

Youth Think Tank Competition

for the
EAA Flyway



Project management and Fundraising training

7 August 2022

Welcome! To day 2

Four main components of this crash course:

1. Project planning / logical frameworks
2. Proposal writing / fundraising
3. Project management / implementation
4. Monitoring, evaluation and learning / achieving impacts

Ask questions!

Take notes!

Welcome! To day 2

Conservation Leadership Programme

www.conservationleadershipprogramme.org/grants/grant-overview/

www.conservationleadershipprogramme.org/news/clp-2023-team-awards-call-for-applications/

(team awards = future conservationist awards)

Deadline: 10 October 2022

True or False.... recap from yesterday

True or false.....

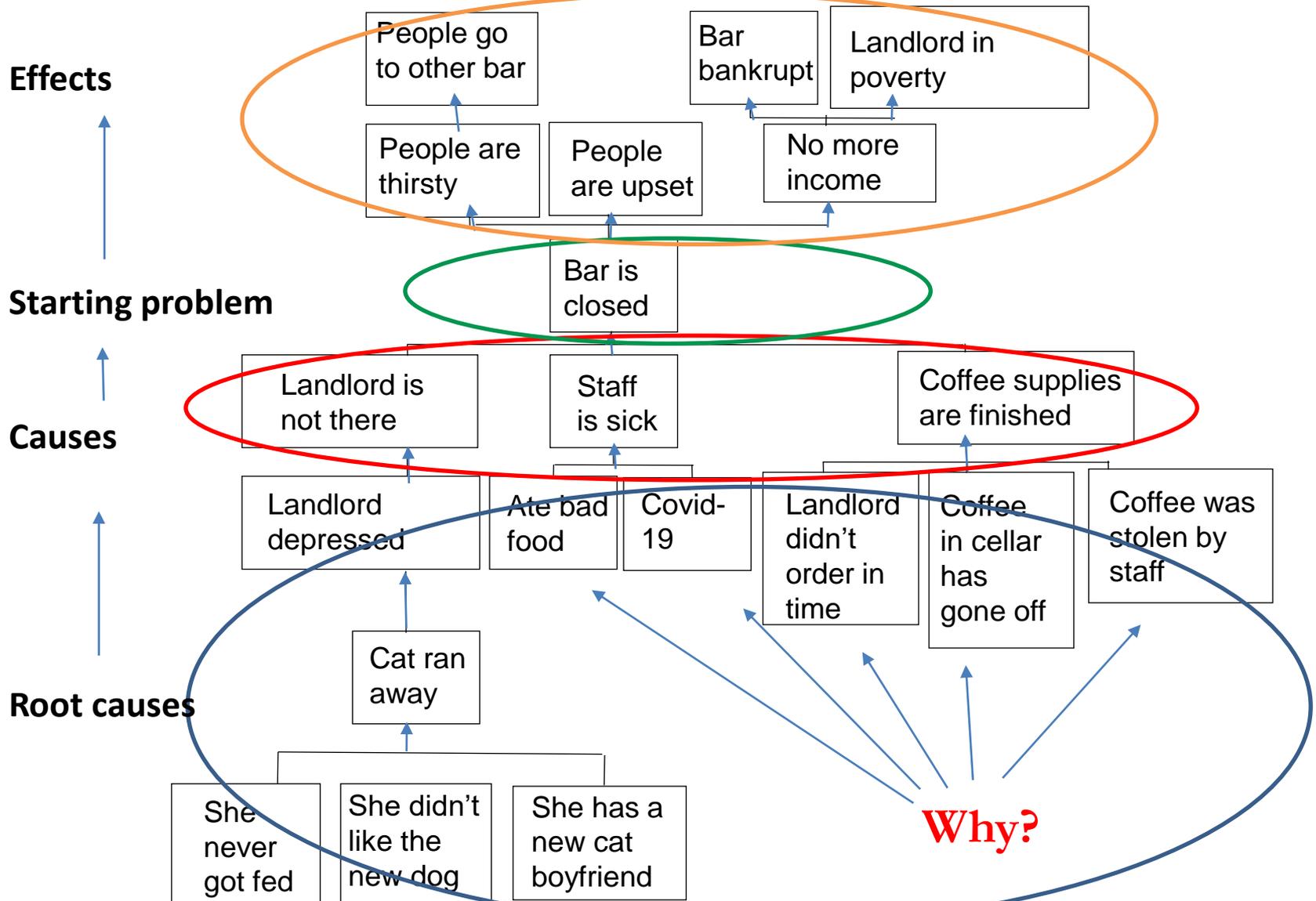
1. If you don't have a problem, you don't need a project
2. The logical relationship between statements in the problem tree is: means-to-an-end
3. There are five levels in the intervention strategy (in the logical framework)
4. There are four columns in the logical framework
5. You should do a logframe even when a donor doesn't ask for one
6. The first thing to do when you complete an application form is scream
7. Every application is basically the same so you can copy-paste

The project plan

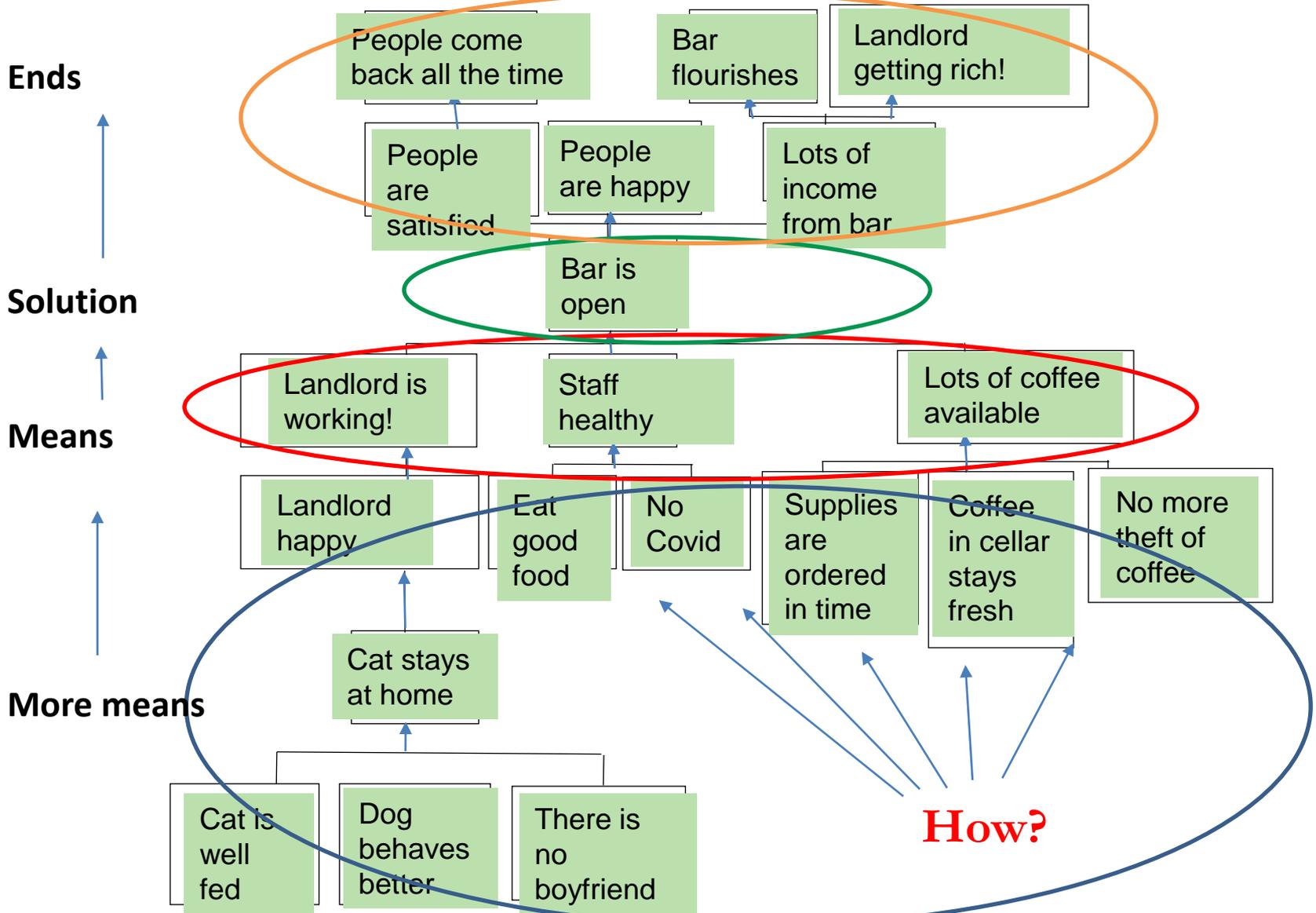
Project planning



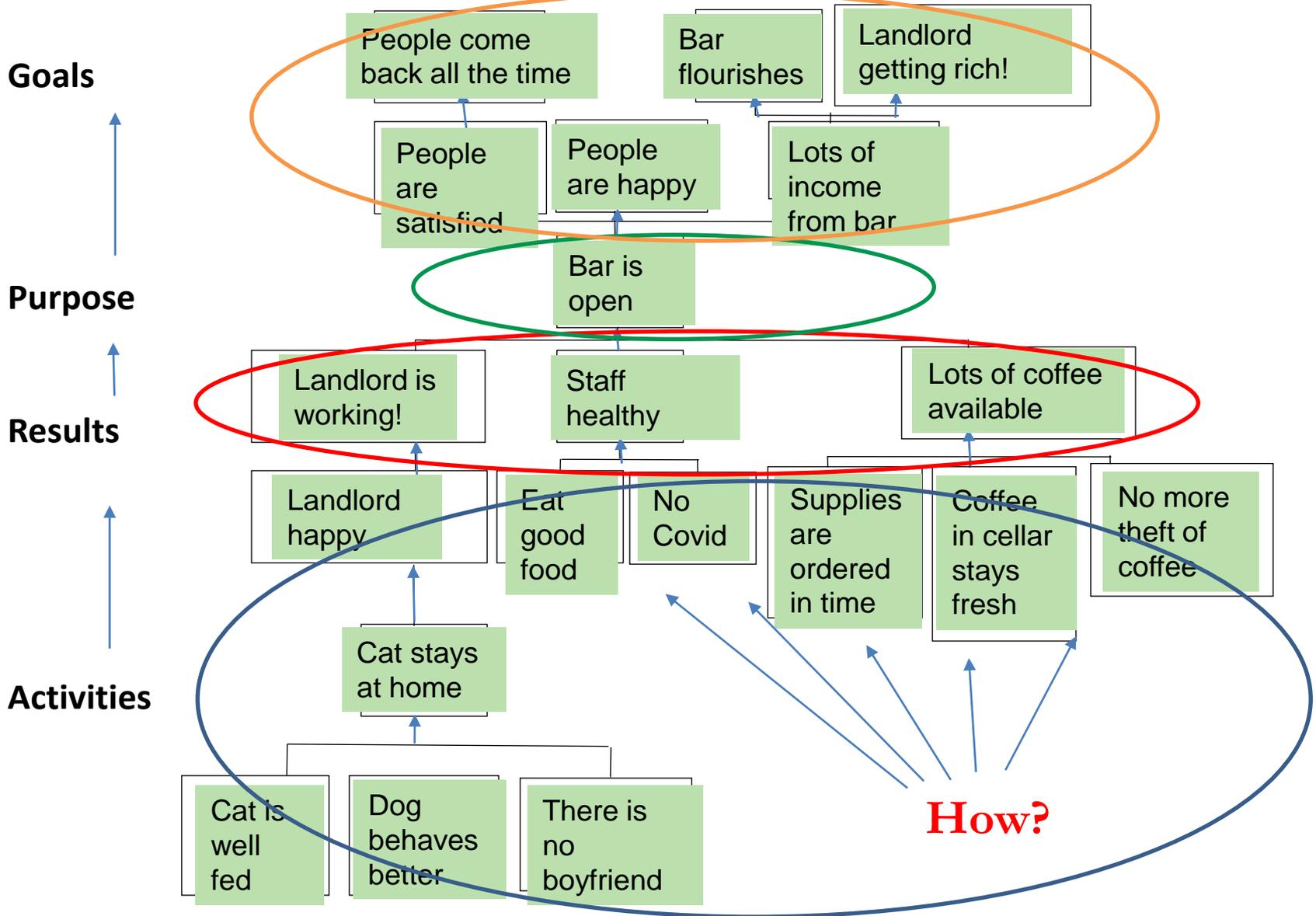
Problems



Problems → objectives



Objectives → intervention strategy



Intervention strategy in logical framework

Project title: Open the bar!			
Overall goal	Objectively Verifiable indicators	Means of Verification	Important assumptions
To contribute to the happiness of the people			
Project purpose			
At the end of this project, the bar will be open 24 hours a day	Nr of people that will access the bar day and night after 2 months	Footage by CCTV cameras	No lockdown
Results			
1. The landlord will be at work	From m2, landlord works 8 hrs / day at bar	Time sheets	He won't look for other job
2. All 6 staff will be in good health	Temperature, vitamins etc among staff will be better at end than start	Doctor's reports	No new viruses / accidents
3. There will be a sufficient amount of coffee available at all times	Storage will always hold > 10 kg of coffee by m2	Inventory data sheets	There will be no global shortage of coffee
Activities			
1. Landlord's wife will organise the cat food, train the dog, neuter the boyfriend etc so the cat stays at home and the landlord is happy			
2. Landlord will train bar staff in healthy cooking/nutrition, get Covid vaccinations, buy more masks and wear them,...			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical frameworks

They are a **master tool**: log frames help....

- Designing projects
- *Implementing projects*
- *Preparing schedules (timelines, PIPs)*
- *Allocating responsibilities (staff work plans)*
- *Developing budgets*
- *Monitoring progress (and evaluate)*
- Writing proposals / application forms

TIP: always make your own basic log frame - even when a donor doesn't ask for one

Logical frameworks - implementation

Logical framework to implementation plan

Project title: Open the bar!			
Overall goal	Objectively Verifiable indicators	Means of Verification	Important assumptions
To contribute to the happiness of the people			
Project purpose			
At the end of this project, the bar will be open 24 hours a day	Nr of people that will access the bar day and night after 2 months	Footage by CCTV cameras	No lockdown
Results			
1. The landlord will be at work	From m2, landlord works 8 hrs / day at bar	Time sheets	He won't look for other job
2. All 6 staff will be in good health	Temperature, vitamins etc among staff will be better at end than start	Doctor's reports	No new viruses / accidents
3. There will be a sufficient amount of coffee available at all times	Storage will always hold > 10 kg of coffee by m2	Inventory data sheets	There will be no global shortage of coffee
Activities			
1. Landlord's wife will organise the cat food, train the dog, neuter the boyfriend etc so the cat stays at home and the landlord is happy			
2. Landlord will train bar staff in healthy cooking/nutrition, get Covid vaccinations, buy more masks and wear them, ...			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework to implementation plan

activity	milestone	timeline					staff	inputs		
		Month 1	Month 2	Month 3	Month 4	Month 5		time	equipment	money
1.										
2.										
3.										
etc										



Individual / team work plans

Implementation plan

Things to think about when you make your implementation plans

- Column 1: Activities = from the log frame
- Column 2: Milestones – ‘work packages’ / ‘distance traveled’
 - Group of activities, smaller than Result
- Column 3: Timeline (when will you implement this – “Gantt chart”)
- Column 4: Who will do this?
 - Include in work plans for your team / division / group
 - Include in individual work plans
 - Include in deliverables by project partners / stakeholders - contract

Implementation plan

Things to think about when you make your implementation plans

- Column 5: which inputs does this activity need?
 - Time (hours / days)
 - Equipment (laptops, field equipment, vehicles etc)
 - Money (e.g. cash for trips/events etc)

Make a good plan, and use it!

Logical frameworks - budget

Logical framework to budget

Project title: Open the bar!			
Overall goal	Objectively Verifiable indicators	Means of Verification	Important assumptions
To contribute to the happiness of the people			
Project purpose			
At the end of this project, the bar will be open 24 hours a day	Nr of people that will access the bar day and night after 2 months	Footage by CCTV cameras	No lockdown
Results			
1. The landlord will be at work	From m2, landlord works 8 hrs / day at bar	Time sheets	He won't look for other job
2. All 6 staff will be in good health	Temperature, vitamins etc among staff will be better at end than start	Doctor's reports	No new viruses / accidents
3. There will be a sufficient amount of coffee available at all times	Storage will always hold > 10 kg of coffee by m2	Inventory data sheets	There will be no global shortage of coffee
Activities			
1. Landlord's wife will organise the cat food, train the dog, neuter the boyfriend etc so the cat stays at home and the landlord is happy			
2. Landlord will train bar staff in healthy cooking/nutrition, get Covid vaccinations, buy more masks and wear them, ...			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework to budget

Activity	Detail / breakdown including staff and stuff	Cost in local currency	Cost in donor currency (+ exchange rate)	total
1: xxx	Staff: people, consultants Stuff: <ul style="list-style-type: none">- Equipment- Supplies- Travel, meetings, events Etc			
2: xxx				
3: xxx				
Overheads (xx %): rent, audits, support staff, supervision, legal				
Admin: Currency exchange costs, bank charges, inflation etc				
total				

Budget

Things to think about when you make your budget

- Column 1: Activities = from the log frame
 - Do your budgeting from activity and item up (bottom-up; not top-down). All your ACTIVITIES need to be included in the BUDGET and vice versa.
 - If needed, then translate this to the donor format – make sure all is covered
 - Don't ask for things you don't need. It is OK to ask for '0' under a budget line
- Column 2: Breakdown of costs
 - Break costs down – staff (days, months, salary rates, benefits ...), stuff (items, numbers, unit costs ...), travel (kilometers/miles, fuel, wear&tear...)
- Column 3: Costs in local currency
- Column 4: Costs in donor currency + exchange rate
- Column 5: Total costs
 - Make sure they add up!

Budget / financial management tips (1)

- Start early, budgets can be modified as you develop your project
- Donor budgets: costs must be **reasonable** (essential, realistic) and **allowable** (eligible). So what will you do first?
 - Read the donor's guidelines! Eligibility of items / max amounts / %
 - And read them again – to the end
 - And stick to them 😊
- A budget is the financial project plan
 - Just like your project plan, it will be part of the contract – so you will need to stick to it
 - Just like your project plan, you will need to report against your budget. With evidence (supporting documents)

Budget / financial management tips (2)

- Link financial and technical staff (budget / financial management)
- Link financial and technical reports
- Regularly review expenditure – “burn rate”
- What if your project plan changes during implementation?
 - Review project contract and guidelines
 - Consider the budget implications
 - Speak with your donor!

Photo

Break

MEL / Achieving impact

Achieving results and impacts : MEL

- **Monitoring**
 - Process of collecting and processing (gathering and managing) information to determine progress of the project (using OVIs and MoVs)
 - Focus on *relevant* data / information - at the level of 'optimal ignorance' (not too much / not too little – quality over quantity)
- **Evaluation**
 - The analysis of the monitoring data- how well is the project achieving its results / impacts?
 - Now we know what is happening, is there anything we should do about it? Critical reflection to improve our work
- **Learning**
 - Knowledge generation, lessons learned, enhance organisational / individual capacity

Logical framework to monitoring plan

Project title: Open the bar!			
Overall goal	Objectively Verifiable indicators	Means of Verification	Important assumptions
To contribute to the happiness of the people			
Project purpose			
At the end of this project, the bar will be open 24 hours a day	Nr of people that will access the bar day and night after 2 months	Footage by CCTV cameras	No lockdown
Results			
1. The landlord will be at work	From m2, landlord works 8 hrs / day at bar	Time sheets	He won't look for other job
2. All 6 staff will be in good health	Temperature, vitamins etc among staff will be better at end than start	Doctor's reports	No new viruses / accidents
3. There will be a sufficient amount of coffee available at all times	Storage will always hold > 10 kg of coffee by m2	Inventory data sheets	There will be no global shortage of coffee
Activities			
1. Landlord's wife will organise the cat food, train the dog, neuter the boyfriend etc so the cat stays at home and the landlord is happy			
2. Landlord will train bar staff in healthy cooking/nutrition, get Covid vaccinations, buy more masks and wear them, ...			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework to monitoring plan

Intervention	Indicator OVI	Evidence MoV	Baseline	Frequency of data collection	Responsible	Where to store the data	Target group / report / feedback	How?
Purpose: xxx								
Result 1: xxx								
Result 2: xxx								
Result 3: xxx								



Monitoring

Things to think about when planning your monitoring

- Column 1: At which levels of the intervention strategy do you need to monitor?
- Column 2: What indicators (OVIs) have you developed?
 - Objectively Verifiable Indicators = everybody should get the same information when applying them (Objective); evidence will be provided (Verifiable - MoVs)
 - The quantitative and qualitative ways of measuring your progress in achieving your Results and Project Purpose (sometimes Goals)
 - You can have multiple indicators for the Purpose and for each Result
 - Are they QQT? (what is expected to change, how much, and by when)
 - Do you have targets?

Monitoring

Things to think about when planning your monitoring

- Column 3: Which MoVs will provide the evidence you need?
 - Means (or sources) of Verification for the Objectively Verifiable Indicators. Can include: public records, surveillance systems (drones, google maps), photos, videos, observation reports, field surveys, and other substantive sources
 - MoVs are the evidence that make it possible to check/verify actual progress towards the planned Results, Project Purpose (and Goals)
 - For each Indicator, a MoV must be specified. Indicators for which no adequate MoV can be specified are not verifiable and must be replaced

Monitoring

Things to think about when planning your monitoring

- Column 4: Do you have a baseline? ALWAYS HAVE A BASELINE
- Column 5: Frequency - how often will you do the data collection? What methods will you use to get them?
- Column 6: Who will conduct the monitoring activities? (remember your stakeholders and partners!)
- Column 7: Where and how will you store the data? Who has access?

Monitoring

Things to think about when planning your monitoring

- Column 8: Who is the target group for the information you will collect? Who are the end-users? –donors, informants, others?
- Column 9: How will you communicate feedback to sources / target groups / donors / others? (be creative)

*Include monitoring in your implementation plan and in your budget!
It is a critical part of the project to make sure you stay on track
towards achieving your results, purpose and goals / impacts*

True or false

- As long as there are numbers, indicators are good:
 1. “15% of target group will stop hunting by year 2”
 2. “Hunting will have reduced by 40% in 2022”
 3. “After 6 months, awareness will be raised with 50%”

Evaluation

Evaluation (using monitoring data) generally looks at:

- Efficiency: *the ‘productivity of the implementation process’ (how economically are inputs converted into outputs)*
- Effectiveness: *the extent to which the project is successful in achieving its purpose*
- Relevance: *are results and purpose still pertinent, significant, worthwhile in relation to needs and concerns*
- Impacts: *positive and negative changes produced by the project*
- Sustainability: *will grantees continue to pursue purpose after grant is completed*

Learning

- Analyse and **learn learn learn**
- Don't consider MEL a donor thing – learn from it yourself as well – we always need to get better!
 - Learn from successes / things that went well
 - Learn from 'failure' / things that did not go so well
- Learning should be continuous, but also build in dedicated points in your project cycle:
 - Pre-mortem (before an activity)
 - Pause and Reflect (at any time – team meetings)
 - After Action Review (upon delivery of milestone, result)
 - Use in next project cycle!

Good luck!

Zoom poll

Questions?

End of Day 2

maaike.manten@birdlife.org