



SPC  
Secretariat  
of the Pacific  
Community



SPREP  
Secretariat of the Pacific Regional  
Environment Programme



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

### REPORT ON MARSHALL ISLANDS CAPACITY DEVELOPMENT IN PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH WORKSHOP 22-25 JULY 2013



## Introduction

The Global Climate Change Alliance: Pacific Small Island States (GCCA: PSIS) project is funded by the European Union (EU) and implemented by the Secretariat of the Pacific Community (SPC) in collaboration with the Secretariat of the Pacific Regional Environment Organisation (SPREP). The project budget is €11.4 million. The implementation period for the GCCA: PSIS project is from the date of signature of the agreement, 19 July 2011, to 19 November 2014.

The overall objective of the GCCA: PSIS project is to support the governments of nine Pacific smaller island states, namely Cook Islands, Federated States of Micronesia (FSM), Kiribati, Marshall Islands, Nauru, Niue, Palau, Tonga and Tuvalu, in their efforts to tackle the adverse effects of climate change. The purpose of the project is to promote long term strategies and approaches to adaptation planning and pave the way for more effective and coordinated aid delivery on climate change at the national and regional level.

The project approach is to assist the nine countries design and implement practical on-the-ground climate change adaptation projects in conjunction with mainstreaming climate change into line ministries and national development plans; thereby helping countries move from an *ad hoc* project-by-project approach towards a programmatic approach underpinning an entire sector. This has the added advantage of helping countries better position themselves to access and benefit from new sources and modalities of climate change funding, e.g. national and sector budget support.

### **GCCA: Capacity development in proposal preparation using the logical framework approach Project ('LFA training') in Marshall Islands**

Following a regional workshop on Climate Finance and Proposal Preparation held in Apia, Samoa, 26 – 27 October 2012, and supported by the Asia-Pacific Adaptation Network (APAN), Secretariat of the Pacific Regional Environment Program (SPREP) and SPC, six of the countries (Cook Islands, Federated States of Micronesia, Marshall Islands, Nauru, Niue and Tuvalu) involved in the GCCA: PSIS project expressed their interest in having a national training workshop on project proposal preparation using the logical framework approach. This LFA training project responds to that expressed need. The project provides a valuable opportunity to strengthen national government staff to develop successful and integrated climate change adaptation project proposals. This will allow PSIS and donors to work together to ensure a more effective and coordinated aid delivery to address climate change at the national and regional level.

The second LFA training workshop was delivered over 4 days (22 – 25 July 2013) in Majuro, Marshall Islands at the College of the Marshall Islands. A fifth day catered for participants who wanted to be mentored on particular projects that they wanted to pursue in greater detail. Twenty-eight participants attended the training. There were 24 representatives from island youth councils, mostly presidents. There were also several government staff members who attended the training (see Annex 1). Pacific Research and Evaluation Associates (PREA) were contracted to develop training resources and deliver the LFA training.

Many of the youth council participants did not have strong English language skills, and a number of participants had limited higher education. For many, this was their first training workshop following their school education. These barriers were identified on the first day of training as the Training Needs Analysis was not completed prior to the training. Two government staff members who were fluent in both English and Marshallese were able to provide some translation of the presentations<sup>1</sup>. Feedback collected by the trainers at the end of each day indicated that the translation was both required and appreciated.

The trainers modified the training resources developed for the pilot training to reduce the amount of content in parts of the presentation in order to facilitate the translation of content into Marshallese.

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<sup>1</sup> PREA acknowledge the contribution of Abacca Anjain-Maddison and Douglas Henry for their assistance in translation, thereby making the training a success.

This included translating key terms into Marshallese and sticking this on the wall to support effective learning and recall.

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 delivery plan is included in Annex 2.

All relevant training resources were provided to participants in hardcopy with an electronic copy provided on a USB stick for all participants. There was discussion amongst the government organisers about translating the learner guide into Marshallese. This would assist the participants in recalling the material, using the LFA in the future, as well as in supporting the participants work with others in using the LFA.

The LFA training workshop was organised by SPC and SPREP with in-country staff Ywao Elanzo Jr. from the Office of Environmental Planning and Policy Coordination (OEPCC), in the Office of the Prime Minister Climate Change Division.

### **Workshop Participants**

There were 28 participants in attendance, consisting primarily of youth council representatives covering all of the islands making up the Marshall Islands, as well as several members of the government. Mrs Daisy Alik-Momotaro, Secretary of Internal Affairs, noted that there is a focus on equipping youth leaders with the skills and capacity to design projects so that they can have an increased role in climate change adaptation. This will allow them to become “climate change warriors”, a term coined by Mr Bruce Kijiner, Director of OEPCC.

### **Workshop Results**

Mrs Daisy Alik-Momotaro, Secretary of Internal Affairs and Mr Bruce Kijiner, Director of OEPCC, opened the workshop and gave the introductory remarks.

The vulnerability of the Marshall Islands to the impacts of climate change were highlighted during the opening along with the opportunity to access climate change adaption funds through high quality funding proposals informed by the logical framework approach. The Marshall Islands are hosting the South Pacific Forum meeting in September 2013, and have a focus on climate change. Recent tidal surges that led to inundation of the airport and parts of the Majuro, along with increasing erosion of the coastline, were noted as evidence of climate change and the need to develop capacity to respond. The northern islands were also experiencing severe drought at the time of the visit thus ensuring that climate change impacts were at the front of everyone’s mind.

Mr Sanivaliti Tubuna, Project Officer SPC-GCCA: PSIS provided some additional remarks about the background of the LFA training project and the role that SPC and SPREP play as implementing agency for the broader EU GCCA: PSIS project. After introductions, the two training facilitators from PREA began workshop proceedings for day 1.

Training delivery included a mix of informative presentations, large group activities to demonstrate new knowledge and skills followed by small group activities where participants were challenged to use the knowledge and skills for real-life project ideas they wanted to develop (see Annex 3 for photo of the training). The facilitators moved between groups to offer support and advice where required. As noted, the presentations were translated into Marshallese where required. This included translating key terms, such as the components of the logframe, into Marshallese (see Annex 3). 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.

Unfortunately, there were no guest presentations from donors as representatives of USAid were not available at the time of the training. The workshop concluded on day 4, with an additional day provided for participants who wanted to progress particular projects. This was well attended, with around 14 participants progressing around six projects. The fifth day culminated with a group photo and certificate of attendance presentation conducted by the Assistant Secretary of Internal Affairs.

Mr Ywao Elanzo Jr. indicated a desire for a further round of training in 2014, targeted at government staff and island mayors, so that they can also have an understanding of the logical framework approach. This would be a beneficial activity as it would allow government staff and islands leaders to work with youth council leaders and support them in developing project proposals. As it stands, there is the potential for youth leaders to face resistance in using the logical framework approach at the island level if this is seen to challenge the knowledge and power of islands mayors.

## **Workshop Evaluation**

The post-training questionnaire was translated into Marshallese. The results of the workshop evaluation are presented as Annex 4. Twenty-four people completed the evaluation form. Written comments were predominantly in Marshallese and these were translated by Mrs Abacca Anjain-Maddison.

The Marshall Islands training delivery was very successful, considering the challenges posed by language barriers. As translation took time, most respondents indicated that they wished the training was longer.

*“One week to learn this course is not enough or it too short. It would be better if it is two or more week long to take it in order to master every single thing”.*

Most of the respondents indicated a strong to fair degree of satisfaction with the delivery of the training. Only one participant indicated a low level of satisfaction. This is likely to result from difficulty in understanding the content and a preference for it to have been fully in Marshallese. Again, it should be noted that many participants had a limited understanding of spoken and written English. Though the facilitators did not speak Marshallese, all the respondents indicated that the two facilitators made the course enjoyable.

Most of the respondents indicated a high to fair degree of confidence in being able to complete the steps of the logical framework approach. Some respondents indicated that the problem tree step was the one which they had the least confidence in applying.

There was a generally high level of confidence in being able to write a proposal. This is backed up by participants' comments, who indicated that the most useful aspect of the course was learning about the structured process of the LFA and how this helped in preparing proposals.

*“What I learn useful is all about the LFA and the LFA help me understand the other steps how to make a proposal”*

When asked about follow up training, participants' comments included that they would like further training on most aspects of the logframe approach, which reflects the desire for a longer training delivery to cover all the steps at a slower pace. This is again related to the language barriers, and the fact that this training was the first post-secondary course for many of the respondents, so many of the concepts were new to them.

All of the respondents except for one indicated that they would recommend the course to their colleagues.

*“Please come back or reapply for another grant that would help us more on the same topic or some training”.*

*“I would like this training to be continued in Marshall Island”.*

*“This is just the start and everything was kind of difficult to understand, but I hope if this program will come a second time then 100% everyone will master it. However, everything was great, Thank you.”*

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

*“I would like to attend another type of workshop like this. Because this is very important.”*

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 where possible (noting the telecommunication barriers in outer islands).

## **Conclusion**

The Marshall Islands training was very successful in building the capacity and confidence of MIYC leaders to design projects in a participatory and logical manner, so that they can contribute to better proposals. The use of interactive learning and keeping learning fun was highly effective in keeping participants engaged and learning. Consideration should be given to a further deliver of the training to government staff and outer islands Mayors so that they have a shared understanding of the logical framework approach as the youth leaders, thereby allowing them to work together on climate change adaptation projects. Whilst attendees reported a reasonable degree of confidence to write proposals, it should be acknowledged that they will need ongoing support from OEPPC and MIYC to identify donors and develop proposals. Barriers like the lack of communications and transport (phone, internet, boat) between Majuro and outer islands also needs to be considered to ensure the full benefits of this training can be realized.

### Annex 1 Participants List

MIYC: Marshall Island Youth Council

WUTMI: Women United Together Marshall Islands

| Name                   | Island                                             | Organisation | Email (or postal address)                                                               |
|------------------------|----------------------------------------------------|--------------|-----------------------------------------------------------------------------------------|
| Daniel Alfred          | Ailuk                                              | MIYC         | Phone: 4562804                                                                          |
| Nathan Jeik            | Ujae                                               | MIYC         | Phone: 4561275                                                                          |
| Carter Rang            | Jabat                                              | MIYC         |                                                                                         |
| Martin Baso            | Majuro                                             | MIYC         | <a href="mailto:marbaso@live.com">marbaso@live.com</a>                                  |
| Jason Joel             | Utrok                                              | MIYC         | (Phone: 4550490) <a href="mailto:jasonjoeljjoel@gmail.com">jasonjoeljjoel@gmail.com</a> |
| Ken K Taula            | Mejit                                              | MIYC         |                                                                                         |
| Rickland Tawoj         | Likiep                                             | MIYC         |                                                                                         |
| Aik Binejal            | Armo                                               | MIYC         |                                                                                         |
| Neil Gold              | Wotje                                              | MIYC         | Phone: 4559116 <a href="mailto:Neil.Gold550@gmail.com">Neil.Gold550@gmail.com</a>       |
| Zackious Jacklick      | Jaluit                                             | MIYC         | Phone: 4556668                                                                          |
| Yolla Lakmis           | Namu                                               | MIYC         |                                                                                         |
| Anjerok Abon           | Lib                                                | MIYC         | Phone: 4554552                                                                          |
| Wilmer Edmond          | Rongelep                                           | MIYC         | Phone: 6257177                                                                          |
| Selina Lukot           | Ebon                                               | MIYC         | Phone: 6922352371<br><a href="mailto:Clair.najera@yahoo.com">Clair.najera@yahoo.com</a> |
| Clair Najera           | Kwajalein                                          | MIYC         |                                                                                         |
| Mark Anmontha          | Mili                                               | MIYC         |                                                                                         |
| Harold Sam             | Alinglaplap                                        | MIYC         | <a href="mailto:Haroldsam344@yahoo.com">Haroldsam344@yahoo.com</a>                      |
| Judah Joseph           | Maloelap                                           | MIYC         |                                                                                         |
| Boston Gideon          | Aur                                                | MIYC         | Phone: 455-8034                                                                         |
| Rodney Lewis           | Kili                                               | MIYC         | Phone: 456-7017                                                                         |
| Wayne Korok            | Kwaj                                               | MIYC         | <a href="mailto:korokwayne@yahoo.com">korokwayne@yahoo.com</a>                          |
| Treasure Robert        | Arno                                               | MIYC         | Phone: 456-7452                                                                         |
| Miram debrum           | Majuro                                             | WUTMI        | <a href="mailto:mwderbrum@gmail.com">mwderbrum@gmail.com</a>                            |
| Kanel Jabjulan         | Wotho                                              | MIYC         | Phone: 456-1599                                                                         |
| Romeo Laiso            | Lae                                                | MIYC         | Phone: 456-8788                                                                         |
| Douglas Henry          | OEPPC                                              |              |                                                                                         |
| Nathan Jacob           | Marshall Islands Marine Resource Authority (MIMRA) |              |                                                                                         |
| Ywao Elanzo, Jr.       | OEPPC                                              |              | <a href="mailto:elanzo28@gmail.com">elanzo28@gmail.com</a>                              |
| Abacca Anjain-Maddison | Community Development Division                     |              | <a href="mailto:waanjonok@yahoo.com">waanjonok@yahoo.com</a>                            |

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

**Government of the Marshall Islands**

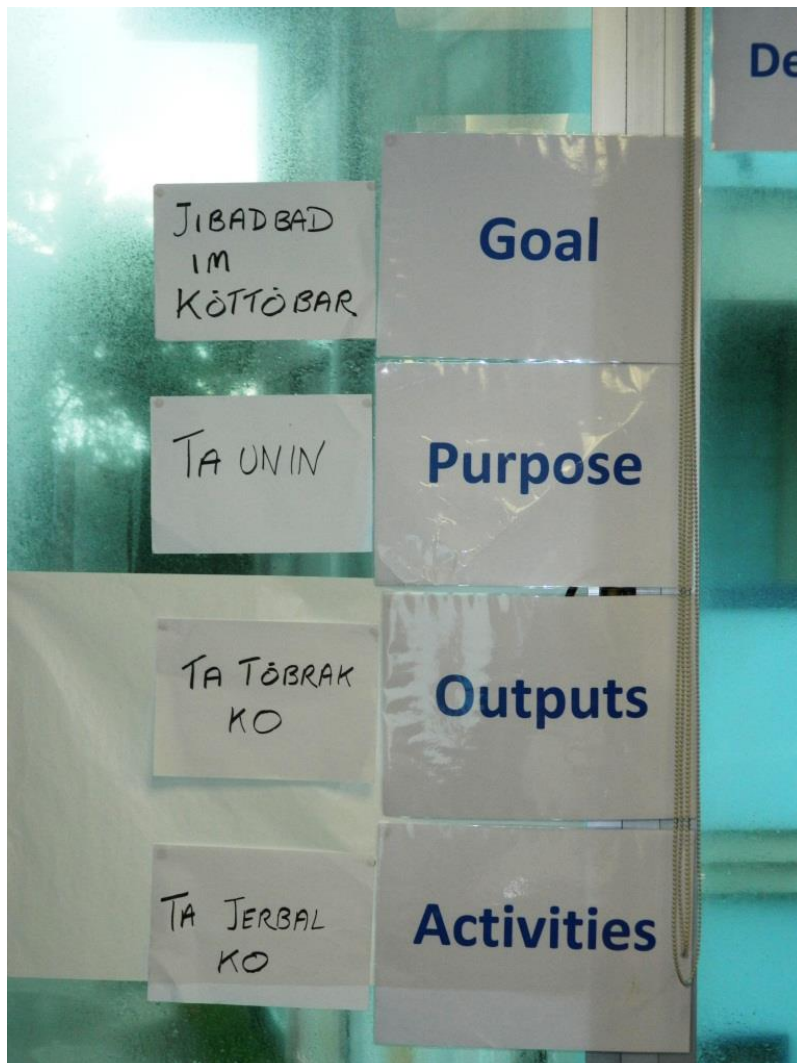
**GLOBAL CLIMATE CHANGE ALLIANCE: PACIFIC SMALL ISLAND STATES  
PROPOSAL PREPARATION USING THE LOGICAL FRAMEWORK APPROACH  
WORKSHOP**

*Delivery plan summary*

| Date/Time                  | Task / Topic                                                                                                                                                                                                                                                                                                                              |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Day 1, 22 July 2013</b> | Welcome<br>Gathering group knowledge<br>Introduction to the LFA<br>Project Management Cycle<br>Step 1. Stakeholder Analysis<br>Step 2. Problem analysis                                                                                                                                                                                   |
| <b>Day 2, 23 July 2013</b> | Step 2. Problem analysis continued<br>Step 3. Solution Analysis<br>Step 4. Strategy Analysis – Selecting solutions<br>Step 5. Logframe Matrix                                                                                                                                                                                             |
| <b>Day 3, 24 July 2013</b> | Step 5: Logframe Matrix continued                                                                                                                                                                                                                                                                                                         |
| <b>Day 4, 25 July 2013</b> | Guest Speaker presentation and discussion from Angie Tuara, from Ministry of Internal Affairs, who coordinates the Cook Islands Government Social Impact Fund.<br>Step 6: Activity Scheduling<br>Step 7: Resource Scheduling<br>Proposal Writing<br>Donor agencies<br>Celebration and group performances<br>Final feedback and evaluation |



### Annex 3







#1  
Title: Reduce Coastal erosion in  
Majuro Atoll thru tree planting.

Background: - Majuro is low lying atoll.

- The whole Majuro is been affected by coastal erosion.
- Sea level rise high level wave leading to

Project Need: - Coastal erosion, <sup>leading to</sup> ~~Land~~ <sup>and</sup> ~~Loss~~ <sup>to</sup> ~~Home~~ <sup>Economic</sup> ~~and~~ ~~Impact~~.

Project goal: - To contribute to resilience to change in

Project Purpose: To reduce in Majuro  
Rita Villa  
by De

#2  
Target Groups: Coastal ~~Land~~ Landowners  
between Ajettake to  
Laura village.

Youth Council to plant  
trees.

WUTMI is biggest  
NGO's, they have run  
two project.

We have strong relationship  
with all stakeholder  
including AMI Govt/Minna  
Beppa and Youth Council.

Our project will run  
from 2014 - 2017.

We required <sup>(USD)</sup> \$50,000.00  
See the budget table

will know successful by  
- 95% surviving tree planting.

## Annex 4

### POST TRAINING EVALUATION FORM - MARSHALL ISLANDS, 22-25 July 2013

Completed by 24 participants

|                                  |    |   |   |                          |                          |                          |                          |                                    |
|----------------------------------|----|---|---|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------------|
| The training was well structured | 22 | 1 | 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 | 15 | 5 | 3 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 | The activities did not give me confidence that I can apply the knowledge in my work |
|---------------------------------------------------------------------------------|----|---|---|--------------------------|--------------------------|--------------------------|---|-------------------------------------------------------------------------------------|

|                                  |    |   |   |   |                          |                          |   |                                         |
|----------------------------------|----|---|---|---|--------------------------|--------------------------|---|-----------------------------------------|
| I found the learner guide useful | 19 | 2 | 2 | 1 | <input type="checkbox"/> | <input type="checkbox"/> | 1 | I did not find the learner guide useful |
|----------------------------------|----|---|---|---|--------------------------|--------------------------|---|-----------------------------------------|

|                                                |    |   |   |   |                          |                          |                          |                                                       |
|------------------------------------------------|----|---|---|---|--------------------------|--------------------------|--------------------------|-------------------------------------------------------|
| I learnt things that will be useful to my work | 21 | 1 | 1 | 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 | 18 | 4 | 1 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 | The course was poorly presented |
|-------------------------------|----|---|---|--------------------------|--------------------------|--------------------------|---|---------------------------------|

|                                              |    |   |   |                          |                          |                          |                          |                                                      |
|----------------------------------------------|----|---|---|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------------------------------|
| The facilitators made the material enjoyable | 20 | 1 | 1 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <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 | 11                    | 8 | 1 | 1                        | 1                        | 1                        | <input type="checkbox"/> |                             |
| Problem analysis     | 11                    | 4 | 3 | <input type="checkbox"/> | 1                        | <input type="checkbox"/> | 2                        |                             |
| Solution analysis    | 14                    | 4 | 1 | 1                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Logframe matrix      | 12                    | 6 | 2 | 1                        | 1                        | <input type="checkbox"/> | <input type="checkbox"/> |                             |

|                                                                |    |   |   |   |                          |                          |                          |                                                                    |
|----------------------------------------------------------------|----|---|---|---|--------------------------|--------------------------|--------------------------|--------------------------------------------------------------------|
| I am confident that I can put together a good project proposal | 10 | 6 | 5 | 2 | <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 | 18 | 2 | 2 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 | I would not recommend this course to my colleagues |
|------------------------------------------------|----|---|---|--------------------------|--------------------------|--------------------------|---|----------------------------------------------------|

|                               |             |    |
|-------------------------------|-------------|----|
| Four days for the course was: | About right | 4  |
|                               | Too short   | 19 |
|                               | Too long    | 1  |

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

The project structure

Learn to write proposals

Logical framework approach

All of the project

logframe matrix, solution analysis

How to write a proposal

Logframe matrix was really helpful for me to fill out the proposal form

To form proposal

What I learn useful is all about the LFA and the LFA help me understand the other steps how to make a proposal

Writing a proposal take a lot of work and team work to fulfil a strong proposal

The LFA

I really learned about the logframe matrix . I learned how I filled it out by steps by step and also the terms like increase, decrease etc.

The course would have been more effective if:

On how to come up with our topic or goal

If the time would have been longer

we try it

If I have more time on working on the logframe matrix

If more activities and presentation are done

Present a real sample of a proposal to have a look of the original layouts

One week to learn this course is not enough or it too short. It would be better if it is two or more week long to take it in order to master every single thing

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

One more week on all the six steps would be perfect

Proposal preparation, logical framework also the last two steps (1) proposals (2) donors; still need longer time to learn

1. core objective, 2. problem tree, 3. problem cases, 4. effect, 5. indicator, 6. material, 7. output, 8. activities, 9. rethink or redesign project

Problem analysis and solution analysis

Working on the proposal to understand more about the seven steps such as the goal/purpose/output and activities

Resource chart

More explanation on the donor

The timeline and budgeting bits

Writing the proposal

All of the group activity projects were very good and I can say that I also learned from the groups by presented their works in the front.

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

Please come back or reapply for another grant that would help us more on the same topic or some training



I would like to attend another type of workshop like this. Because this is very important.

Assumption, activities schedule , resource schedule, logframe terminology and much, much more

Nothing: everything is good

Recap, recap

No. Everything are OK

This workshop need more time to attend and more space to use

I would like this training to be continued in Marshall Island

None

This is just the start and everything was kind of difficult to understand, but I hope if this program will come a second time then 100% everyone will master it. However, everything was great, Thank you.