GLOBAL CLIMATE CHANGE ALLIANCE:
PACIFIC SMALL ISLAND STATES PROJECT

REPORT ON LOGICAL FRAMEWORK APPROACH WORKSHOP PART II IN PALAU

27 – 30 April 2015

This report was prepared for the Government of Palau and Secretariat of the Pacific Community with support from the European Union through the Secretariat of the Pacific Community-Global Climate Change Alliance: Pacific Small Island States project.

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 Programme (SPREP). The project budget is €11.4 million. The implementation period for the GCCA: PSIS project is from 2011 to 2015.

The overall objective of the EU funded GCCA: PSIS project is to support the governments of nine Pacific smaller island states, namely Cook Islands, Federated States of Micronesia (FSM), Nauru, Marshall Islands, Niue, Kiribati, 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.

Between March 2013 and May 2014, training in proposal preparation using the logical framework approach was delivered to 9 Pacific Small Island countries, including all four states of the Federated States of Micronesia. The results of a longitudinal survey issued three months after participants attended the training indicated an interest in follow-up training on the LFA in additional to training on monitoring and evaluation. Several countries also made direct requests to SPC for additional capacity building training in project design.

SPC responded to the longitudinal survey feedback and country requests by announcing the delivery of follow-up training on the LFA and project monitoring in five Pacific Small Island States[1].

GCCA: PSIS Capacity development in the Logical Framework Approach and Project Monitoring Part II ('LFA Workshop Part II') in Palau

The second LFA Workshop Part II was held in Koror, Palau between the 27th and 30th of April. The workshop was delivered by two facilitators from Pacific Research and Evaluation Associates (PREA). The training workshop was delivered over 4 days. A summary agenda documenting the main topics covered during the training is presented in Annex 1.

The objective of the workshop was 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.

PREA liaised with Ms Judy Dean, Palau Grant Coordinator, and Ms Pasha Carruthers, SPC North Pacific GCCA:PSIS coordinator, to identify the specific training needs and projects to work on during the training in Palau. All relevant training resources were provided to participants in hardcopy with an electronic copy provided on a USB stick.

The workshop was attended by 18 participants from the Government sector, with some participants also having roles in the community sector. (see Annex 2 for a list of workshop participants).

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[1] Tuvalu, Palau, Niue, Tonga, Kiribati

The LFA training workshop was organised by SPC with support from in-country staff Ms Amand Alexander , SPC-GCCA:PSIS OERC Office Manager for Palau and Ms Carla Ngirailemesang Grants Office. Ms Judy Dean, National Grant Coordinator, Office of the President, welcomed participants and officially opened the workshop.

After introductions, the two training facilitators from PREA began workshop proceedings.

Workshop Results

"All the content that I learned from this workshop will be very useful at work".

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). The whole-of-class activity focussed on a semi-fictional case study to implement a renewable energy project in a small island state.

There were five small project groups that worked through the LFA. Nearly all of the ideas mapped to specific goals and actions in Palau's draft Climate Change Policy and Action Plan. The table below documents the projects the ideas and how they align to the draft Climate Change Policy and Action Plan.

Table 1. Project ideas

#	Project idea	Alignment to draft Climate Change Policy and Action Plan
1	Improving DRR outreach at the National Emergency Management Office (NEMO)	Contributes to the Disaster Risk Management Overall Strategic Goal: By 2020, the enabling framework is established to build safe, resilient and disaster-prepared communities in Palau. Section J - Disaster Risk Preparedness Specifically the project will help fulfil Disaster Preparedness - Priority Intervention 1. Upgrade the capacity of NEMO to be able to undertake functions and responsibilities.
2	Increasing taro production in outlying States	Section A - Agriculture and Fisheries (Food Security) A.1. Implement the National Policy, Institutional Framework and Strategy for Resilient Agriculture & Aquaculture The project idea addressed Priority Risk 1: Salt water intrusion/inundation (taro patches) and would contribute to achieving the target: Increase taro production area by 50%
3	Improving access to reliable quality water supply in Badelboab	Section B – Health Focusing on priority intervention 3: Improve health services communication systems and preventative health services to build resilience to water-borne and vector-borne diseases.
4	Increasing the number of Paluans working in medical professions	Project is broadly aligned to Section B – Health and Section I – Education, however, it is more focused on health and medical professions instead of climate change.
5	Improving road safety by providing for multi-use of roads (pedestrians, vehicles etc.)	M – Energy Efficiency and Energy Conservation (Mitigation) Action: M.1.1.1.Implement the Complete Streets program This project was more aligned with multi-use roads that would facilitate more pedestrians walking and bicycle use in addition to improved traffic flow, all of which will help increase transport efficiency (reduce fuel use)

The participants were very interactive in their small group projects, and engaged in robust discussion when reviewing and commenting on each other's projects.

The Palau National Grant Coordinator was in the process of finalising a Project Design Document (PDD) for the GIZ Adaptation to Climate Change and Sustainable Energy (ACSE) programme. The workshop facilitators were able to assist the grant coordinator during breaks to review and enhance several parts of the PDD.

The workshop concluded on day four with Mr Gerald Zackios Director of SPC North Pacific Office, and Ms Judy Dean, issuing certificates of participation to attendees.

Workshop Evaluation

The detailed results of the workshop evaluation are presented as Annex 4. Thirteen participants who attended the workshop completed a post-workshop evaluation form.

> *"Proposal writing can be easy and effective if we follow the steps from problem tree all the way to budgeting."*

All respondents indicated that the course was well presented and that they learnt things that would be useful to their work. Respondents also indicated that the learner guide was useful and that the activities gave them the confidence to apply the knowledge in their work.

Most respondents indicated a strong degree of confidence in being able to design a good project. Most respondents indicated that they would be able to complete all the steps of the LFA. The step that some respondents indicated less confidence in was budgeting.

> *"The methodology of using the LFA framework. Since I missed the first part of the grant writing I had to learn as much as I can from the summary of the last training. The most useful was it was an eye opener to analyse and dissect a proposal to a more specific detail information that would be very useful in the starting process to the end."*

Respondents indicated that the training could be improved if there was more time. This was due to some participants needing to step out of the training to attend other duties, and some late starts in the morning as some participants arrived late. Other participants noted that the room had an echo which made listening difficult.

The most popular topics for further training and development were:
1. Budgeting and finance (x4)
2. Monitoring and evaluation, including a whole training on 'Field Task' open source survey app (x3)
3. Refresher course
4. Software solutions to help complete the LFA
5. Logframe matrix
6. Project management for implementation

> *"Training was little short but facilitators were very effective in delivering the course. Participants were usually late in the morning making the sessions late but it went well. If there were more time we could concentrate on activities that were very helpful."*

The need for further training on budgeting may be related to less time spent on this module due to time restrictions following delayed starts. There was strong interest in having training on using 'Field

Task' following a brief demonstration of its use in collecting data for questionnaires, as well as other tasks such as asset registration and monitoring.

> *"I would like to see an entire training (4-5 days) on "Field Task" (open source survey questionnaire app for Android-based smartphone and tablets. Maybe as part of broader topic of data collection and analysis."*
>
> *"Refresher course would be great. Different methods of survey specially the smartphone - cheap and efficient."*

All respondents indicated that they would recommend the course to their colleagues. Eleven respondents indicated the length of the training was about right, and two indicated it was too short.

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.

Conclusion
The training was very successful in continuing to build the capacity of Government staff in Palau. Participants who attended the initial LFA training benefited from the refresher and extended their knowledge with project monitoring and more a more detailed look at project timeline and budget. Participants who were new to LFA also benefited and the feedback indicated they can see the value of the LFA and most have a degree of confidence to use the LFA in their work.

Overall, the Palau training was very successful and demonstrates the benefits of having participants working on real projects that they can work on and develop during the training. The strong level of engagement in group discussion and feedback was beneficial to participants learning from each other.

The impact evaluation in several months' time will determine whether any of the projects worked on during the training will be developed up into real proposals.

Proposal preparation using the Logical Framework Approach - Part II

Workshop Objective

To build participant capacity in applying the logical framework approach to designing projects, and to build capacity in project monitoring. More specifically at the end of this training programme, participants will 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; and
- develop a monitoring plan and understand how to monitor projects as they are implemented.

Workshop Schedule

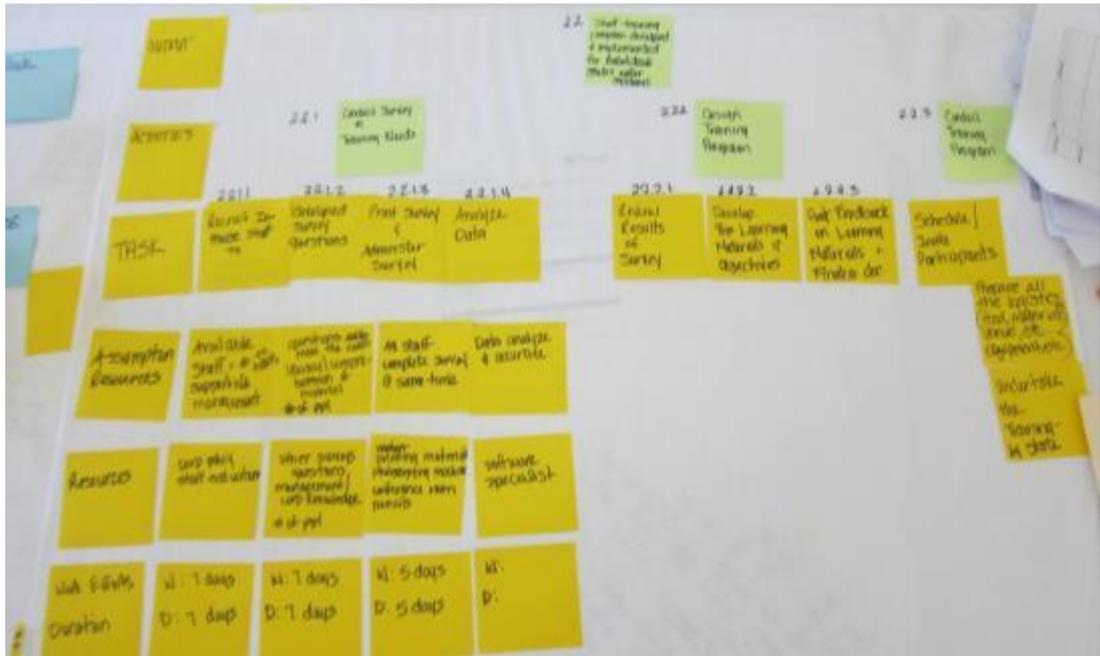| Day 1	Day 2
Official opening Introduction to the Logical Framework Approach Step 1. Situation Analysis Step 2. Stakeholder analysis Step 3. Problem analysis Step 4. Solution analysis	Step 5. Strategy analysis Step 6. Logframe matrix
Day 3.	**Day 4**
Step 6. Logframe matrix Monitoring your project	Step 7. Timeline Step 8. Budget Workshop evaluation Certificate presentation

Annex 2 Participants List

Workshop on proposal preparation using the Logical Framework Approach
27 – 30 April, Koror, Palau
Participants list

No.	Name	Gender	Job title	Organisation	Email	Phone (+688)
1	Judy Dean	F		Grants Office	judyd@palaugov.org	
2	Leonard Basilius	M		PCAA Food Prod. & Employment	lbasilius@pcaa.org	
3	Dee Lola Reklai	F		Pub. Utilities - Water & Wastewater	lola@ppuc.com	
4	Tanya O'card Rengulbai	F		NEMO	nemocoord@gmail.com	
5	Lorraine Rivera	F		UAK	lorraine.rivera@gmail.com	775-7030
6	Amand Alexander	F		OERC	amand.oerc@palaugov.org	
7	Carla Ngirailemesang	F		Grants Office	carlan@palaugov.org	
8	Tarita Holm	F		OERC	tarita@palaunet.com	
9	Mary Rosary Yangilmau	F		HOPE	myangilmau.hope@gmail.com	
10	Benita H Decherong	F		OMUB	omikosang@yahoo.com	
11	Xavier Erbai Matsutaro	M		Complete Streets	erbai.oerc@palaugov.org	
12	Klouldil Singeo	F		Complete Streets	klouldil@gmail.com	
13	Marleen Ngirametuker	F		Min. Health	marleen.ngirametuker@palauhealth.org	
14	Myla Mira	F		MOH	myla.mira@palauhealth.org	
15	Hayes Moses	M		MPIIC Bureau of Comercial Dev.		*Observer only
16	Bouvea Anastacio	F		MNRET/Tourism	uaevuob@gmail.com	
17	David Orrukem	M		BOT	daorukken@gmail.com	
18	Carol Emaurois	F				

Annex 4

LFA PART 2 - POST TRAINING EVALUATION FORM PALAU

Completed by 13 participants

The training was well structured	11	1	1	☐	☐	☐	☐	The training was poorly structured

The activities gave me the confidence that I can apply the knowledge in my work	11	2	☐	☐	☐	☐	☐	The activities did not give me confidence that I can apply the knowledge in my work

I found the learner guide useful	11	2	☐	☐	☐	☐	☐	I did not find the learner guide useful

I learnt things that will be useful to my work	12	1	☐	☐	☐	☐	☐	I did not learn things that will be useful to my work

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

The facilitators made the material enjoyable	12	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*
Problem analysis	7	5	1	☐	☐	☐	☐
Solution analysis	6	6	1	☐	☐	☐	☐
Logframe matrix	5	7	1	☐	☐	☐	☐
Project monitoring	5	7	1	☐	☐	☐	☐
Timeline	5	7	1	☐	☐	☐	☐
Budget	6	4	3	☐	☐	☐	☐

I am confident that I can design a good project	4	7	1	1	☐	☐	☐	I am not confident that I can design a good project

I would recommend this course to my colleagues	10	2	1	☐	☐	☐	☐	I would not recommend this course to my colleagues

Four days for the course was:	About right	11
	Too short	2
	Too long	☐

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

All the content that I learned from this workshop will be very useful at work
How to break down activities into detailed tasks along a timeline and knowledge management plans and risk matrix
Logframe matrix (x3)
Proposal writing can be easy and effective if we follow the steps from problem tree all the way to budgeting.
Situation, problem-solution trees. Thanks for a job well done
The breakdown of a project concept systematically so that I understand it more fully

The context of the course, including brain storming for each portion of the course; useful for my work

The methodology of using the LFA framework. Since I missed the first part of the grant writing I had to learn as much as I can from the summary of the last training. The most useful was it was an eye opener to analyse and dissect a proposal to a more specific detail information that would be very useful in the starting process to the end.
Timeline and budget
Work breakdown structure. I like this tool because it helps to break down the outputs/activities/tasks for my project. Awesome tool!

The course would have been more effective if:

I could dedicate my time fully to the workshop, as there we times that I had to step out to attend other priorities
I had more time…. Honestly. The course for me was very effective. It reinforced what I learned in LFA Part 1 and supplemented what I have already learned on M&E.
If we put in on non-payday week
The 5th day is schedule to focus on budget
The course was fine and effective as it is
The room had less echo
Training was little short but facilitators were very effective in delivering the course. Participants were usually late in the morning making the sessions late but it went well. If there were more time we could concentrate on activities that were very helpful.
Venue was no as echo-ish. More participants. Microphone or PA system
We had more participants who were knowledgeable about the projects we were trying to develop, or if participants were able to choose the projects they wanted to work on.

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

Budgeting
Budgeting, reporting back to donors
Contingencies, budgeting, monitoring and evaluation
I would like to see and entire training (4-5 days) on "Field Task" (open source survey questionnaire app for Android-based smartphone and tablets. Maybe as part of broader topic of data collection and analysis
I'm thinking follow up training on software solutions and apps to accomplish parts of the LFA approach
Logframe matrix
Monitoring and evlauation, how to capture lessons learner and document them
Refresher course would be great. Different methods of survey specially the smartphone - cheap and efficient
The financing aspect
Workshop on managing an project (grant)

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

Excellent facilitators that work well together
Great job!! Have a safe trip.
Great training- enjoyed the days and learned a lot
I had rated budget as neutral as I unfortunately missed the session. Other than that I think with the suggestion on Q17 everything went OK. Sulang.
Marty and Damien are doing a great job!! Continue you good work in the Pacific.
Maybe would be good to add some info on the importance of good 'management' of processes, protocol and the human side of project management and implementation, such as creating the context and environment for people to feel sense of ownership, belonging, motivation, etc. Creating and/pr changing social norms that are contrary to good project management such as abusing funds/expenditures, punctuality, decision-making in a vacuum (not participatory) etc.

More on proposal writing
Thankyou, well done
Trainers Damien and Martin are awesome!! WE hope to see them back in Palau again. They really helped me understand concepts and the whole LFA process. Thankyou!!
Yes the training was exceptional and fun