SECRETARIAT OF THE PACIFIC COMMUNITY
GLOBAL CLIMATE CHANGE ALLIANCE:
PACIFIC SMALL ISLAND STATES PROJECT
FUNDED BY THE EUROPEAN UNION

REPORT ON REPUBLIC OF PALAU CAPACITY DEVELOPMENT IN PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP 10-13 MARCH 2014

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 the date of signature of the agreement, 19 July 2011, to 19 November 2014.

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.

GCCA: PSIS Capacity development in proposal preparation using the logical framework approach Project ('LFA training') in Palau.

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, all of the countries 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 responds to that expressed need. The Coping with Climate Change in the Pacific Island Region program (CCCPIR) implemented in partnership with Deutsche Gesellschaftfür Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) has assisted with the provision of logistical support for the training in Palau.

The training 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 Palau training workshop was delivered over 4 days (10-13 March 2014), with additional mentoring after hours on the 12th and 13th March 2014. 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 Royal Palau Resort conference room 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. All relevant training resources were provided to participants in hardcopy with an electronic copy provided on a USB stick for all participants.

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 1.

The LFA training workshop was organised by SPC with support from in-country Government counterparts Ms Judy Dean, Grants Coordinator, Office of the President, and Ms Amand Alexander, Office Manager, Department of Environmental Response and Coordination. Ms Judy Dean officially opened the workshop. Ms Victorina Loyola-Joab (SPC GCCA: PSIS/ GIZ CCCPIR) also provided opening remarks, providing context for the training workshop, and background to the EU funded SPC GCCA: PSIS project in Palau.

After introductions, the two training facilitators from PREA began workshop proceedings for day 1.

Workshop Participants

Thirty participants attended the training over the four day workshop program representing various departments of the Palau Governments and some NGOs (see Annex 2). The training was well attended over the four days. Learner guides and slide packs were distributed to all participants, however the USB flash drives containing all resources were not delivered to SPC staff in time and therefore participants will receive these at a later date. To compensate for the USB flash drives being late, the workshop facilitators passed around a USB drive so that participants with laptops and USB flash drives could still have access to the resources.

Workshop Results

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:

1. Limited ability to share data in the Department of Justice
2. Poor water quality in Koror
3. Poor solid waste management
4. High rates of child abuse
5. Poor diet and high rates of non-communicable diseases
6. Large numbers of children and adults without high school diplomas
7. Palau language, culture and traditions are being eroded
8. Traffic congestion in Koror
9. Limited representation of women in positions of power
10. Coastal erosion

The whole-of-class activity focussed on improving access to reliable, current and accurate demographic data from Palau, stemming from the lack of a recent census. This topic was used instead of the case study in the learner guide.

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.

The in-country staff organised a speaker from Palau's grant department, Palau's Ministry of State and another speaker representing GEF and the UN Joint Presence Office to outline the importance of the LFA in proposal writing.

The workshop concluded on day four with group performances which reflected what participants had learnt, group photo and certificate of attendance presentation conducted by Ms Judy Dean.

Workshop Evaluation

The results of the workshop evaluation are presented as Annex 4. Twenty five participants who attended the four days completed the evaluation form.

The Palau training was very successful with a large number of participants attending the workshop over all four days. This indicates that they valued the learning opportunity the course presented. Participants worked well in their project groups and there was a high degree of participation, discussion and critical feedback offered in response to project group presentations.

The respondents indicated that the training was well structured, the learner guide was useful, and that they learnt new things that was useful for their work. Most participants found the course to be well structured and presented, and nearly all found that the facilitators made the course enjoyable.

Most participants indicated a strong to fair degree of confidence in being able to complete the stakeholder analysis, problem tree and solution tree steps of the logical framework approach upon their return to work. There was also strong confidence in developing a logframe matrix and putting it all together to develop a proposal.

What participants found most useful

LFA, all aspects of analysis, group activities to get feedback/advice, networking is important
Identifying problematic areas and securing ways to resolve problems
Logframe matrix
Validated some things I've been doing and especially in a more systematic way that makes "life" in proposal writing easier
The process itself. It shows that I need to take the time to go through LFA process. Specifically, liked the logframe matrix, templates, problem/solution tree
Working on the problem (tree) and finding solutions from the problems
The complete authentic process of writing meaningful proposal that will help my organisation solve the identified problems

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

1. Logframe matrix
2. Budgeting
3. Monitoring and evaluation
4. More on proposal writing

All of the participants indicated that they would recommend the course to their colleagues. Seventeen respondents indicated the length of the training was about right, whereas seven indicated it was too short, and one too long.

Some participants wanted an extra day of training whilst others thought that it would be best spread out over a full two weeks so there was more time to work on real projects in their small groups. On reflection, the short monitoring and evaluation component of the training was very rushed in its delivery and we propose to reduce the content of this component down to a few key points to point participants in the right direction for more self-paced M&E learning as opposed to rushing through the content during the training and confusing participants or giving the illusion that the process is more difficult than is actually the case.

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

It was really enjoyable and love the energizers. You guys are awesome! I learned a lot from the workshop. Everything was well presented.
Overall the training was awesome and I recommend it to anyhow who wants to learn about grant writing.
Thank you for a great workshop. Please come again!

The facilitators were very effective in delivering the course in a more "hands on" manner as opposed to lecturing
I like the fact that there were 2 trainers. Not bored with one tone of voice. Come back to Palau!
Excellent job in having a pragmatic and practical approach in doing this workshop!
For the first time, I feel confident in writing a full proposal, not just assisting or contributing to a small part of the proposal. Also, last but not least, Martin & Damien rock!
Martin and Damien are excellent facilitators and teachers. Please come back to Palau and do more of this.

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 building capacity and motivation of Palauan government staff and NGO members. The participants noted the benefits of identifying the causes of problems through undertaking a problem analysis. Participants also noted the benefit of developing a logframe matrix, which provided a clear outline of a project to guide the development of a proposal.

Informal feedback from participants indicated that there was a strong likelihood for a number of the group projects to be developed further into full proposals. Participants also indicated that some, or all elements, of the LFA, would be used both for proposals as well as for planning in the workplace.

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. There was also a strong interest in developing their skills further by working together to practice the steps of the LFA. The training has also provided some participants with the skills to approach problems with more confidence, and use this to find solutions in collaboration with all stakeholders.

Annex 1 Workshop Agenda
Secretariat of the Pacific Community

Palau

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

Annex 2 Participants List

Last	First	Agency	Title	Email	Office Ph	Mobile
Iyar	Bridget	Min. Community & Cultural Affairs	Budget & Grants Mgr.	bac_adm@palaunet.com	488-2489	
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Haruo	Amormia	MPIIC Bureau of Comercial Dev.	Admin. Assistant	amormiaharuo@gmail.com	767-2111; 767-4343	775-3200
Anastacio	Bouveau	PAN Office	Budget & Finance Officer	uaevuob@gmail.com	767-5435	778-3062
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Bultedaob	Froline Ann	Bureau of Lands & Surveys	Admin. Officer	bls@palaunet.com	488-2332	778-8522
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Kotaro	Landisang	House of Delegates	Liaison Officer	landisang@gmail.com	488-2526	775-2310
Basilius	Leonard	PCAA Food Prod. & Employment	Coordinator	lbasilius@pcaa.org	488-4909; 488-1170	779-6029
Morei	Olympia	Belau National Museum	Director/Curator	ulekdubs@palaunet.com	488-4079; 488-2841	779-6507
Adelbai	Clarissa	Pub. Utilities - Water & Wastewater	Grants Manager	adelbai@ppuc.com; adelbai.clarissa@gmail.com	488-3872/3870/3877	775-8776
Demei	Brynn	NDBP	Commercial Loan Officer	bdemei@ndbp.com	587-3955	778-5686
Emaurois	Carol	PICRC	EU-ACP GCCA Coordinator	cemaurois@picrc.org	488-6951	
Subris	Priscilla	NEMO	Director	nemocoord@gmail.com	587-6366	775-3666

Singeo	Ann	Ebil Society, Inc	Chaiperson	nsingeo@yahoo.com	767-1126	779-0854
Rivera	Lorraine	UAK	Member	lorraine.rivera@gmail.com	488-0818	
Alexander	Amand	OERC	Office Manager/Programs Coord.	amand.oerc@palaugov.org	767-8681	
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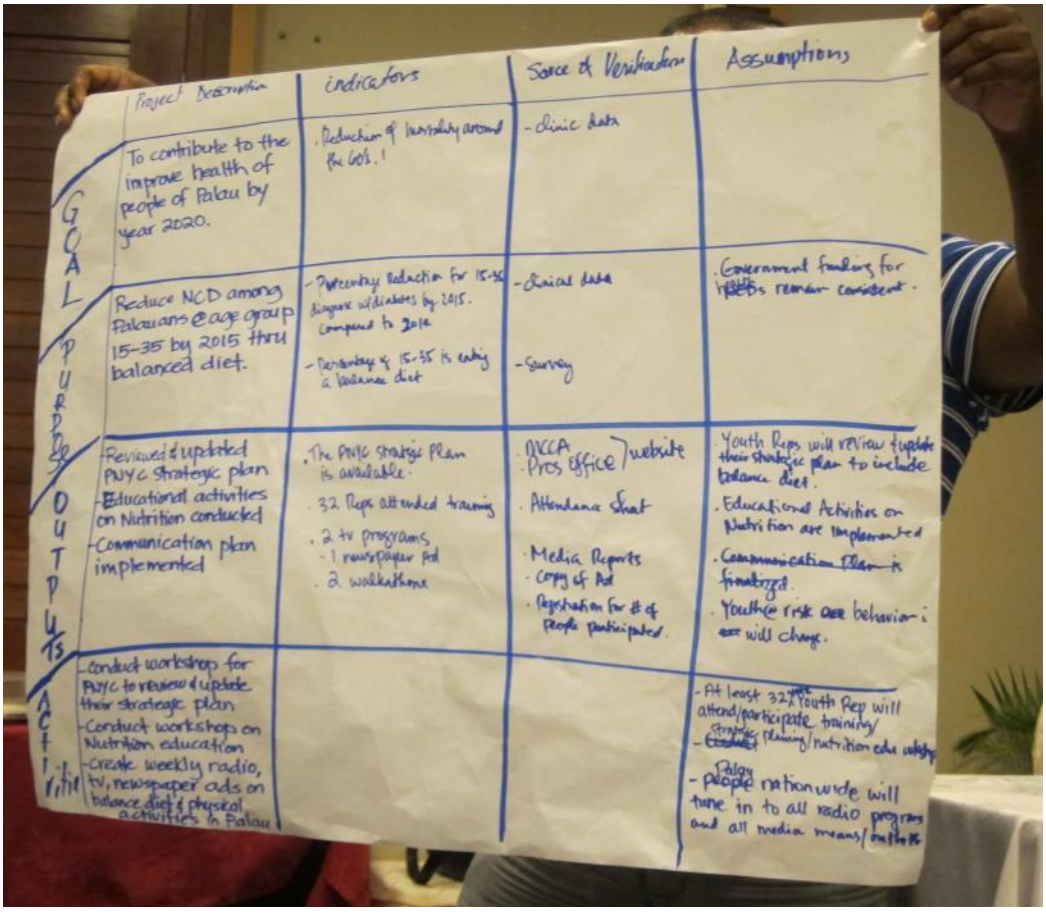
Decherong	Benita	OMUB	Vice Chair	omikosang@yahoo.com	488-4533	
Asanuma	Santy	Red Cross	Board Chairman	asanumasanty@gmail.com	488-2308	778-1433
Fox	Veronica	SEEDS		veronica.bellasoul@gmail.com	488-1838	
Andreas	Clara Maile	PCC Educational Talent Search Prog.	Assistant Director	mailea@palau.edu	488-3926	

Annex 3
Photos of workshop activities


Project Description
indicators
Source of Verification
Assumptions
GOAL
To contribute to the improve health of people of Palau by year 2020.
- clinic data
PURPOSE
Reduce NCD among Palauans @ age group 15-35 by 2015 thru balanced diet.
- Survey
OUTPUTS
- Reviewed & updated PNYC Strategic plan
- Educational activities on Nutrition conducted
- Communication plan implemented
. The PNYC strategic Plan is available.
. 32 Reps attended training
. 2 tv programs
. 2 walkathons
. Media Reports
. Copy of Ad
. Youth Reps will review & update their strategic plan to include balance diet.
. Educational Activities on Nutrition are implemented
. Youth @ risk are behavior will change.
ACTIVITIES
- Conduct workshop for PNYC to review & update their strategic plan
- Conduct workshop on Nutrition education
- Create weekly radio, tv, newspaper ads on balance diet & physical activities in Palau
- At least 32 Youth Rep will attend/participate training/
- People nationwide will tune in to all radio programs and all media means/

Annex 4

POST TRAINING EVALUATION FORM – Palau

Completed by 25 participants

The training was well structured	20	3	1	1	☐	☐	☐	The training was poorly structured
The activities gave me the confidence that I can apply the knowledge in my work	14	7	3	1	☐	☐	☐	The activities did not give me confidence that I can apply the knowledge in my work
I found the learner guide useful	22	1	2	☐	☐	☐	☐	I did not find the learner guide useful
I learnt things that will be useful to my work	22	1	1	1	☐	☐	☐	I did not learn things that will be useful to my work
The course was well presented	19	3	2	☐	1	☐	☐	The course was poorly presented
The facilitators made the material enjoyable	24	☐	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	16	5	3	1	☐	☐	☐	
Problem analysis	15	7	3	☐	☐	☐	☐	
Solution analysis	15	6	4	☐	☐	☐	☐	
Logframe matrix	12	10	☐	3	☐	☐	☐	
I am confident that I can put together a good project proposal	11	7	4	3	☐	☐	☐	I am not confident that I can put together a good project proposal
I would recommend this course to my colleagues	21	3	☐	1	☐	☐	☐	I would not recommend this course to my colleagues

Four days for the course was:	About right	17
	Too short	7
	Too long	1

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

The exercises- but found the timeline and budget table very useful
LFA, all aspects of analysis, group activities to get feedback/advice, networking is important
The problem analysis only because it lead me to realise the components that needs solution to support my purpose
LFA guideline
LFA
Problem tree analysis
Problem tree and solution tree will help me at work for issues we are now facing

Developing the problem tree
Identifying problematic areas and securing ways to resolve problems
LFA
The logframe matrix
The process/steps in writing grant proposal
Logframe matrix
Validated some things I've been doing and especially in a more systematic way that makes "life" in proposal writing easier
The problem tree! Logframe matrix. Activity schedule
The process itself. It shows that I need to take the time to go through LFA process. Specifically, liked the logframe matrix, templates, problem/solution tree
To structure the different parts of the proposal so it is easy to discover my mistakes or gaps in the process
Working on the problem (tree) and finding solutions from the problems
Logframe matrix
The complete authentic process of writing meaningful proposal that will help my organisation solve the identified problems
The problem tree to solution tree
Logframe matrix, being able to categorise and organise the information needed for proposal
Problem tree
The tree - nice technique
Problem trees & solution trees can be used to develop climate change policy framework

The course would have been more effective if:

Please spend more time on M&E
It was in a larger venue. Other than that, it was very useful and necessary for developing nations.
It was perfect
Well done
We worked on an assignment to bring back to the class
We were allowed to change our teams (groups) to suit our interests
Participant were more quiet and placed their phone on vibrate
We had more time to write a draft of our proposal
Maybe one last half-day for the end activities- performances, certificate
We had more time to work on the proposal. Wanted more details. And finisging with written proposal
One full additional day will be devote for proposal writing and review by facilitators
The course material was divided. Maybe have the M&E separate along with the budget course in a separate workshop
There were more examples of things that actually happened
Same level of participants
Our top level management were aware of what we've been doing here this week. We should have a press release to report on this
There were more examples of real projects and project languae in the presentations. Show more examples that are real life examples

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

Grant proposal writing
The matrix logframe
Yes, but I need to practice more on this
logframe matrix
M&E
LFA - to raise confidence in using the LFA
I would not mind taking the same course again. I think it would really help my confidence
Budgeting, M&E
Still reflecting on this

Writing grant proposal, LFA & problem tree
Any interesting topics that different from this training
M&E
M&E
Proposal writing
Proposal writing
More on logframe matrix, more on proposal template
Phase II: M&E; Phase III: Budgeting
Budgeting in proposal, M&E
Budgeting and M&E
Project implementation and M&E
Same topic, more people so that more people in Palau will understand what it takes to make a good proposal

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

It was really enjoyable and love the energizers. You guys are awesome! I learned a lot from the workshop. Everything was well presented.
Overall the training was awesome and I recommend it to anyhow who wants to learn about grant writing.
Even though I might need follow-up with the matrix logframe, I'm confident I can still successfully write a good proposal. The overall workshop was very educational.
Thank you for a great workshop. Please come again!
Ye more exercises on the logframe matrix
Little less noise or people talk one at a time
The facilitators were very effective in delivering the course in a more "hands on" manner as opposed to lecturing
Thank you so much for the patience with us, despite a lot of interruption
I like the fact that there were 2 trainers. Not bored with one tone of voice. Come back to Palau!
Excellent job in having a pragmatic and practical approach in doing this workshop!
The training was helpful to me, significantly on grant writing
Will probably have more questions as I field test, or put skills into practice.
Thank you for the templates, donor list for climate change, for all the great advice and your patience. Martin & Damien are awesome!
For the first time, I feel confident in writing a full proposal, not just assisting or contributing to a small part of the proposal. Also, last but not least, Martin & Damien rock!
It was great!
Training venue sucks!!!
Palau State Government rep must be invited since most of the proposals/problems/solutions name them as stakeholder
More lecture time with one real example or 'case study' throughout the course so we can see it developed.
See you next time
Excellent
Martin and Damien are excellent facilitators and teachers. Please come back to Palau and do more of this.