



SPC  
Secretariat  
of the Pacific  
Community



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

**REPORT ON COOK ISLANDS CAPACITY DEVELOPMENT IN PROPOSAL  
PREPARATION USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP  
8-13 MAY 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 Islands**

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 first LFA training workshop was delivered over 4 days (8 – 13 May 2013) in Rarotonga, Cook Islands at the Crown Beach Resort. Twenty-six participants from various departments of the Cook Islands Government attended the training (see Annex 1). Pacific Research and Evaluation Associates (PREA) were contracted to develop training resources and deliver the pilot LFA training. Training resources developed to support the training included:

- Training Needs Analysis survey
- Learner guide
- Presentation slides
- Facilitator guide which included a delivery plan, detailed session plan and instructions for all activities
- Activity worksheets
- Post-training survey
- Longitudinal evaluation survey and interview guide

The training also 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 USB sticks 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 at 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 and SPREP with in-country staff Teina Rongo and Ana Tiraa from the Office of the Prime Minister – Climate Change Division.

### **Workshop Participants**

There were 26 participants in attendance with an additional four unable to attend at the last minute. All participants were from the Cook Island Government agencies from both Rarotonga and seven of the outer islands (Manihiki, Rakahanga, Atiu, Mangaia, Aitutaki, Mauke and Mitiaro).

### **Workshop Results**

Elizabeth Wright-Koteka, Chief of Staff, Office of the Prime Minister, opened the workshop and gave the introductory remarks. The vulnerability of the Cook Islands to the impacts of climate change were highlighted during the opening along with the opportunity to access climate change adaption funds through high quality funding proposals informed by the logical framework approach.

Dr Gillian Cambers, Project Manager 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 presentations and Cook Islands News report). 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. Two guest speakers involved in reviewing funding proposals from the India Grant Fund - Peter Taivairanga and Cook Islands Social Impact Fund Manager - Angie Tuara also gave presentations to highlight the importance of using the LFA to inform quality project proposals. Tips on writing successful funding proposals were also provided. The workshop concluded on day 4 with a group photo and certificate of attendance presentation conducted by the Cook Islands Prime Minister, Hon. Henry Puna.

### **Workshop Evaluation**

The results of the workshop evaluation are presented as Annex 4. Nineteen people completed the evaluation form.

Rarotonga was very successful. Most of the respondents 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.

*“Using these tools allows me to fully assess a problem from the 'too hard' basket to the 'can do it' basket. It makes you look at a problem from all angles and not one dimension.”*

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

*"I have learned a lot and would recommend this course for all our govt departments to utilise for business planning."*

*"The LFA should be introduced to all ministries particularly those that request for donor assistance or govt funding. Perhaps standardised LFA in all ministries."*

*"...I only wish that more of my colleagues could have participated."*

Most of the participants indicated that the length of the course, which was four days, was about right. During the informal discussion held at the end of the course, some participants indicated that some extra time may be useful in order to spend more time on topics such as monitoring and evaluation, and proposal writing.

The following comment provides a succinct summary of the success of the pilot training.

*"I have attended many workshops/training (national/regional/international) over the years and I have to say, especially given the topic presented, that this ranks as one of the best/most useful trainings (if not the best). The potential for this training to have been dull/boring was high but I found that it was engaging/interactive/well spaced/understandable/interesting. We leave with useful tools that will be used. I only wish that more of my colleagues could have participated. Great job. Thanks to the donors too."*

## **Conclusion**

The pilot training was very successful in building the capacity, and more importantly the motivation, of Cook Islands government staff to use the logical framework approach to design better projects, and leading to better proposals. The use of interactive learning and keeping learning fun was highly effective in keeping participants engaged and learning. The pilot training confirmed the value of this capacity building initiative and the importance of its rollout to other PSIS.

### Annex 1 Participants List

<b>NAME</b>	<b>ORGANISATION</b>	<b>EMAIL</b>
Tupopongi Marsters	Internal Affairs	<a href="mailto:tmarsters@intaff.gov.ck">tmarsters@intaff.gov.ck</a>
Nga Teao-papatua	Internal Affairs	<a href="mailto:nga.teao@intaff.gov.ck">nga.teao@intaff.gov.ck</a>
Arona Ngari	Meteorological Office	<a href="mailto:angari@met.gov.ck">angari@met.gov.ck</a>
Elizabeth Tavairangi	Audit office	<a href="mailto:elizabethtavairanga@cookislands.gov.ck">elizabethtavairanga@cookislands.gov.ck</a>
Taimata Allsworth	DCD/MFEM	<a href="mailto:taimata.allsworth@cookislands.gov.ck">taimata.allsworth@cookislands.gov.ck</a>
Rob Matapo	Climate Change	<a href="mailto:rmatapo@pmoffice.gov.ck">rmatapo@pmoffice.gov.ck</a>
Louisa Karika	National Environment Service	<a href="mailto:louisa@environment.gov.ck">louisa@environment.gov.ck</a>
Rimmel Poila	National Environment Service	<a href="mailto:rimmel@environment.gov.ck">rimmel@environment.gov.ck</a>
Destiny Tara-Tolevu	Internal Affairs	<a href="mailto:destiny@intaff.gov.ck">destiny@intaff.gov.ck</a>
Temarama Anguna	Ministry of Health	<a href="mailto:m.anguna@health.gov.ck">m.anguna@health.gov.ck</a>
Hoana Matapo	Audit office	<a href="mailto:hoana.matapo@cookislands.gov.ck">hoana.matapo@cookislands.gov.ck</a>
Vania Kenning	Internal Affairs	<a href="mailto:ykenning@intaff.gov.ck">ykenning@intaff.gov.ck</a>
Nga Puna	Office of the Prime Minister	<a href="mailto:ngapuna@pmoffice.gov.ck">ngapuna@pmoffice.gov.ck</a>
Diane Charlie-Puna	Office of the Prime Minister	<a href="mailto:diane@pmoffice.gov.ck">diane@pmoffice.gov.ck</a>
Dorothy Solomon	Ministry of Marine Resources	<a href="mailto:d.solomona@mmr.gov.ck">d.solomona@mmr.gov.ck</a>
Eimoana Taia	Focal Point - SRIC	<a href="mailto:imoana7585@gmail.com">imoana7585@gmail.com</a>
John McLeod	Focal Point – SRIC	<a href="mailto:mcleodj11@yahoo.com">mcleodj11@yahoo.com</a> <a href="mailto:jbmc2003@oyster.net.ck">jbmc2003@oyster.net.ck</a>
Pa Epi Mana	Focal Point – SRIC	<a href="mailto:paepimana@gmail.com">paepimana@gmail.com</a>
Shelley Tavai	Focal Point – SRIC	<a href="mailto:raidrzgal@gmail.com">raidrzgal@gmail.com</a>
Nga Takai	Focal Point - SRIC	<a href="mailto:rakaadmin@oyster.net.ck">rakaadmin@oyster.net.ck</a>
Tere Marsters	Focal Point – SRIC	<a href="mailto:palmerstonisland@hotmail.com">palmerstonisland@hotmail.com</a>
Anna-Marie Takaiti	Focal Point – SRIC	<a href="mailto:annam.takaiti@gmail.com">annam.takaiti@gmail.com</a>
Pua Tetava	Focal Point – SRIC	<a href="mailto:tepuaroa@gmail.com">tepuaroa@gmail.com</a>

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

**Government of the Cook Islands**

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

*Delivery plan summary*

<b>Date/Time</b>	<b>Task / Topic</b>
<b>Day 1, May 8, 2013</b>	Welcome Gathering group knowledge Introduction to the LFA Project Management Cycle Step 1. Stakeholder Analysis Step 2. Problem analysis
<b>Day 2, May 9, 2013</b>	Step 2. Problem analysis continued Step 3. Solution Analysis Step 4. Strategy Analysis – Selecting solutions Step 5. Logframe Matrix
<b>Day 3, May 10, 2013</b>	Step 5: Logframe Matrix continued Guest Speaker presentation and discussion from Peter Taivairanga who oversees the initial screening of funding applications for the India fund
<b>Day 4, May 13, 2013</b>	Guest Speaker presentation and discussion from Angie Tuara, from Ministry of Internal Affairs, who coordinates the Cook Islands Government Social Impact Fund. Step 6: Activity Scheduling Step 7: Resource Scheduling Proposal Writing Donor agencies Celebration and group performances Final feedback and evaluation



## Annex 3



localNEWS nuti no roto i te IPUKAREA

# Workshop on preparing proposals

THE COOK ISLANDS IS the first in a list of small island states to benefit from a workshop on how to prepare proposals.

The four-day event began yesterday, and aims to help members of government departments and non-government organisations (NGOs) to implement projects and find funding for them.

The workshop is one part of an umbrella project called 'Global climate change alliance: Pacific small island states', which is implemented by Secretariat of the Pacific Community (SPC) and funded by the European Union.

The workshop in the Cooks is facilitated by Australian contractors Damien Sweeney and Martin Pritchard of Pacific Research and Evaluation Associates. The pair also plan to apply for the job when the workshop is taken to other countries, such as Tonga, Niue and Tuvalu.

Sweeney and Pritchard have based the workshop around what is called a 'logical framework approach', which outlines steps to create a project proposal that is clear and concise.

The steps include identifying the issue that needs to be addressed, talking to stakeholders, coming up with possible solutions and making a strategy for getting the project underway.

Sweeney said it is important to develop a clear understanding of any project by talking to those affected by the issue.

"If it's a project targeting youth, make sure you speak to the youth. You can speak to a representative of the group, but also talk to the actual members of the target group."

Project manager Dr Gillian Chambers said the aims of the Global Climate Change Alliance project include building climate resilience, ensuring the topic of climate change is integrated into government departments, and building the capacity of small island states.

■ Briar Douglas

Workshop participants wrote potential proposals on paper and stuck them on the wall. Pictured is facilitator Martin Pritchard, putting similar projects into groups.

Facilitator Damien Sweeney (standing) discusses proposal writing with a group at the workshop.

## Annex 4

### POST TRAINING EVALUATION FORM - COOK ISLANDS, 8-15 May 2013

**Completed by 19 participants**

The training was well structured	12	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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	10	6	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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	13	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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	11	8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I did not learn things that will be useful to my work
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The course was well presented	16	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The course was poorly presented
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The facilitators made the material enjoyable	16	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<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	8	5	4	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem analysis	9	5	2	3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solution analysis	7	8	2	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logframe matrix	5	7	5	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I am confident that I can put together a good project proposal	7	9	1	2	<input type="checkbox"/>	<input type="checkbox"/>	<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	18	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I would not recommend this course to my colleagues
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Four days for the course was:	About right	17
	Too short	2
	Too long	<input type="checkbox"/>

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

1. The LFA/LFM and project proposal writing
2. Thinking process- depth, breadth, more focussed on thinking through each step succinctly
3. Donor directory
4. Access to online resources, templates

The language of the LFA (past/present tense, to contribute etc)

What goes where in the table and tips for directions given for filling it out

Logframe matrix

Project proposal structure

The use of the LFA and LFM in writing project proposals

Problem and solution tree

Everything is the most useful thing to me. It helps me to learn how to do a problem tree, solution tree etc. I think most of the course is useful to my learning.

Entire LFA process was useful! I have learned a lot and would recommend this course for all our govt departments to utilise for business planning.

LFA & LFM

Learning what LFA is!

Problem tree/solution tree- application

The way to approach writing a proposal using LFA & LFM

Using these tools allows me to fully assess a problem from the 'too hard' basket to the 'can do it' basket. It makes you look at a problem from all angles and not one dimension.

LFA

The course would have been more effective if:

1. If we had a bit more time to focus on the LFM and project proposal writing

2. More time on M&E

There was a translator, as some of the terms used was a bit scary!!! (hard)

All the group participants contributed to the discussions

All the participants are on time

No comments, am happy with it the way it is.

More timing to group works for presentation

I had a little more experience in the proposal area

Maybe move people around into different groups. Leave the key personnel, i.e. the person whose problem it was, at the table but move the others. Get to view different problems and how/what to ask.

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

1. Solution tree

2. Strategy analysis

3. LFM

M&E

M&E, logframe matrix

Project proposal structure

All

Monitoring and evaluation, logframe matrix

Writing proposals

M&E, proposal writing, i.e seek feedback from someone re: proposal

LFA & LFM

Logframe matrix and fitting in the process to proposal writing/applications.

LMA, strategy, solution

Completing the proposal

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

The LFA should be introduced to all ministries particularly those that request for donor assistance or govt funding. Perhaps standardised LFA in all ministries.

I have attended many workshops/training (national/regional/international) over the years and I have to say, especially given the topic presented, that this ranks as one of the best/most useful trainings (if not the best). The potential for this training to have been dull/boring was high but I found that it was engaging/interactive/well spaced/understandable/interesting. We leave with useful tools that will be used. I only wish that more of my colleagues could have participated. Great job. Thanks to the donors too.

Very good, great facilitators

More on monitoring and evaluation. How you actually implement it. Facilitation and delivery was excellent.

Everything clear and excellent. Thank you Damien and Marty. Great job, well done.

Thankyou very much for the opportunity.

Request for a follow up workshop

Excellent, interactive group activities, promotes learning by inclusion of more than one stakeholders. Great presentation.

Really enjoyed it and can see the benefits.

Excellent training, facilitators were always helpful and very approachable.