.gov.nu
Sauni Tongatule	Environment Dept.	sauni.tongatule@mail.gov.nu
Natasha Toeono-Tohovaka	Dept. of Agr, Forestry and Fisheries (DAFF)	Natasha.Tohovaka@mail.gov.nu
Moira Enetama	Taoga Niue	Moira.Enetama@mail.gov.nu
Poi Okesene	DAFF	Poi.Okesene@mail.gov.nu
Jamal Talagi	DAFF	
Daniel Makaia	Environment Dept.	daniel.makaia@mail.gov.nu
Michelle Marsh	Economics and Planning	Michelle.marsh@mail.gov.nu
Jennifer Anayo	PhD Student, Australia	jennifer.anayo@gmail.com

Annex 2 Workshop Agenda
Secretariat of the Pacific Community

Niue

GLOBAL CLIMATE CHANGE ALLIANCE: PACIFIC SMALL ISLAND STATES

PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP

Delivery plan summary

	Task / Topic
Day 1	Welcome
	Gathering group knowledge
	Introduction to the LFA
	Project Management Cycle
	Step 1. Stakeholder Analysis
	Step 2. Problem analysis
Day 2	Step 2. Problem analysis continued
	Step 3. Solution Analysis
	Step 4. Strategy Analysis – Selecting solutions
	Step 5. Logframe Matrix
Day 3	Step 5: Logframe Matrix continued
	Step 6: Activity Scheduling
Day 4	Step 7: Resource Scheduling
	Proposal Writing
	Donor agencies
	Celebration and group performances
	Final feedback and evaluation
Day 5	Half-day mentoring session

Annex 3

POST TRAINING EVALUATION FORM – NIUE, 12-16 August 2013

Completed by 17 participants

The training was well structured	14	3	☐	☐	☐	☐	☐	The training was poorly structured

The activities gave me the confidence that I can apply the knowledge in my work	15	2	☐	☐	☐	☐	☐	The activities did not give me confidence that I can apply the knowledge in my work

I found the learner guide useful	14	3	☐	☐	☐	☐	☐	I did not find the learner guide useful

I learnt things that will be useful to my work	16	1	☐	☐	☐	☐	☐	I did not learn things that will be useful to my work

The course was well presented	12	4	1	☐	☐	☐	☐	The course was poorly presented

The facilitators made the material enjoyable	16	1	☐	☐	☐	☐	☐	The facilitators did not make the material enjoyable

For each of the following, please rate your level of confidence in being able to undertake the following steps of the logical framework approach when you get back to your job.

Very confident							*Not at all confident*
Stakeholder analysis	8	6	1	1	☐	☐	☐
Problem analysis	6	8	3	☐	☐	☐	☐
Solution analysis	9	6	2	☐	☐	☐	☐
Logframe matrix	10	4	2	1	☐	☐	☐

I am confident that I can put together a good project proposal	9	4	3	1	☐	☐	☐	I am not confident that I can put together a good project proposal

I would recommend this course to my colleagues	17	☐	☐	☐	☐	☐	☐	I would not recommend this course to my colleagues

Four days for the course was:	About right	12
	Too short	2
	Too long	3

What was the most useful thing you learnt on this course?

Identifying core problems, causes and effects, and putting them into a well-structured proposal
logframe matrix, problem tree, solution tree
The whole course from the start, activities and end
LFA and M&E
Problem and solution tree. Logframe matrix
LFA and M&E
All the analysis sections
Learning the right steps to writing up a proposal

Understanding a 'well structured' proposal writing technique and ideas
That the LFA is an excellent tool to use before starting on the writing up of the project proposal.
LFA and M&E
LFA, how it translates across other donor frameworks or requirements/systems
How to write a good proposal
Problem tree analysis. I'm used to always think solutions but having introduced this subject of the problem tree analysis it's easier to see what the root cause is.
How to put together a logframe matrix
Everything. The fact that we went through the load of analysis, before even writing the proposal, showed a great way of writing a successful proposal
Activities and group working

The course would have been more effective if:

consensus in doing these types of training together; not different for govt and private sector/NGOs
A better case study that was not fisheries
An extra day or evening session
We have more time, days to work on Consistent attendance of participants, key stakeholders present, including NGOs. Everyone is fully committed but we must come to some
There's a local case study
The course was fine, participants in Niue just wear too many hats and so things can seem dragged, so sometimes we want to cut to the chase
More NGOs were involved
Private sector participation and views
Course was perfect
Maybe just show an example of a successful and unsuccessful proposal and discuss why
There be more participants

Which topic(s), if any, do you want follow-up training on?

Risk management plan/analysis! Successful project proposals, Example how to do M&E
Whole course next year 2014
All of the topics but mainly the project proposals
LFA
Risk assessment
The whole thing every 2 years
Monitoring and evaluation
M&E
All
LFA training for private sector stakeholders
Risk mananagement analysis, M&E
Maybe M&E
M&E with the same facilitators

Do you have any further comments or feedback about any aspects of the training?

Excellent training. Facilitators very exciting, precise, effective and helpful. Would recommend it to any Managers and Higher Officials in Govt and NGO.
More icebreakers as it is information heavy. Session with donors
Thank you it was very useful. Look forward to follow up session in 2014.
Thank you!!
That Haden and Sauni contract a team to train communities on the LFA
Great work fellas. Keep it up.
I really enjoyed this training because it really showed the gaps in my understanding about what a good proposal is. Thank you!
Thoroughly enjoyed the group presentations, makes you present what you learnt!!
Lovely guys and kept the participants well engaged

Thanks, great workshop training. Enjoyed heaps and learnt loads.
Keep up the great work