



**GLOBAL CLIMATE CHANGE ALLIANCE:  
PACIFIC SMALL ISLAND STATES PROGRAMME & STRENGTHENING THE  
RESILIENCE OF OUR ISLANDS AND OUR COMMUNITIES TO CLIMATE CHANGE  
PROGRAMME**

**REPORT ON LOGICAL FRAMEWORK APPROACH WORKSHOP IN THE COOK  
ISLANDS and MENTORING WEEK**

**19 – 30 OCTOBER 2015**



**Disclaimer**

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## 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 nine 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 addition 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<sup>1</sup>. The Cook Islands subsequently put in a request for further capacity building.

The second Cook Islands workshop and mentoring week was part-funded by the Cook Islands' 'Strengthening the Resilience of our Islands and Communities to Climate Change (SRIC-CC) programme (Adaptation Fund).

### **GCCA: PSIS Capacity development in the Logical Framework Approach and Project Monitoring – Second Cook Islands Workshop and Mentoring Week**

The second LFA Workshop was held in Rarotonga, Cook Islands, between the 19<sup>th</sup> and 22<sup>nd</sup> October 2015. This workshop did not target previous LFA training participants but rather a mix of government, community (Rarotonga and outer islands), NGO and CSO representatives.

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 (LFA) to project design and proposal writing;
- 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.

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<sup>1</sup> Tuvalu, Palau, Niue, Kiribati, Tonga

The LFA training workshop was organised by Climate Change Cook Islands (CCCI), Office of the Prime Minister. PREA liaised with William Tuivaga, SRIC Manager to identify the specific training needs. Logistic support was provided by Ann-Marie Roi, Finance Officer CCCI.

The workshop was opened by Tangi Tereapii, Acting Chief of Staff, OPM. Ms Pasha Carruthers, Climate Change Adviser – Pohnpei (GCCA: PSIS) also provided opening remarks, providing context for the training workshop, and later in the workshop provided background and lessons learnt from the GCCA: PSIS project. The workshop was attended by 20 participants from a range of Government departments/ministries, community representatives (Rarotonga and outer islands), NGOs and CSOs (see Annex 2 for a list of workshop participants).

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.

All relevant training resources were provided to participants in hardcopy. Participants were able to obtain an electronic copy of all the resources if they had a USB.

The second week consisted of mentoring participants from the training and others on project design. Consultation periods of two hours were offered, with some participants booking consecutive periods. Consultations generally focussed on different project ideas from the training, and many focussed on designing projects for SRIC funding. The consultations involved developing problem trees and logframes for most of the projects. The consultants went through the SRIC funding template (and other grant templates where appropriate) with participants to identify what would go in the different sections. The list of projects is reported in this report following the workshop results. A list of names of participants and their scheduling is provided in Annex 3.

## **Workshop Results**

Participants worked on five project ideas during the small group activities:

1. Increasing availability of local produce on Mangaia
2. Reduced erosion at Muri Beach
3. Increased community protection against disasters in three Rarotonga communities
4. Improving community unification in Avitiu
5. Improved water security in Atiu

The participants were very interactive in their small group projects throughout all the steps of the LFA (see photos Annex 4).

## **Workshop Evaluation**

*“Meitaki Ma'ata :) I found the workshop very engaging as you added some creative flair to each module and case study. Thank you for the excellent job! I really enjoyed the interactive components of the workshop”.*

The detailed results of the workshop evaluation are presented as Annex 5. Fifteen participants who attended the workshop completed a post-workshop evaluation form.

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.

All respondents indicated a strong degree of confidence in being able to design a good project. All respondents indicated that they would be able to complete all the steps of the LFA.

The most useful components of the training were:

- All x4
- Logframe x3
- Problem tree/solution tree x 3
- How to design a project in a systematic manner
- Participatory problem solving
- The group activities related to each topic as it is taught
- Work breakdown structure
- Monitoring and evaluation

Two respondents indicated that the training could be improved if there was more time overall, and one person noted more time on the problem tree and logframe. Other feedback to improve the training included having participants not having to leave to attend other meetings, having someone dedicated to record all the group work, and more clarity on some of the terminology.

*"I am honoured to be here since the beginning to the end."*  
*"Very well presented..."*

The most popular topics for further training were:

1. M&E x3
2. Logframe (x3)
3. Budgeting
4. Everything
5. Identifying indicators
6. Timeline

There was strong interest in monitoring and evaluation, and in the logframe. Participants have been offered one-on-one or small group mentoring in the week following the workshop. This provides an opportunity to increase the knowledge and skills of participants.

*"Excellent workshop"*  
*"Well delivered guys, keep up the good work."*  
*"Will recommend you to others"*

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

The medium term outcomes resulting from the training can be identified by the increased number and improved quality of applications put forward to the SRIC programme.

### **Mentoring**

Mentoring was offered for the week following the LFA workshop. The final day of the mentoring week saw seven new people being mentored that did not attend the LFA training, but had been organised to attend by Keutekarakia Mataroa who attended the training.

An overview of project ideas worked on during the mentoring week is provided below.

- Increased swamp taro production through building detention basis on Mangaia (for SRIC funding)
- Increased water supply on Aitutaki (for SRIC or other funding)
- Improved environmental management for increased food production through a wild pig eradication programme on Atiu (for SRIC funding)
- Increased agriculture in the outer islands through production of food and vegetable seedlings on Rarotonga (for SRIC funding)
- Increased income earning opportunities for women through the setting up of a local women's craft cooperative (and the setting up of a microfinance system and cooperative shop to supply materials at a lower price than retail stores) (potentially for existing Australian Aid funding on women's economic empowerment, Ministry of Internal Affairs Gender and Development Division; the women made a meeting to meet with the Director of GADD to follow up on the project idea).
- Improving community facilities for disaster preparedness and response in Avitiu community, Rarotonga (potentially through India small grant fund)
- Increased youth engagement through the establishment of a community brass band (for Australian High Commission Small Grant Fund)
- Increased knowledge and understanding of climate change and disaster management and response in outer islands (for SRIC funding)
- Increased employment opportunities for disadvantaged youth through coconut harvesting and pruning on Rarotonga
- Reducing organic waste to landfill through commercial composting on Rarotonga
- Improved agricultural output through provision of farm equipment and training on Rarotonga

## **Conclusion**

The training was very successful in continuing to build capacity of Cook Islands government and community in project proposal preparation. The participants were engaged throughout the four days of training. The strong level of engagement in group discussion and feedback was beneficial to participants learning from each other.

The mentoring week allowed participants to get support in developing a large number and range of projects. The opportunity to access SRIC funding was a strong driver for people to use the mentoring opportunity to work on funding proposals. Other funding opportunities open at the time also provided an incentive for participants to take up the mentoring opportunity. This demonstrates that tying training to funding opportunities assists in motivating people to take part in training and mentoring.

Overall, this round of training and mentoring in the Cook Islands was very successful and participants demonstrated interest in applying the knowledge and skills learnt to develop and submit funding proposals.

## Proposal preparation using the Logical Framework Approach

### 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 (LFA) to project design and proposal writing;
- 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
Introduction to Monitoring and Evaluation Monitoring your project	Step 7. Timeline Step 8. Budget Workshop evaluation Certificate presentation



**SPC**  
Secretariat  
of the Pacific  
Community

## Annex 2 Participants List

### Workshop on proposal preparation using the Logical Framework Approach

NO	NAME	ORGANISATION	EMAIL/PHONE
1	Melody Jonassen	MFAI	<a href="mailto:melody.jonassen@cookislands.gov.ck">melody.jonassen@cookislands.gov.ck</a>
2	Man Unuia	Atiu Community	<a href="mailto:ceol@ministerglassie.gov.ck">ceol@ministerglassie.gov.ck</a>
3	Johnny Teio	CITC/Atiu Community	<a href="mailto:JTeio@citc.co.ck">JTeio@citc.co.ck</a>
4	Lydia Sijp	Civil Society/EMCI	<a href="mailto:lydia.sijp@cookislands.gov.ck">lydia.sijp@cookislands.gov.ck</a>
5	Nono Rangi	Ruaau Community	<a href="mailto:nrangi@opposition.gov.ck">nrangi@opposition.gov.ck</a>
6	John Henry	Tapere Avatiu	<a href="mailto:john.henry@cookislands.gov.ck">john.henry@cookislands.gov.ck</a>
7	Maharata Mitchell	Tapere Avatiu	<a href="mailto:johnmoko@oyster.net.ck">johnmoko@oyster.net.ck</a>
8	Keu Mataroa	Private Consultant – CISCO	<a href="mailto:keu.mataroa@outlook.com">keu.mataroa@outlook.com</a>
9	Mata Hetland	Red Cross	<a href="mailto:hmata@redcross.org.ck">hmata@redcross.org.ck</a>
10	Mary Dean	Private/contractor sea change villas	<a href="mailto:m4ari69@hotmail.com">m4ari69@hotmail.com</a>
11	Mata-Atua McNair	Muri Ngatangia	<a href="mailto:mata_mcnair@yahoo.com">mata_mcnair@yahoo.com</a>
12	Zhiyad Khan	SPC	<a href="mailto:zhiyadk@spc.int">zhiyadk@spc.int</a>
13	Mia Teaurima	Climate Change	<a href="mailto:mia.teaurima@cookislands.gov.ck">mia.teaurima@cookislands.gov.ck</a>
14	Makiroa Beniamina	Private/Contractor	56812
15	Maara Peraua	Mangaia	
16	Tuaine Marsters	Murienua/CISCO	
17	Techelle Punua	Atiu FP	56378
18	Elizabeth Hosking	EMCI	<a href="mailto:elizabeth.hosking@cookislands.gov.ck">elizabeth.hosking@cookislands.gov.ck</a>
19	James Thomson	Private	
20	Nga Jessie	Airport	<a href="mailto:jessie@airport.gov.ck">jessie@airport.gov.ck</a>

### Annex 3

#### Mentoring schedule and participants- Cook Islands, October 2015

	Friday 23	Tuesday 27	Wednesday 28	Thursday 29	Friday 30
8:30-10:30				Mia	Keu & others
10:30-12:30	Makiroa James Zhiyad	Makiroa Maara	Maara	John Henry (Avatiu Mtg House)	Keu & others
1:30-3:00	EMCI		Christian Mani (Tourism)	Ruth & GADD team	Keu & others
3:00-4:30		Ruth (Internal Affairs) & GADD team	Eusenio Fatialofa (CI Investment Corp)	Ruth & GADD team  Nga Jessie	Mata (Red Cross)  Debrief @OPM

#### Monitoring Participants

LFA workshop participants	Others
<ul style="list-style-type: none"> <li>Keutekarakia Mataroa</li> <li>John Henry</li> <li>Mata Hetland</li> <li>Mia Teaurima</li> <li>Makiroa Beniamina</li> <li>Maara Peraua</li> <li>James Thomson</li> <li>Nga Jessie</li> <li>Zhiyad Khan</li> </ul>	<ul style="list-style-type: none"> <li>Eusenio Fatialofa (Project Manager, CI Investment Corporation)</li> <li>Christian Mani (Marketing Manager, CI Tourism Corporation)</li> <li>Arthur Pickering (Polynesian Car Rentals &amp; Atiu pig eradication project)</li> <li>Daniel (Shadehouse/seedling project and community brass band)</li> <li>Ruth Pokura &amp; Gender and Development Division team – outcome hierarchy and M&amp;E for</li> <li>4 women small business owners (craft producers)</li> </ul>



**Annex 4**  
**Photos of workshop activities**











## Annex 5

### POST TRAINING EVALUATION FORM COOK ISLANDS

15 participants completed the post-workshop questionnaire

The training was well structured	11	4	<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	11	4	<input type="checkbox"/>	<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	10	5	<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	13	2	<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	12	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	13	2	<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>			
Problem analysis	5	9	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Solution analysis	4	9	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Logframe matrix	2	12	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Project monitoring	5	8	1	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Timeline	5	9	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Budget	7	7	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

I am confident that I can design a good project	7	7	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	I am not confident that I can design a good project
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I would recommend this course to my colleagues	12	3	<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	11
	Too short	3
	Too long	1

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

All components
All useful,
Being able to understand the need of the aid donors and having your proposal being clear
Creating the problem tree and pinning this down to the logframe - extremely useful too
Criteria, learning process
Everything (x2)

How to plan a project. The activities really helped in having ideas on the process and steps in project proposal writing.

Its worthwhile to take the time to go through all the steps before writing up the proposal

Logframe

Logframe, problem tree, solution tree

Problem analysis and solution analysis

The group activities related to each topic as it is taught

Work breakdown structure. M&E session

Working together open minded and learning new things like solving problem.

The course would have been more effective if:

All LFA steps

Logframe

More time (x 2)

n/a (x 3)

People did not have to leave and attend other workshops

Someone was assigned to correct and record the group activity charts and give back to participants to reflect how they went.

Terminology is required on some of the words used e.g. Assumptions. More time on the Logframe and problem tree

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

budgeting

Everything

Identifying indicators

Logframe (x2)

M&E

M&E and logframe

M&E and timeline

Only know when apply it to real life

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

Excellent workshop

Good food

I am honoured to be here since the beginning to the end.

Meitaki Ma'ata :) I found the workshop very engaging as you added some creative flair to each module and case study. Thank you for the excellent job! I really enjoyed the interactive components of the workshop

More practice will enable me to complete good proposals

Refresher within 1 year

Very well presented and would love to learn more from this training till in more confident to understand more about this training

Well delivered guys, keep up the good work. Go Aussie!!

Will recommend you to others