



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

**REPORT ON TONGA CAPACITY DEVELOPMENT IN PROPOSAL PREPARATION
USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP
17-21 February 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 Tonga.

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, 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. (FSM made a special request to conduct training in each of their four states). 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 GCCA: 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 Tonga workshop was also attended by Meteorology Department representatives from non-SPC GCCA: PSIS member countries namely Fiji, Papua New Guinea, Solomon Islands and Vanuatu who attended with funding support from the Coping with Climate Change in the Pacific Island Region program (CCCPPIR) implemented in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Their involvement had been facilitated by the Meteorology and Climate Officer from the Secretariat of the Pacific Regional Environment Organisation (SPREP) who also participated in the training workshop.

The Tonga training workshop was delivered over 4 days (17-20 February 2014), with an additional morning of mentoring on 21 February 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 in the Tungi Colonnade conference room and was attended by thirty two 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 training needs analysis was sent electronically to participants prior to the workshop. Ten participants completed the training but only a few had any real experience with proposal writing or any components of the LFA.

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 staff Mr Manu Manuofetoa, SPC-GCCA:PSIS national coordinator for Tonga from the Climate Change Division at the Ministry of Lands, Environment, Climate Change and Natural Resources (MLECCNR). Ms Luisa Tuiafitu Malolo, Deputy Director for Climate Change at MLECCNR, welcomed participants and officially opened the workshop. Mr Sanivalati Tubuna, (SPC GCCA: PSIS) also provided opening remarks, providing context for the training workshop, and background to the SPC GCCA: PSIS project in Tonga.

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

Workshop Participants

Thirty-three participants attended the training over the four day workshop program representing various departments of the Tongan Governments and some NGOs, as well as Meteorology Department directors and senior staff from PNG, Solomon Islands, Vanuatu and Fiji (see Annex 2). The training was well attended over the four days. Learner guides, slide packs and USB flash drives were distributed to all participants.

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. Coastal protection (reflecting an actual project currently being implemented)
2. Addressing the needs of small livestock producers (through training and potential creation of a plant to create local feedstock for small livestock animals)
3. Women's income generation through handicraft training
4. Water security (focusing on water quality of Ha'apai's fresh water lens)
5. Tsunami early warning system for the Pacific region (Meteorology department representatives)
6. Improved weather forecasting and disaster preparedness through increased Met infrastructure for the Pacific region (Meteorology department representatives)

The whole-of-class activity focussed on reducing the level of urban drift from Lifuka (Ha'apai) to Tongatapu. 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 recap of the days' content.

The in-country staff organised a speaker from Australian Aid 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 Luisa Tuiafitu Malolo from the Ministry of Lands, Environment, Climate Change and Natural Resources.

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 Tonga 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, however, participation during whole of class group activities was limited due to the shyness of participants and the cultural tendency to not want to stand out or be the centre of attention. Whilst the shyness persisted over the four days of the workshop, it was overcome to some extent during smaller group conversations and quiet whispers when participants were asked questions.

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. Participant comments indicated a strong appreciation for the systematic and participatory process provided by the logical framework approach.

What participants found most useful

The entire course was useful

I have learnt to be confident in proposing proposals

Learning the important steps needed for a project proposal

Approach to developing a logic proposal; teamwork and stakeholder analysis leads to development of a good proposal

The most useful thing that I have learnt in this course is creating a problem tree or problem analysis and also solution analysis

Writing a project proposal and how to structure it concisely and more justifiable for the donor to approve

Conducting problem and solution tree. Learning to attack the problem and solving it the best way rather than just putting "a bandaid" on it

A systematic way of writing a project proposal. Involvement of other stakeholders to design the project

The process of the logical framework approach is so important as the final product of the proposal writing

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

1. Logframe matrix
2. Activity and resource scheduling
3. Monitoring and evaluation
4. More on proposal writing

All of the participants indicated that they would recommend the course to their colleagues. Fourteen respondents indicated the length of the training was about right, whereas eleven indicated it was too short.

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 Tonga training delivery.

Excellent

Training was fun also it was very important because it helps us for preparing a good proposal in order for the donor to improve

Just to say malo a'rpito. All the best for the facilitators

Great training and great guys for the training

This is a best workshop I have ever been to, even though I'm confused but I know for sure it will help.

I truly want to personally thank you both, Damien and Martin, for conducting this training to upgrade our local expert capacity for development of our PICs

The facilitators were really excellent.

Fulfilled my expectations

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 Tongan government staff and NGO members, as well as the overseas meteorology department representatives, to use the logical framework approach to design projects and inform the preparation of proposals. The participants noted the benefits of thinking through projects at the design stage rather than jumping straight to solutions or actions. Informal feedback from participants during the training indicated that the material presented resonated with participants and that there was a strong likelihood for some, or all elements, of the LFA, to 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. A number of participants indicated their intention to develop their group project into proposals. This was evident on the last day of the mentoring with several participants working on new 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.

The Meteorology Department representatives from non-SPC GCCA: PSIS member countries benefited from the training in a number of ways. Firstly, it was evident that participants valued the opportunity to meet and discuss their local meteorology challenges with their counterparts from across the Pacific. The participants took full advantage of all being present together and formulated two regional level proposals to address common issues shared by all countries represented. The senior representatives (Directors) also added value to the training through their sharing of experience and practical knowledge in project design. Whilst the meteorology contingent brought to the workshop a reasonable level of proficiency in project design and proposal writing, all members appreciated the use of the LFA (problem tree / solution tree) to assist articulation of their projects (especially the need and justification) through the logframe matrix and subsequently into their proposals.

**Annex 1 Workshop Agenda
Secretariat of the Pacific Community**

Tonga

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

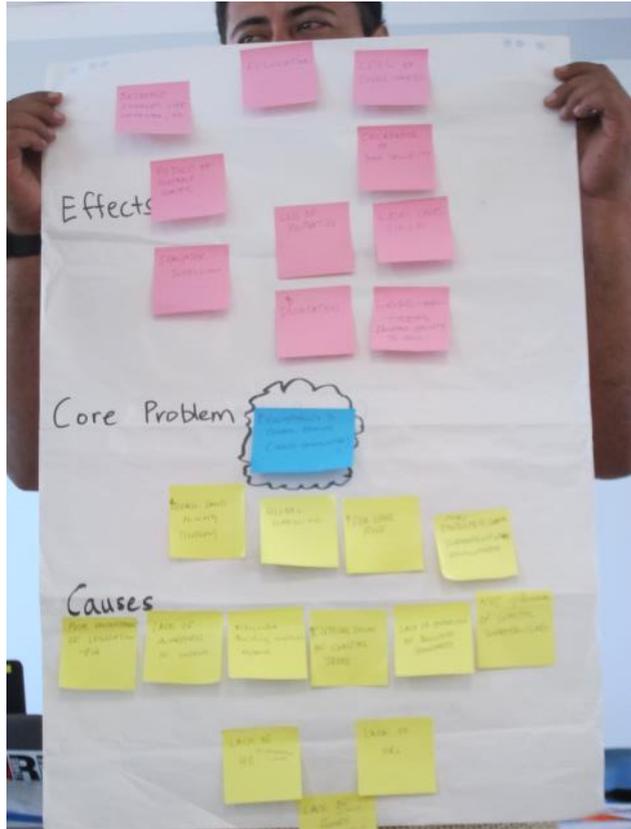
Delivery plan summary

	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

First name	Surname	Job title	Organisation	Sex	Nationality	Email	Phone No.
Noel	Sainao	Principal Met Officer	Solomon Island Met Service	M	Solomon	nsanau@gmail.com	
Salesa	Nihmei	Meteorology & Climate Officer	SPREP	M	Vanuatu/Samoa	salesan@sprep.org	
David	Gibson	Acting Director	Vanuatu Met & Geohazards Dept.	M	Vanuatu	dgibson@meteo.gov.vu	
Ve'a	Lilo	Financial Specialist/Economist	Ministry of Information & Communication	F	Tonga	vlilo@mic.gov.to	
Ma'ata	Moala	Volunteer	Tonga National Youth congress	F	Tonga	atamoala94@gmail.com	
Nancy	Finau	Accountant	Ministry of Internal Affairs	F	Tonga	nfinau@ma.gov.to	28977
Moleni	Tuiholoaki	Senior Meteorologist	Met Office/MOI	M	Tonga	molenit@met.gov.to	
Samuel	Maiha	Director	P.N.G National Weather Service	M	P.N.G	samuelmahai25@gmail.com	675 70306328
Luisa Tuiafitu	Malolo	Deputy Director	Min. of Lands, Env,Climate Change & Natural Resources	F	Tonga	ltuiafitumalolo@gmail.com	25050;28349
Ofa	Kaisamy	Technical Officer	Min. of Lands, Env,Climate Change & Natural Resources	F	Tonga	okaisamy@gmail.com	25050
Nalesoni	Leka	Advisor	Fanglifangumohe Group	M	Tonga	nalesoni.leka@gmail.com	26514
Dorothy	Foliaki	Conservation Officer	Min. of Lands, Env,Climate Change & Natural Resources	F	Tonga	eritakwan@gmail.com	7719366
Talo	Fulivai	Climate Finance Officer	Min. of Lands, Env,Climate Change & Natural Resources	M	Tonga	talo_is@hotmail.com	27263
Ameniasi	Tuidraki	Principal Officer	Fiji Meteorology Service	M	Fiji	aminiasi.tuidraki@gmail.com	
Elisaia	Ika	Agricultural Officer	Min. of Agriculture	M	Tonga	elisaia.ika@gmail.com	7717933

Kalolaine	Kavaefiafi	Finance Manager	TCDT	F	Tonga	kalo.k@tcdt.to	7752949;8895967
Mafileo	Masi	Senior Environmentalist	MLECCNR	F	Tonga	mafileo.masi@gmail.com	
Marian	Kupu	Reporter	BroadCom FM 89.5	F	Tonga	mariankupu@gmail.com	7766999
Laiseni	Liava'a	TNC Project Coordinator	MLECCNR	M	Tonga	twina24@yahoo.com.au	7731562
Naomi	Hopoate	General Secretary	NCWT (Langafonua)	F	Tonga	naomihopoate@yahoo.com	7764742
Emanuele	Mo'ale	PAE	MAFFF	M	Tonga	emanuele.moale@mafff.gov.to	7741622
Taaniela	Kula	Deputy Secretary	MLECCNR-Nat Resources	M	Tonga	tkula@naturalresources.gov.to	7719104
Amelia	Sili	Assistant Geology	MLECCNR(GIZ)	F	Tonga	siliamelia@gmail.com	7710839
Meli	Kaisamy	Project Officer	MLECCNR(GIZ)	M	Fiji/Tonga	melikaisamy@gmail.com	25050
Lesila Lokotui	To'ia	Community Educator & Staff Team Leader	Women & Children Crisis Centre	F	Tonga	lesila_toia@yahoo.co.uk	22240;8828317
Manu	Manuofetoa	SPC GCCA:PSIS Coordinator	MLECCNR	M	Tonga	manuofetoa_m@yahoo.com	28977; 8444917
Lesieli	Tu'ivai	Ecologist/Environmentalist	MLECCNR		Tonga	tuivailh@gmail.com	7765234
Malini	Teulilo	Park & Reserves	MLECCNR	M	Tonga	steph.teulilo@gmail.com	7774526
Losana	Latu	Conservation Officer	MLECCNR	F	Tonga	latulosana@gmail.com	25050
Pesalili	Tui'ano	Civil Engineer	SPC GCCA:PSIS Pilot Project	M	Tonga	pesalilituiano@gmail.com	7717405
Ve'a Hepi	Lilo	Financial Specialist/Economist	MIC	F	Tonga	vlilo@mic.gov.to	7741630
Lopeti	Fakaosi	IA Country Project Coordinator	USP(PACE-SD)	M	Tonga	fakaosi_t@usp.ac.fj	8860239; 7702844





Annex 4

POST TRAINING EVALUATION FORM - Tonga

Completed by 25 participants

The training was well structured	19	5	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The training was poorly structured
----------------------------------	----	---	---	--------------------------	--------------------------	--------------------------	--------------------------	------------------------------------

The activities gave me the confidence that I can apply the knowledge in my work	20	4	1	<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
---	----	---	---	--------------------------	--------------------------	--------------------------	--------------------------	---

I found the learner guide useful	20	5	<input type="checkbox"/>	I did not find the learner guide useful				
----------------------------------	----	---	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	---

I learnt things that will be useful to my work	21	4	<input type="checkbox"/>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I did not learn things that will be useful to my work
--	----	---	--------------------------	---	--------------------------	--------------------------	--------------------------	---

The course was well presented	19	6	<input type="checkbox"/>	The course was poorly presented				
-------------------------------	----	---	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	---------------------------------

The facilitators made the material enjoyable	19	6	<input type="checkbox"/>	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.

	<i>Very confident</i>				<i>Not at all confident</i>			
Stakeholder analysis	16	5	3	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Problem analysis	18	6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Solution analysis	17	7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Logframe matrix	12	11	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

I am confident that I can put together a good project proposal	13	11	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I am not confident that I can put together a good project proposal
--	----	----	---	--------------------------	--------------------------	--------------------------	--------------------------	--

I would recommend this course to my colleagues	20	5	<input type="checkbox"/>	I would not recommend this course to my colleagues				
--	----	---	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--

Four days for the course was:	About right	14
	Too short	11
	Too long	<input type="checkbox"/>

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

<p>The entire course was useful</p> <p>The LFA</p> <p>I learned how to prepare LFA in a most proper way</p> <p>LFA</p> <p>Process and structure</p> <p>I have learnt to be confident in proposing proposals, secondly I have learnt that different wording can be in one meaning</p> <p>Writing up core problem is different from causes and effects</p>
--

Activity and resource scheduling
 How utilise the LFA in proposal writing
 Learning the important steps needed for a project proposal. Concise rather than previous projects always talk about everything around the project
 Approach to developing a logic proposal; teamwork and stakeholder analysis leads to development of a good proposal
 The most useful thing that I have learnt in this course is creating a problem tree or problem analysis and also solution analysis
 The use of the LFA
 Logframe approach
 Writing a project proposal and how to structure it concisely and more justifiable for the donor to approve
 Problem and solution tree
 LFA steps
 The training materials for log frame matrix
 Conducting problem and solution tree. Learning to attack the problem and solving it the best way rather than just putting "a bandaid" on it.
 Be able to develop quality and successful project proposals and submit to donors by using the logframe approach
 Every component were very useful
 A systematic way of writing a project proposal. Involvement of other stakeholders to design the project
 The LFA
 I learnt the process of the LFA starting steps to steps
 The process of the logical framework approach is so important as the final product of the proposal writing

The course would have been more effective if:

I couldn't see anything else that would make it more effective except that 4 days may not be long enough. Maybe 7 days may be better.
 Time expanded (in days); more interaction / one-on-one advice etc
 It was for 2 weeks or more
 More practical activities
 We have more participants for different purposes and goals
 Takes a month
 More time in terms of days added and the training to reduce its speed
 Two weeks of training
 Communities (participants) were involved
 The course would have been more effective if there would be more workshops done soon
 Another extra day to cover all things scheduled
 Have more time
 Days of training could be 5 days (one week)
 More days (4 days too short)
 More days are given (2 weeks)
 It is OK for the quantity of the participants
 People who participated stayed and participated in all four days and if they came on time.
 Duration of course is extended to two weeks. More participants attend so that more people will be benefited from the LFA training
 More time was allocated for more group activities on their real project ideas
 More donor speakers
 If we had an extra day to go through the budgets in a realistic sense

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

The entire training should be done every year by participants (within their own workplace) so that they are very proficient in the LFA.

Logframe matrix

Local economic development

Corporate planning, Acquittal report

LFA

M&E

How to utilise the matrix

LFM & proposal writing

Short training courses for all government officials and communities

Proposal writing

Activity scheduling and budgeting

Logframe matrix

Risks and budget cost

Logframe matrix, writing of project proposal

All topics were well presented and easy to follow and understand

M&E, resource scheduling, activity scheduling

M&E and practical hands on proposal writing

Budgeting because I was away for another meeting

Logframe matrix

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

Excellent

Training was fun also it was very important because it helps us for preparing a good proposal in order for the donor to improve

Well done

Just to say malo a'rpito. All the best for the facilitators. Please come again

Thanks for your time to give and teach us. Malo.

Great training and great guys for the training

Make it a two week course

Training= Great; Food = Great; Activities = Fun and useful; Topic = Complicated but understandable;

Overall = Facilitators- Thankyou

Well attended, delicious meals and fun activities by the facilitators

This is a best workshop I have ever been to, even though I'm confused but I know for sure it will help.

I truly want to personally thank you both, Damien and Martin, for conducting this training to upgrade our local expert capacity for development of our PICs

Training should be conducted in one week

It would be better off if time for each aspects session enough to allow the participants to contribute more

More time should be allocated

Thanks for a useful training. I now understand more about the donor requirements and proper proposal writing techniques (LFA). Malo a'rpito.

Trainings should be shortened to a half-day training workshop.

The facilitators were really excellent.

Fulfilled my expectations

Thanks very much. Well done!