



**SPC**  
Secretariat  
of the Pacific  
Community



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

**REPORT ON TUVALU CAPACITY DEVELOPMENT IN PROPOSAL PREPARATION  
USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP  
1-6 November 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 Tuvalu**

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 Tuvalu training workshop was delivered over 4 days (1-6 November 2013). 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 workshop was held at the Tuvalu Family Health Association (TuFHA) and was attended by twenty nine participants.

The training made use of a donor directory (Donors for Climate Change Adaptation in the Pacific) developed for SPC and SPREP. PREA also researched additional donors active in the Pacific region who support PSIS and LDCs. All relevant training resources were provided to participants in hardcopy with an electronic copy provided on a USB stick for all participants. The official process for submitting all requests for funding in Tuvalu requires Government Departments to complete a Government funding proposal template and submit this to the Ministry of Finance - AID unit for review and approval. The AID unit then refers to a donor matrix to select donors whose funding criteria best fit the project proposal. The proposal is then sent to one or more donors for consideration. This process appeared to limit the opportunity for individual Government Departments to engage with and build relationships with donors. Additionally, several Government representatives commented on their limited knowledge of what donors and funding opportunities existed and additionally, what their funding criteria or focus areas were. Some participants also noted that they did not hear back in a timely manner on the status of their applications, nor did they get feedback on unsuccessful proposals. This indicates both limited inter-Governmental Department communication (which may be explained by resourcing constraints) and also a lack of initiative from Government

staff who have not sought to undertake some direct research on donors and their funding priorities. Though the centralised development assistance process provides a means for prioritising projects avoiding duplication, there is an opportunity for improvement in the process to allow departments to liaise directly with donors, as well as for the government to liaise with the NGO sector (through the Tuvalu Association of NGOs- TANGO) to coordinate project applications to avoid duplication with NGO projects.

The training needs analysis results were delivered in hardcopy on the first day of the workshop. A review of the results revealed that only four participants had any real experience with proposal writing or any components of the LFA. 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 support from in-country staff Mr Faoli Teakau from the Department of Environment.

### **Workshop Participants**

Thirty participants attended the training over the four day workshop program representing various departments of the Tuvalu Government, as well as several representative from a local NGOs (TANGO, TuFHA, Red Cross, National Council of Women) (see Annex 1). Of the thirty attendees, there were several that were unable to attend for between half a day and one day due to other commitments. Several additional participants joined the training on day two. Learner guides, slide packs and USB flash drives were distributed to all participants.

### **Workshop Results**

Mr Tapugau Falefou, Permanent Secretary Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour opened the workshop and gave the introductory remarks on Tuvalu and the importance of building capacity in proposal preparation. Mr Sanivalati Tubuna, Project Officer SPC-GCCA: PSIS provided a 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 seven small project groups that worked through the LFA, representing the following project ideas:

- Cleaner streets in Tuvalu through the installation of public place rubbish bins and an education campaign
- Faster and more reliable internet in Tuvalu through an increase in satellite bandwidth and infrastructure upgrades on Funafuti and outer islands
- Improving ship to shore transport for outer islands through improved harbour design and equipment
- Increased youth participation in sport through the Tuvalu Games
- Reliable weather forecasting through the replacement of the existing MET office (that was leaking and a state of disrepair)
- Increased climate change education in primary schools through the distribution of a Climate Change Education Toolkit and teacher training.
- Increased climate change awareness amongst women through International Women's day.

The first five project groups completed the LFA and developed draft proposal outlines during the training.

Additionally the whole of class thematic topic that was selected to work on was another suggested project for Tuvalu that revolved around the issue of poor water quality of the fresh water lens in Fongafale with a focus on the need to address leaking quality septic tanks.

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 recap of the days' content.

PREA organised a guest presentation by Ms Lita Molu from the Tuvalu Government's Planning & Budget department to reinforce the importance of using the LFA, provide tips on proposal writing

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 Sanivalati Tubuna of SPC and Mr Tapugao Falefou, Permanent Secretary, Ministry of Foreign Affairs, Trade, Tourism, Environment and Labour.

### Workshop Evaluation

The results of the workshop evaluation are presented as Annex 4. Only 17 participants who attended the four days completed the evaluation form due to the need to leave early.

The Tuvalu training was very successful, mirroring that of the Cook Islands and Niue 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 Tuvaluan.

Project description	<b>Fakailoga</b> (Indicators)	<b>Fakamaonga</b> (Source of verification)	<b>Fakatautauga</b> (Assumptions)
<b>Tapula</b> (Goal)			
<b>Pogai</b> (Purpose)			
<b>Fuataga of Galuega</b> (Outputs)			
<b>Galuaga Fai</b> (Activities)			

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. The technique of creating problem trees and solution trees was valued.

#### ***What participants found most useful***

*"The different steps taken to write-up the proposal more easily to follow and saves time rather than wasting time on unnecessary or irrelevant stuff"*

*"Finding the core problem - Problem tree. I think I've learned the importance of making sure you tackle /question the problems because once it is done beautifully / well, the solution will be easy and project proposal writing will be very easy to do"*

*"This tool is very useful as a whole. One thing I was never able to do at my work was a resource schedule so it is great to finally trained on it."*

*"Finding the core problem and working around the problem tree is the most important initial step to identify other steps that follow in the process, because more easier to conduct"*

*“The input of ideas from different perspective of stakeholders”*

When asked about follow up training, participants’ comments included a range of responses:

- Monitoring and Evaluation
- Resource Scheduling
- Problem Tree Solution Tree
- Strategy analysis
- More information on donors and their funding priority areas.
- The same training to be delivered to a larger selection of Government staff.

All of the participants indicated that they would recommend the course to their colleagues. Most participants indicated that the length of the course was the right length, although several wanted a longer program. Some participants requested another day whilst others wanted an additional week so they had more time to absorb the content and participate. The participants all indicated satisfaction with the delivery, and the resources provided. The following comments reflect the success of the Tuvalu training delivery.

*“Great training which I learned from and be able to put into practice”*

*“It is a matter of practicing to get good at it. I think this training should be done quarterly for different staff throughout the year”*

*“I came here with a 0% knowledge about writing propoals and nw I can say I have a 99% in writing proposals. Thanks heaps”.*

*“Overall the training was very helpful. We have managed to apply lots of ideas into the project. Especially working on the budget template that was given makes things very easy”*

*“Thanks Damien and Martin for a very well done training you conducted for us! I've learned a lot and will definitely share with colleagues at the Department of Trade in case we have future proposals to write. Awesome job!!“*

*“This is a very good training, I have learnt a lot and so fortunate to have this great opportunity to be part of this training! I feel confident that I could be able to write successful project proposals. Thankyou so much facilitators, Martin and Damien for delivering this important workshop”.*

## **Conclusion**

The training was very successful in building the capacity and more motivation of Tuvalu 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 two or possibly three 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.

PREA followed up the LFA training in Tuvalu with Strategic Planning, and Monitoring and Evaluation training for TANGO staff and stakeholders (NGOs). There were five government staff members who also attended both these training workshops delivered over two days each. The government staff members benefited greatly from these two training workshops which had strong synergies with the LFA training.

## Annex 1 Participants List

First name	Surname	Job title	Organisation	Sex	Nationality	Email
Mati	Afelee	EIF Project Officer	MFATTEL	F	Tuvalu	<a href="mailto:matiafe@gmail.com">matiafe@gmail.com</a>
Paufi	Afelee	Tourism Officer	MFATTEL	F	Tuvalu	<a href="mailto:paufiafelee@gmail.com">paufiafelee@gmail.com</a>
Makerita	Pakai	Loan Officer	Dev. Bank of Tuvalu	F	Tuvalu	<a href="mailto:makepakai@gmail.com">makepakai@gmail.com</a>
Taiane	Amasone	PACC Project Technical Assistant	Public utilities	F	Tuvalu	<a href="mailto:taiane.amasone.apelu@gmail.com">taiane.amasone.apelu@gmail.com</a>
Tusi	Finikaso	Tuvalu Red Cross	Tuvalu Red Cross	M	Tuvalu	<a href="mailto:t_finikaso@yahoo.com">t_finikaso@yahoo.com</a>
Puanita	Taomia	Tuvalu Association of NGO	Tuvalu Association of NGO	F	Tuvalu	<a href="mailto:puanitabi75@gmail.com">puanitabi75@gmail.com</a>
Tomu	Hauma	Falekaupule Trust Fund Project Officer	Falekaupule Trust Fund	M	Tuvalu	<a href="mailto:mrhauma@gmail.com">mrhauma@gmail.com</a>
Vavao	Saumaiaia	Secretary TNPSO	Tuvalu National Private Sector	M	Tuvalu	ttnpso@yahoo.com ; ipnofovao@gmail.com
Atufenua	Maui	Senior ISP Officer	ICT Department	M	Tuvalu	<a href="mailto:amani@gov.tv">amani@gov.tv</a>
Manaima	Tauati	TANGO Accountant	TANGO	F	Tuvalu	<a href="mailto:manatanati@gmail.com">manatanati@gmail.com</a>
Talamanuia	Tomu	Clerk (TNCW)	Tuvalu National Council of Workers	F	Tuvalu	<a href="mailto:talamanuia8@gmail.com">talamanuia8@gmail.com</a>
Pasai	Falasa	D/Officer	Women Department	F	Tuvalu	<a href="mailto:pfalasa@gmail.com">pfalasa@gmail.com</a>
Semu	Malona	Statistician	Dept. of Statistics	M	Tuvalu	<a href="mailto:smalonna@gov.tv">smalonna@gov.tv</a>

Itaia	Lausaveve	Director of Agriculture	Dept. of Agriculture	M	Tuvalu	<a href="mailto:itaialausaveve@gmail.com">itaialausaveve@gmail.com</a>
Tavau Vaايا	Simeona	IKM Officer (CCPIR)	Dept. of Environment	F	Tuvalu	<a href="mailto:tamanuku06@gmail.com">tamanuku06@gmail.com</a>
Faoliu	Teakau	Project Coordinator GCCA:PSIS	Dept. of Environment	M	Tuvalu	<a href="mailto:fteakau@gov.tv">fteakau@gov.tv</a> ; <a href="mailto:fteakau@gmail.com">fteakau@gmail.com</a>
Hilia	Vavae	Meteorologist	Dept. of Meteorology	F	Tuvalu	<a href="mailto:hvavae@gov.tv">hvavae@gov.tv</a>
Temetiu	Maliga	Rural Development Planner	Ministry of Home Affairs	M	Tuvalu	<a href="mailto:tmaliga@gov.tv">tmaliga@gov.tv</a>
Dolores	Leneuoti	Land Valuation Officer	Land & Survey Dept.	F	Tuvalu	<a href="mailto:dleneuoti@gmail.com">dleneuoti@gmail.com</a>
Lamese	Saamu	Database Officer	Dept. of Education	M	Tuvalu	<a href="mailto:jzonestar@gmail.com">jzonestar@gmail.com</a>
Epu	Falenga	Environment	Dept. of Environment	M	Tuvalu	<a href="mailto:licaepu@gmail.com">licaepu@gmail.com</a>
Alan	Resture	NAPA NTA	NAPA National Technical Advisor	M	Tuvalu	<a href="mailto:avesture@gmail.com">avesture@gmail.com</a>
Teuleala Manuella_Morris		USP:GCCA		F		
Loresio	Tefau	Aviation		M		<a href="mailto:ltefau@gov.tv">ltefau@gov.tv</a>
Natano	Elisala	MIN health		M		<a href="mailto:pharmacyintuvalu@yahoo.com">pharmacyintuvalu@yahoo.com</a>
Jennifer	Malosi	Funafuti Town Council		F		
Lita	Molu	Planning & Budget		F		
Loia	Molipi	PACC Coordinator		F		
Linda	Puga	TANGO Accountant		F		

**Annex 2 Workshop Agenda  
Secretariat of the Pacific Community**

**Tuvalu**

**GLOBAL CLIMATE CHANGE ALLIANCE: PACIFIC SMALL ISLAND STATES  
PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH  
WORKSHOP**

*Delivery plan summary*

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

**Annex 3**  
**Photos of workshop activities**





## Annex 4

### POST TRAINING EVALUATION FORM - TUVALU

**Completed by 10 participants**

The training was well structured	14	3	<input type="checkbox"/>	The training was poorly structured				
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The activities gave me the confidence that I can apply the knowledge in my work	15	2	<input type="checkbox"/>	The activities did not give me confidence that I can apply the knowledge in my work				
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I found the learner guide useful	14	2	<input type="checkbox"/>	I did not find the learner guide useful				
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I learnt things that will be useful to my work	14	3	<input type="checkbox"/>	I did not learn things that will be useful to my work				
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The course was well presented	14	3	<input type="checkbox"/>	The course was poorly presented				
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The facilitators made the material enjoyable	15	2	<input type="checkbox"/>	The facilitators did not make the material enjoyable				
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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.

		<i>Very confident</i>								<i>Not at all confident</i>
Stakeholder analysis	11	6	<input type="checkbox"/>							
Problem analysis	12	4	<input type="checkbox"/>							
Solution analysis	12	5	<input type="checkbox"/>							
Logframe matrix	13	4	<input type="checkbox"/>							

I am confident that I can put together a good project proposal	13	4	<input type="checkbox"/>	I am not confident that I can put together a good project proposal				
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I would recommend this course to my colleagues	15	2	<input type="checkbox"/>	I would not recommend this course to my colleagues				
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Four days for the course was:	About right	13
	Too short	4
	Too long	<input type="checkbox"/>

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

<p>all</p> <p>All components of the LFA approach</p> <p>Everything</p> <p>Finding the core problem</p> <p>Finding the core problem and working around the problem tree is the most important initial step to identify other steps that follow in the process, because more easier to conduct</p> <p>I found everything useful</p> <p>Knowing how to go about with the 5 LFA steps in order to make a good proposal</p>
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Problem tree. I think I've learned the importance of making sure you tackle /question the problems because once it is done beautifully / well, the solution will be easy and project proposal writing will be very easy to do

Produce a well written qualitative and quantitative project proposal

Proper planning of the proposal writing process

Sharing of skills and knowledge with other participants

Solution tree

The different steps taken to write-up the proposal more easily to follow and saves time rather than wasting time on unnecessary or irrelevant stuff

The input of ideas from different perspective of stakeholders

The use of LFA in proposal writing

The procedures of the steps of writing a good project proposal

This tool is very useful as a whole. One thing I was never able to do at my work was a resource schedule so it is great to finally trained on it.

The course would have been more effective if:

at the end of the training a real project proposal put together and ready for funding

Everyone or at least someone from each department participated.

Groups to select real problems based by ..(writing illegible). More plays to reflect what has been learned

If most Govt officials participated and they will learn knowledge and ideas how to write a project proposal. Otherwise we are so blessed to have learned skills and ideas how to write proposals.

make it a two week workshop

More time

More time

Participant to come to the workshop on time.

Participant were to have group proposals checked and marked with recommendations noted.

Powerpoint to be made larger so it is easier to read

There are more case studies given to participants to practice more on doing the LFA

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

Actual matching of a project proposal to a donors requirements

All topics were well covered and more emphasis needed on the proposal write-up. Follow up training of write up would be appreciated. Training on project management.

CCA

LFA and LFM

M&E

Problem analysis to help Identify the core problem

Resource schedule

Strategy analysis and log-frame matrix

The application of problem / solution tree in the final project proposal

The whole training but to other sectors of the communities.

Updated donor information

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

Everything was well conducted

Extension to the outer islands

Great training which I learned from and be able to put into practice

It is a matter of practicing to get good at it. I think this training should be done quarterly for different staff throughout the year

More time for the proposal writing session.

Nothing really I came here with a 0% knowledge about writing proposals and now I can say I have a 99% in writing proposals. Thanks heaps.

Overall the training was very helpful. We have managed to apply lots of ideas into the project. Especially working on the budget template that was given makes things very easy  
Thanks Damien and Martin for a very well done training you conducted for us! I've learned a lot and will definitely share with colleagues at the Department of Trade in case we have future proposals to write. Awesome job!! Hope you enjoy the rest of your stay.  
The training has given a lot of tools suggestions and approaches that you could use when doing project proposals  
This is a very good training, I have learnt a lot and so fortunate to have this great opportunity to be part of this training! I feel confident that I could be able to write successful project proposals.  
Thankyou so much facilitators, Martin and Damien for delivering this important workshop.  
Very useful as a start up for us who don't know about LFA and proposal writing. Now am confident that I can do the proposal costing  
We require to know donors that can offer sponsorship to university study award programmes  
Well presented training workshop and also fairly gender represented.