Youth Think Tank Competition for the EAA Flyway

Project management and Fundraising training

6 August 2022

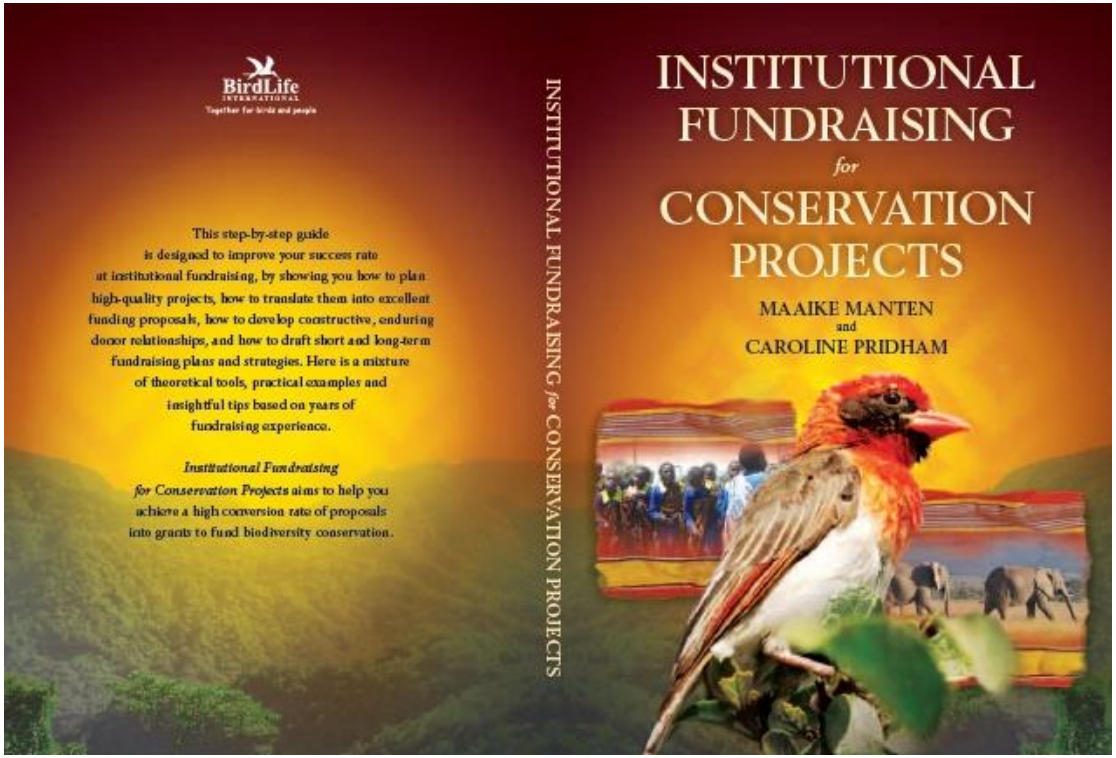
Welcome! To day 1

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

To help you **develop and implement your own projects** for the effective protection of the East Asia Australasia Flyway

Your new best friends



https://www.conservationleadershipprogramme.org/grants/project-manuals/

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Day 1

- Project planning / logical frameworks

Break

- Proposal writing / fundraising

Ask questions!

Take notes!

What is a project?

What is a project?

Project =

- a group of activities (*actions*)
- related to each other (*inter-linked*)
- and related to results (*products, outputs*)
- plus resources (*people, money, equipment etc*)
- to achieve a specific objective (*purpose, goal, target*)
- within a set time (*there is an end*)

This training is a project

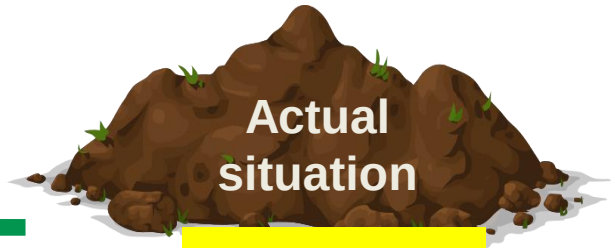
Why projects? More effective and efficient

Project planning

Desired future situation

Problems solved!

Project plan



Problems

Environment

- **physical**
- **biological**
- **social**
- **economic**
- **etc.**

Problems

Identifying problems

- Identifying the real problems, and real cause(s) of the problems that a project is trying to address, is one of the most critical components in project planning, because the project plan is built up from this.
- If the problems/causes are not identified correctly, or incompletely, the project design may be flawed, and then you end up wasting time and resources!

NB this is the ‘actual situation’ that we will wish to turn into our ‘desired situation’ (through the project plan)

[no problem? No project!]

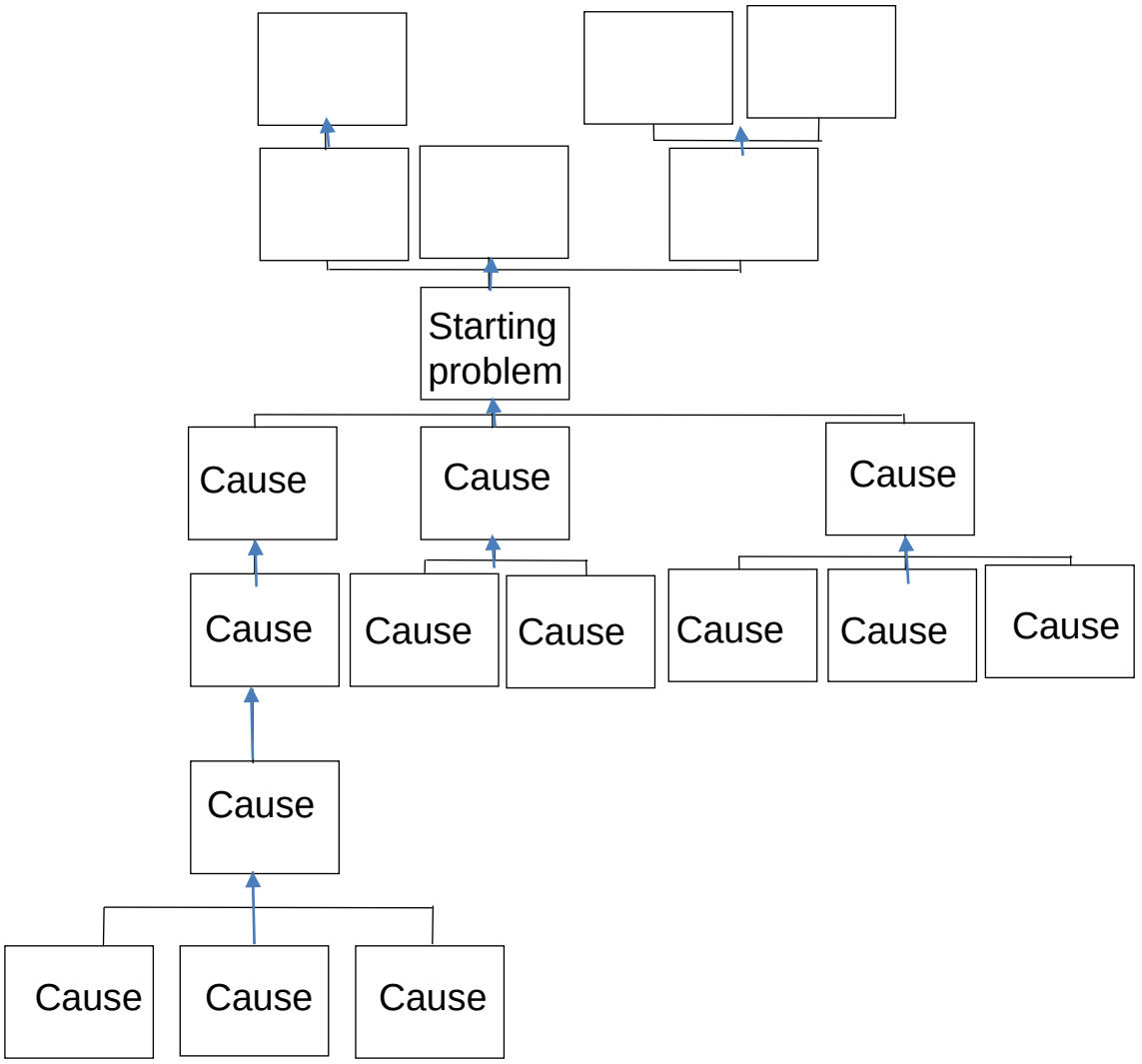
The problem

….WE WANT TO KNOW **WHY!**

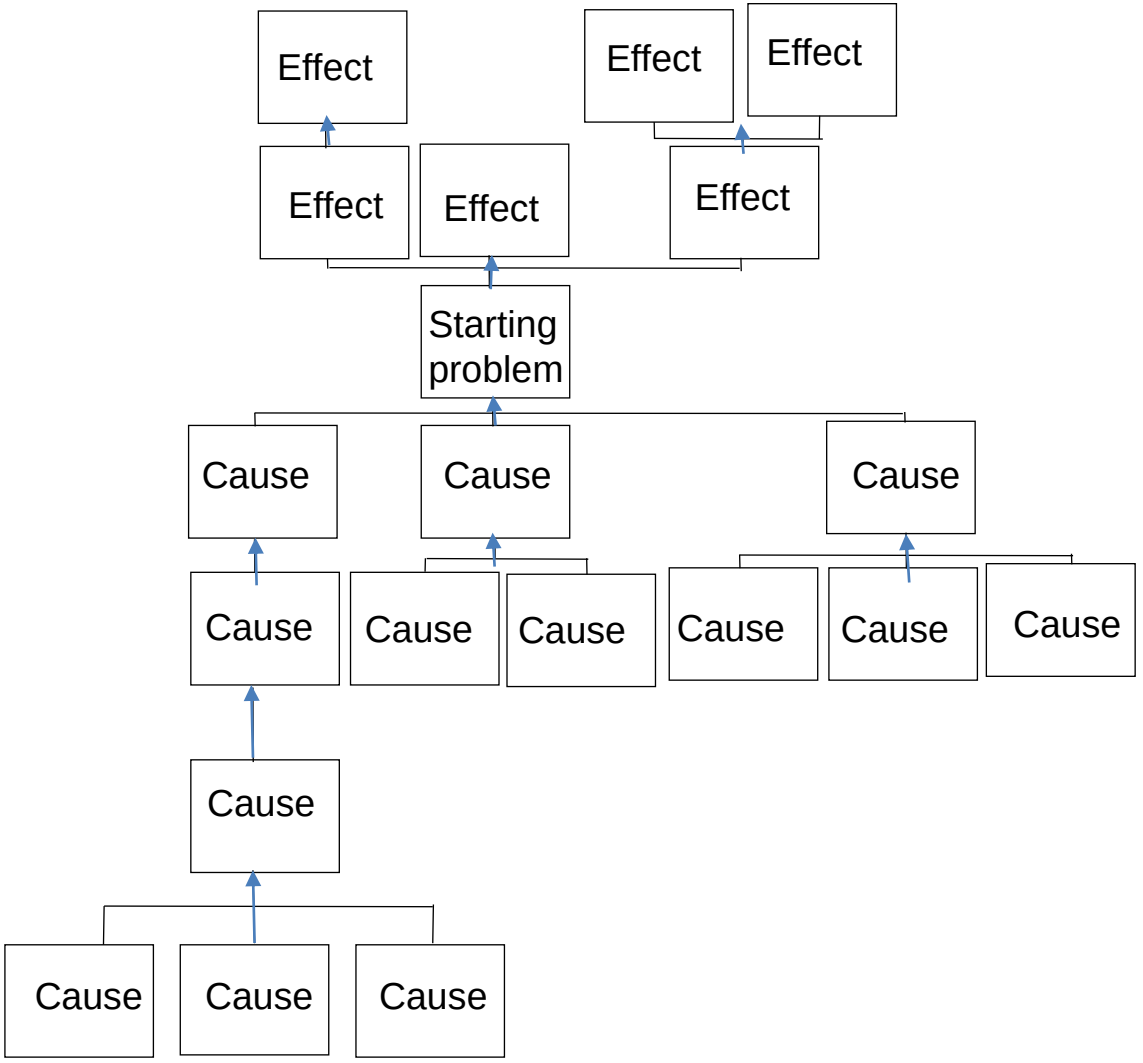
Problems – Identifying causal links

- Start with what you consider to be the main problem
- Ask yourselves what factors are causing that problem….
- And what other factors cause these ones, and so on
- Keep asking WHY, WHY, WHY!
- Also look at what effects the starting problem has
- Do this together with your stakeholders – more people, more knowledge

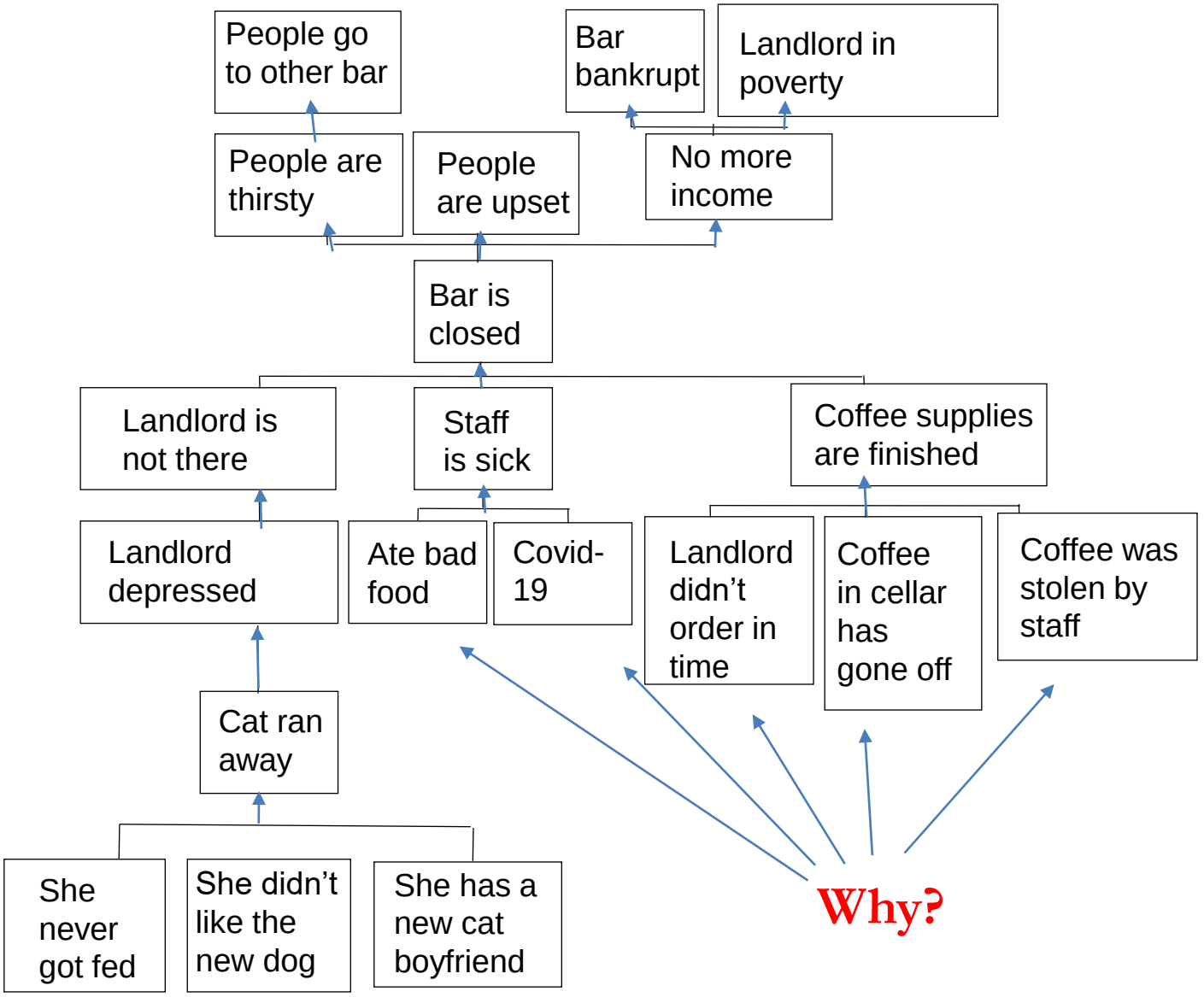
Problems – causes



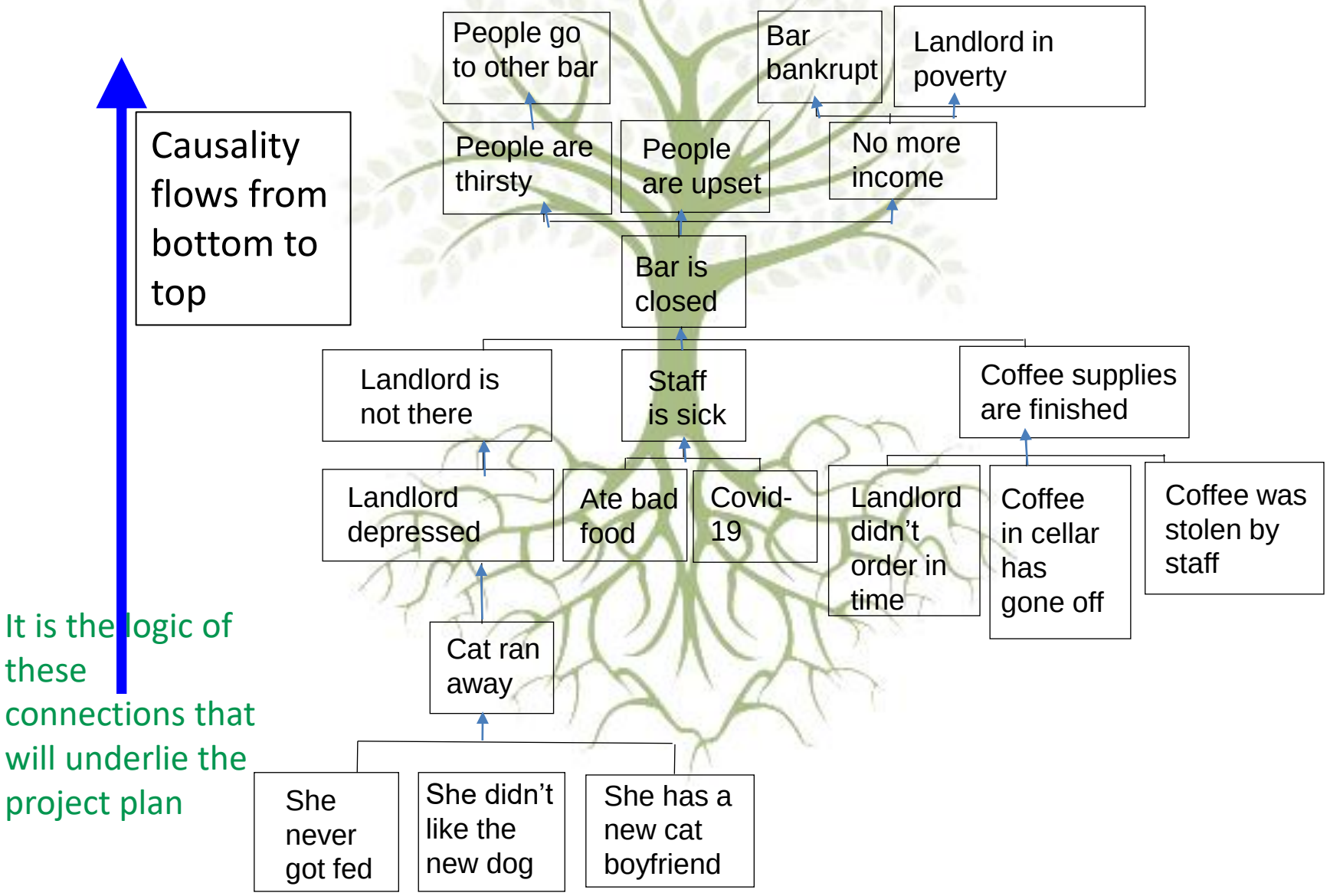
Problems – effects



Problems – causal links



Problems – identifying causal links



It is the logic of these connections that will underlie the project plan

Problem trees – tips

TIPS for your own problem trees

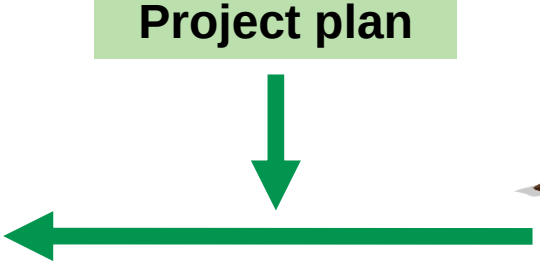
- Think forward, not backward (problem → solution, not solution → problem)
- Start with clear conservation problem – what is happening?
- Be specific in your problem statements (avoid general statements)
- Be logical - go step by step. Ask “why?” and find direct causes-relationships
  - *Don’t jump*
  - *Don’t lump*

Objectives and solutions

Project planning

Desired future situation

Project plan



What would this look like?

What? Why?

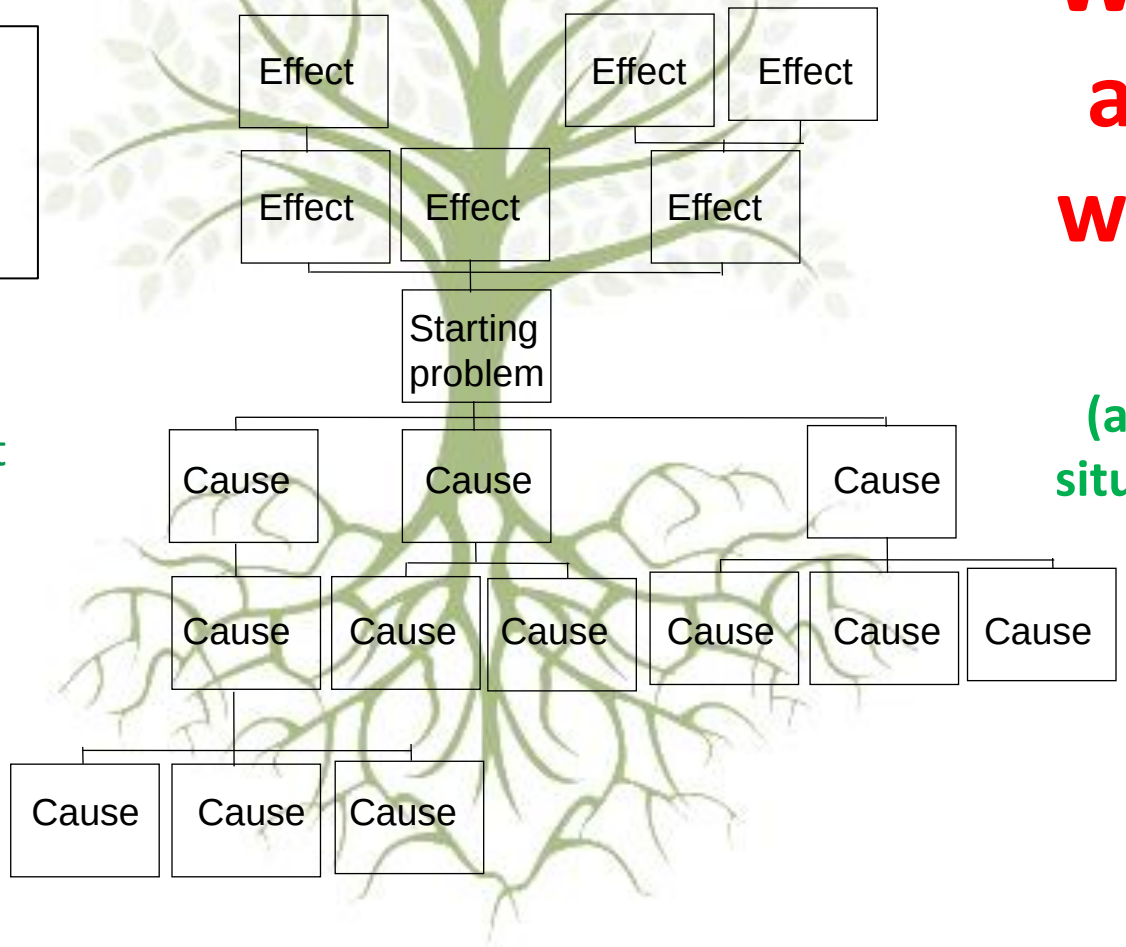
Environment

- **physical**
- **biological**
- **social**
- **economic**
- **etc.**

Problems – identifying causes

Cause-to-effect (from the bottom to the top) - problems

It is the logic of these connections that will underlie the project plan



What and why?

(actual situation)

Developing an Objective Tree

- By turning the problems (and causes to the problems) we have identified, into ‘solutions’, we can move from the ‘actual situation’ (the problems) to the ‘desired situation’ (where the problems are addressed).
- If the problems are not identified correctly, or are incomplete, the project design may be flawed, and then you end up wasting time and resources!

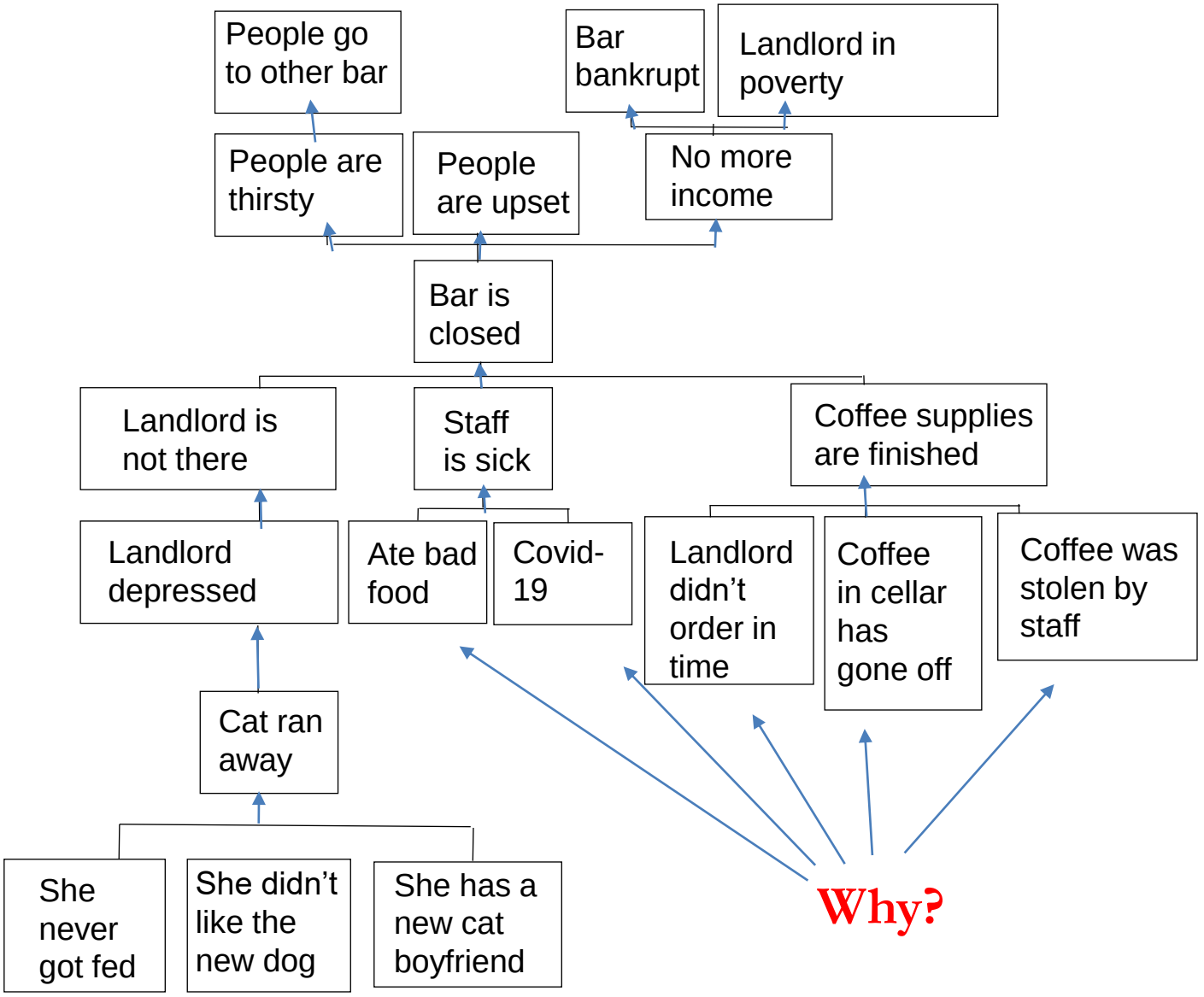
NB now we will talk about the ‘desired situation’ that we will wish to achieve through project planning

The problem

Now that we have identified our key problem…..

….and we know **WHY…**

Problems – causal links



Developing an Objective Tree

- … then we can move from a problem tree to an objective tree: the 'positive mirror'

- **THINK: What do you want the situation to be when you have addressed the problem?**

- Create solutions for each problem
- Take the negative statement of the problem and turn it into a positive statement - i.e. when the problem is addressed (solved, reduced)
- More solutions are possible! As long as the logic is maintained
- Again - do this together with your stakeholders…

Examples

- The coffee bar is closed
- The coffee bar is open

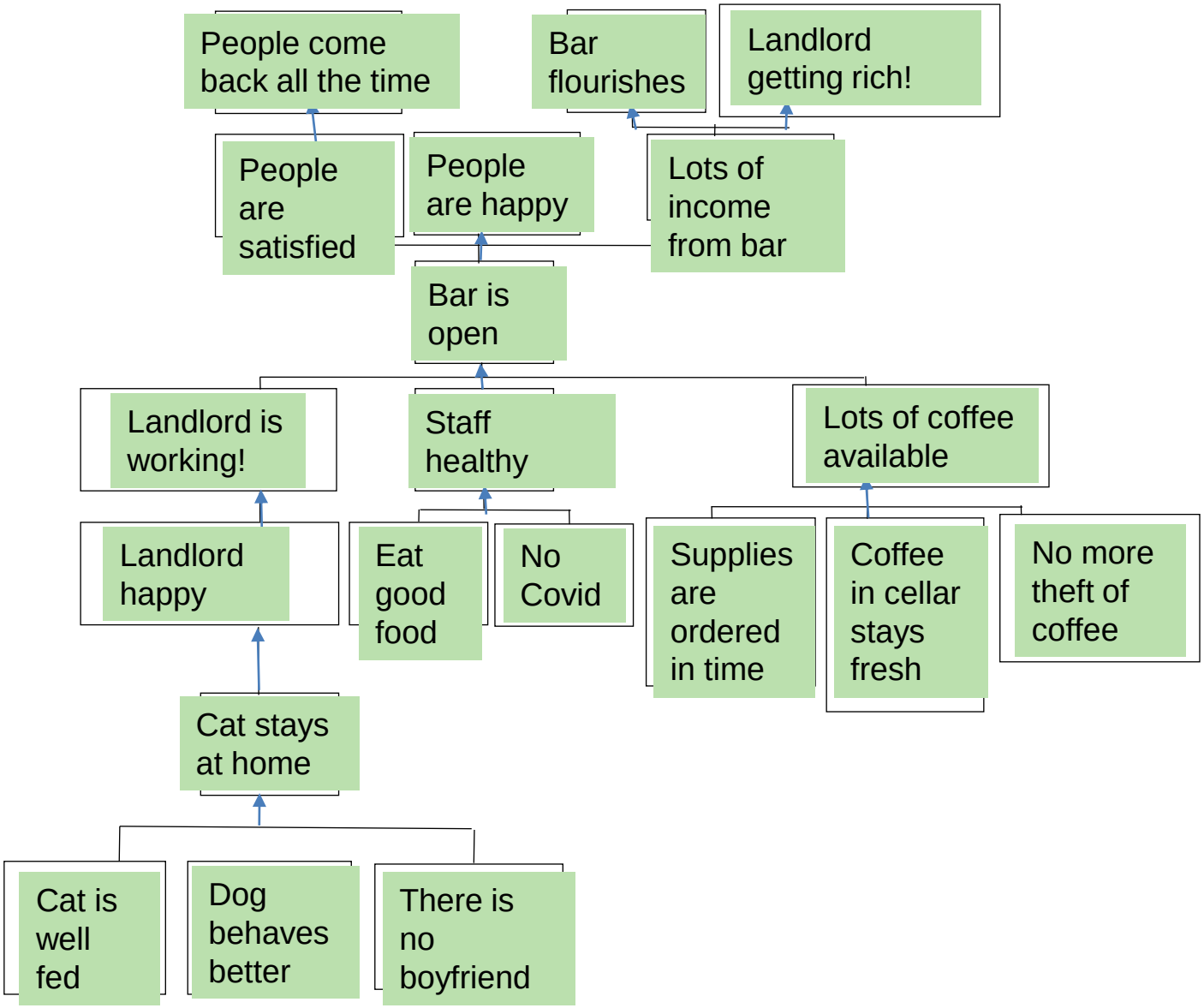
- The landlord is not at work
- The landlord is working!

- The landlord is depressed
- The landlord is happy

- The staff are sick
- The staff are healthy

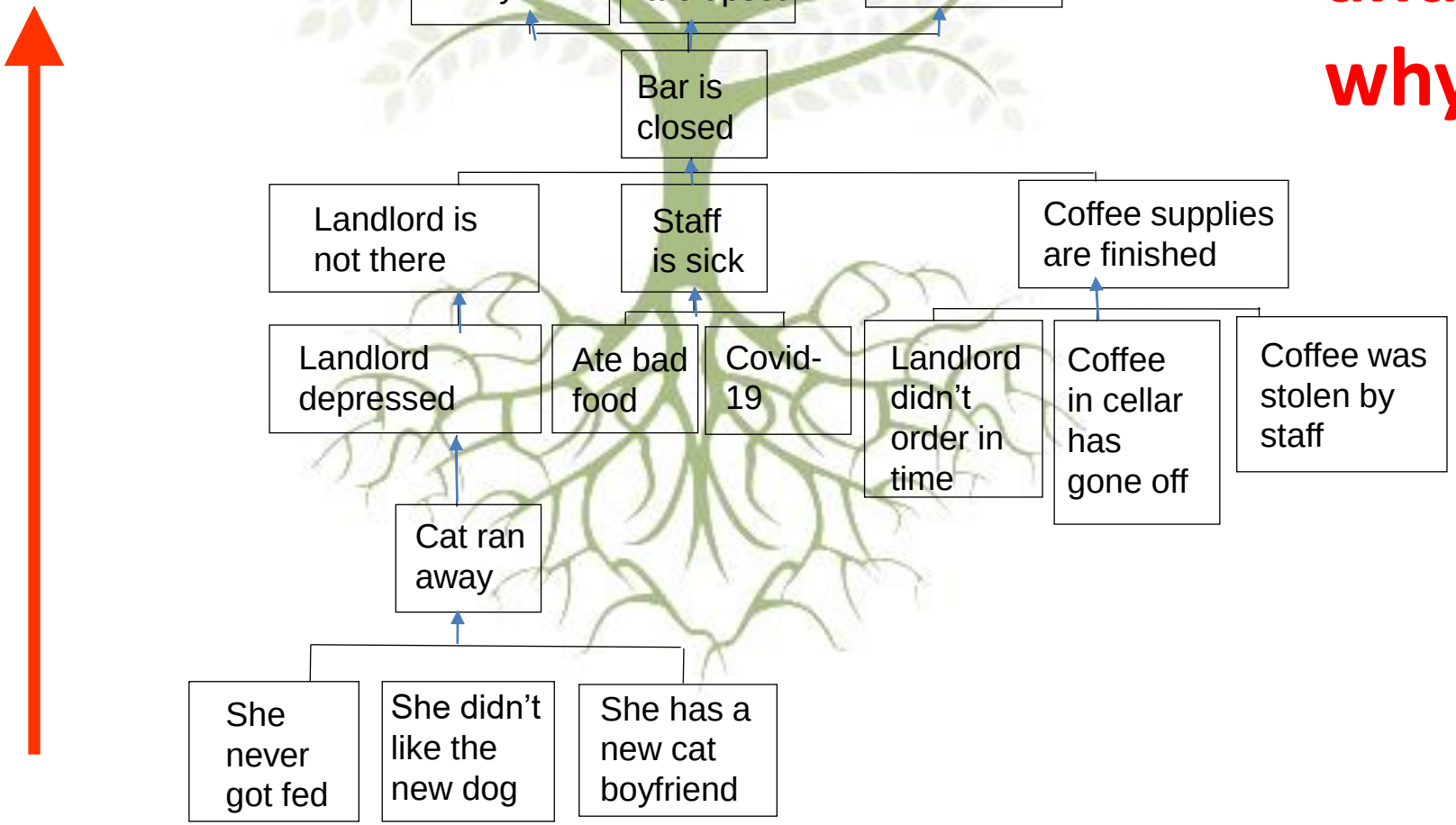
- etc

Problems –> objectives



Problem tree - bar

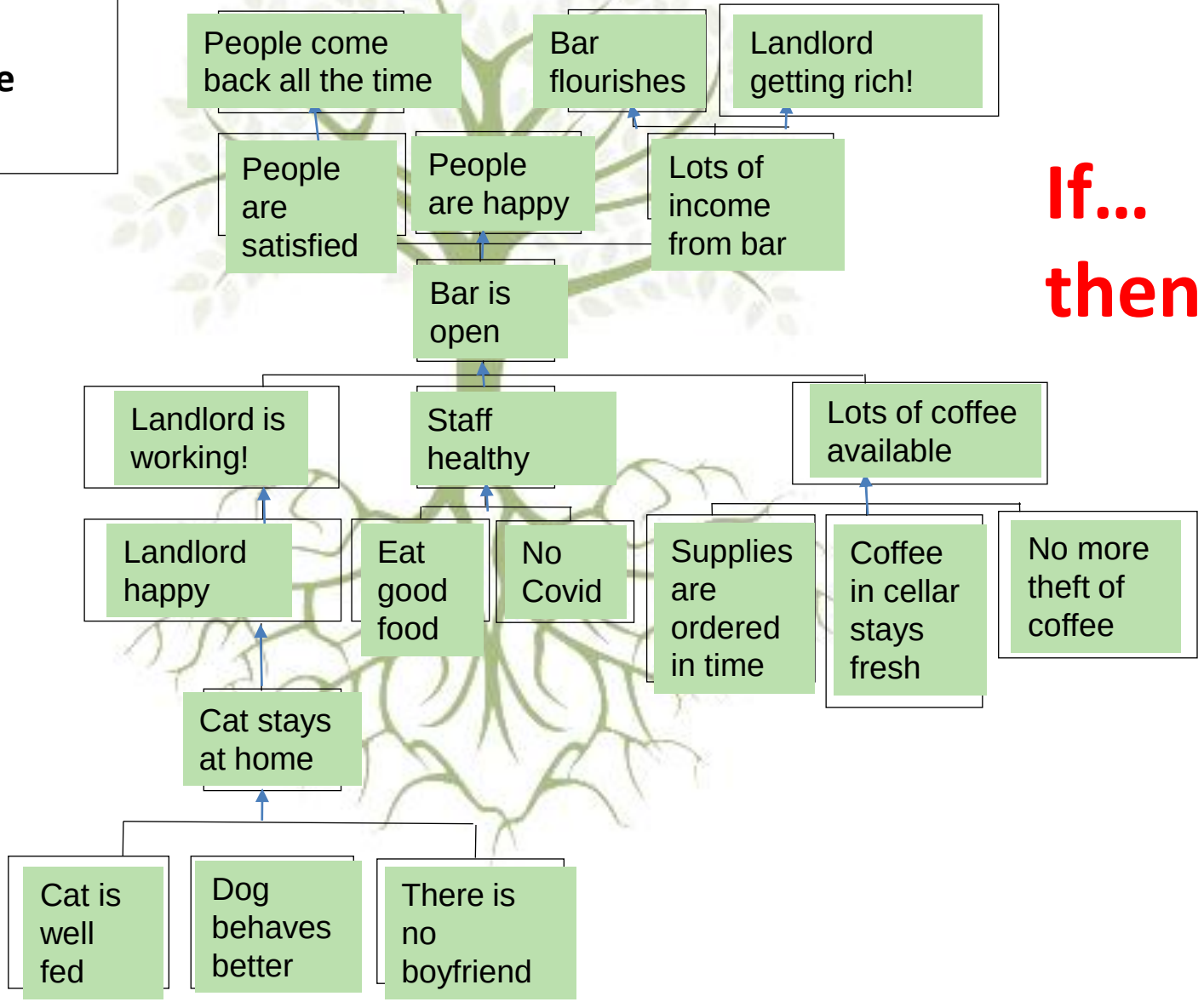
Cause-to-effect from the bottom to the top



What and why?

Objective tree - bar

Means-to-an – end from the bottom to the top



If…

then…

Developing an Objective Tree

We have identified our ‘desired situation’ – the situation we wish to achieve through the design and implementation of our project plan

- The bar is open

How?

- By making 3 changes:

(1) The landlord is at work – the cat is at home and he is happy!

(2) All staff are healthy - eating well and Covid-free

(3) There are sufficient coffee supplies – ordered, fresh, safe

The project plan

Project planning

Desired future situation

Project plan

What would this look like?

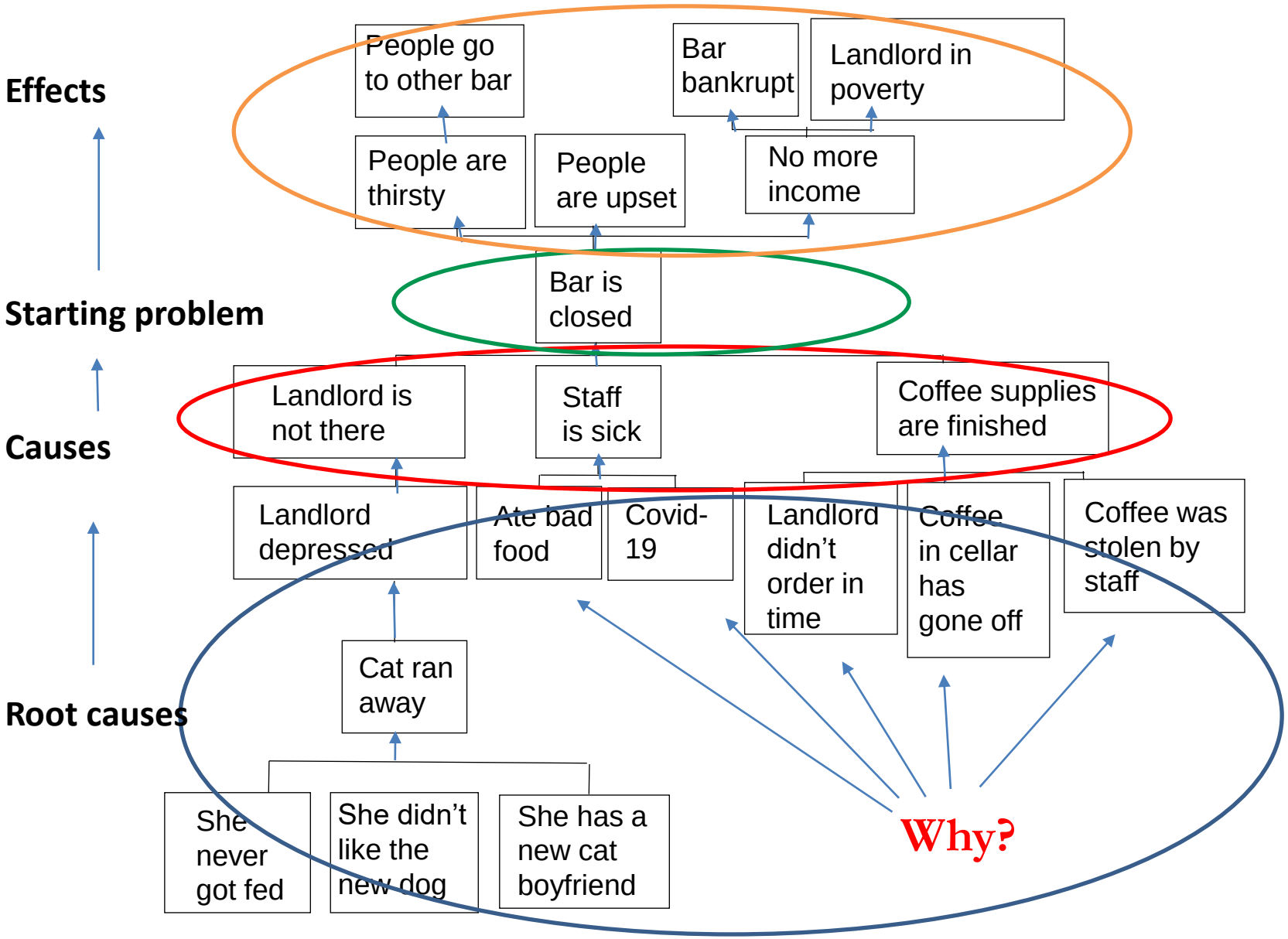
How do we get there?

What? Why?

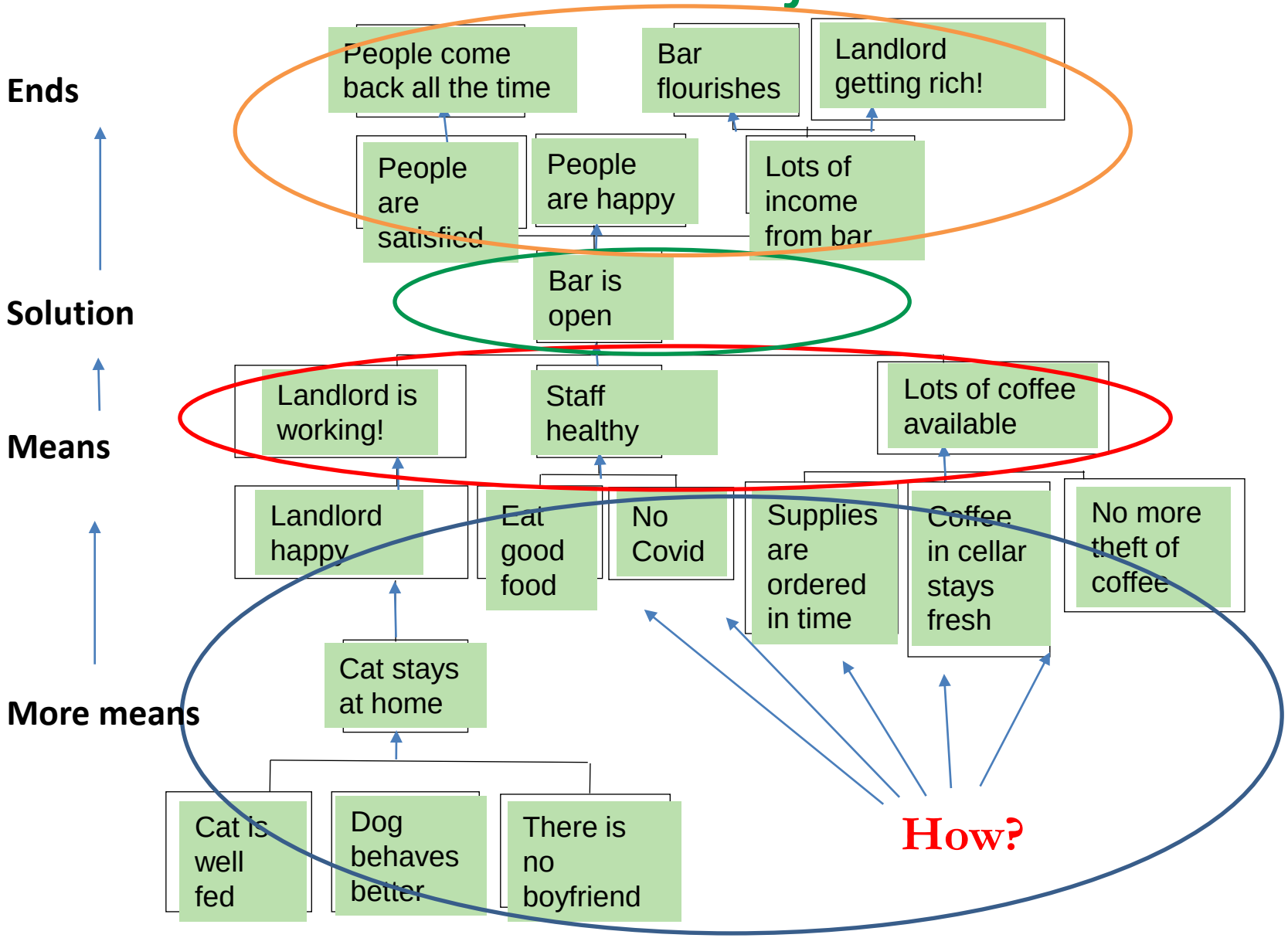
Environment

- **physical**
- **biological**
- **social**
- **economic**
- **etc.**

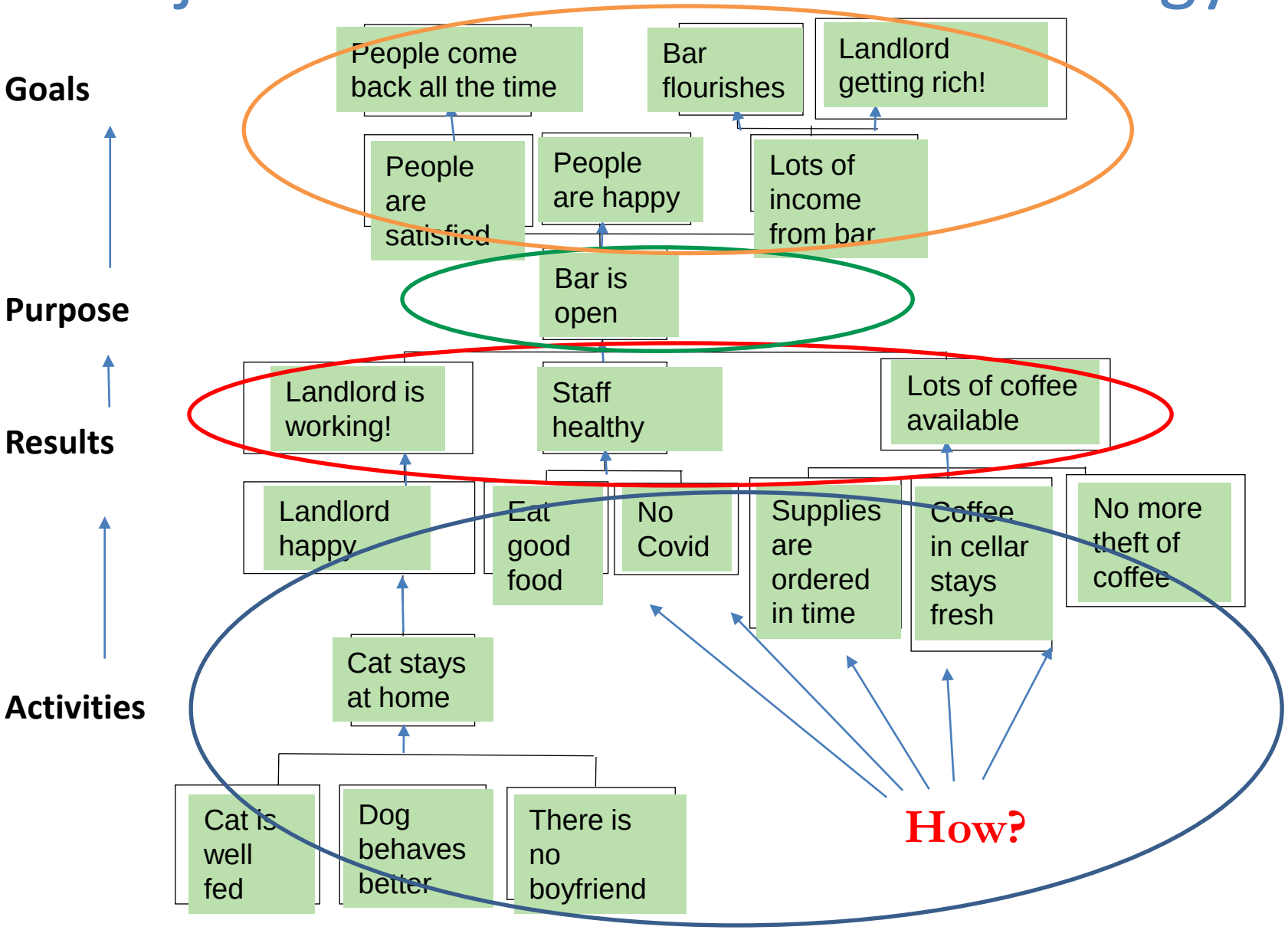
Problems


Effects
Starting problem
Causes
Root causes
People go to other bar
Bar bankrupt
Landlord in poverty
People are thirsty
People are upset
No more income
Bar is closed
Landlord is not there
Staff is sick
Coffee supplies are finished
Landlord depressed
Ate bad food
Covid-19
Landlord didn't order in time
Coffee in cellar has gone off
Coffee was stolen by staff
Cat ran away
She never got fed
She didn't like the new dog
She has a new cat boyfriend
Why?

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			
Results			
1. The landlord will be at work			
2. All 6 staff will be in good health			
3. There will be a sufficient amount of coffee available at all times			
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, etc			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Intervention strategy

- Goal(s) = The longer-term impact(s) this project will help to achieve
  - Comes from the top of your objective tree – can be more than one
  - Will not be entirely achieved by this project
  - **TIP: start with "(This project will) contribute to….."**
- Purpose = The new (desired) situation that the project will bring about
  - Will be achieved by the combination of the Results
  - Is what you promise to change by the end of your project – your 'solution'
  - **TIP: start with "At the end of the project… (… this is what will be changed / achieved / the improved situation)"**
- Results = The direct changes/products/deliverables the project will bring about
  - The combined delivery of all your Results will achieve the project's Purpose
  - **TIP: Make them specific (show the immediate difference you are making)**
- Activities = What you will need to do to achieve each Result
  - **TIP: Make them tangible: who/what/when/where/how etc (not 'support' or 'facilitate' but *actions*)**

Logical frameworks

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			
Results			
1. The landlord will be at work			
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2. Landlord will train bar staff in healthy cooking/nutrition, get Covid vaccinations, buy more masks and wear them, etc			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework – indicators

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 3 months**		
Results			
1. The landlord will be at work	**From m2, landlord works 8 hrs / day at bar**		
2. All 6 staff will be in good health	**Temperature, vitamins etc among staff will be better at end than start**		
3. There will be a sufficient amount of coffee available at all times	**Storage will always hold > 10 kg of coffee by m3**		
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, etc			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework – means of verification

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**	
Results			
1. The landlord will be at work	From m2, landlord works 8 hrs / day at bar	**Time sheets**	
2. All 6 staff will be in good health	Temperature, vitamins etc among staff will be better at end than start	**Doctor's reports**	
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**	
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, etc			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries, install security cameras, etc			

Logical framework – assumptions

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, etc			
3. Landlord will set up better order systems for supplies (automatic), create better storage facilities, pay better salaries,			

Break

Proposal writing / fundraising

Identifying donors

1 **Scanning**
Initial scanning of the horizon for which donors and calls for proposals are out there

Will let you know the prospects that should be explored further

2 **Mapping** (4 Cs)
Map donors against priority initiatives to gauge the match and potential (coherence)

Check deadlines, timelines (calendar)

Check eligibility (checkboxes)

Check their capacity to give, and yours to comply (capacity)

3 **Researching**
This is the deeper research into donors identified as the closest match/highest potential

It's a Match!
You and donor X like each other!

Fast & furious proposal writing

Please answer the following questions in the chatbox:

1. What is your full name? Write all names
2. Which country/countries do you work in?
3. At what location will your project take place? Give name
4. Which species are you focusing on? Give scientific name
5. What is the problem you aim to address? Be precise
6. How much money do you need? Use USD as your currency
7. What will you use this money for? Be specific
8. Are you currently in a training organised by EAAFP? then you don't need to answer these questions

PROPOSAL WRITING

What is the first thing you do?

1. Read the donor's guidelines

What is the second thing you do?

2. Read them again (all the way!) – this also includes the application form, donor review criteria etc

What is the third thing you do?

3. Stick to them (and listen to the feedback) – and increase your chances with 50+ %

Logical frameworks

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

- Designing projects
- *Implementing projects*
- *Developing budgets*
- *Preparing schedules (timelines, PIPs)*
- *Allocating responsibilities (staff work plans)*
- *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

MOST IMPORTANT SECTIONS in proposals

- Background and justification
- Problem
- Goals, purpose, results, activities
- Assumptions, risks/threats
- Stakeholders, beneficiaries
- M&E
- Budget
- Implementation plan
- Sustainability

MOST IMPORTANT SECTIONS in proposals

- Background and justification
- Problem
- Goals, purpose, results, activities
- Assumptions, risks/threats
- Stakeholders, beneficiaries
- M&E
- Budget
- Implementation plan
- Sustainability

Unfortunately…..

Different donors, different terminology

	Long term change you will contribute to with your project	The change you are aiming to achieve in the lifetime of your project	The individual changes / outputs you will make / produce
CLP	Overall Goal(s)	Project Purpose (1)	Project Results
CEPF	Long Term Impacts (1-3)	Short-term Impacts (1-3)	Project Components / deliverables
Rufford	The contribution of your work		Outcomes
Mohammed Bin Zayed		Overall objective	Objectives
USFWS	Long-term Goal	Short-term Goal	Objectives
Darwin Initiative	Impact	Outcome	Outputs
EC	Overall Objective	Specific Objective	Expected Results

Fortunately…..

If you do your project design right

1. Problem tree
2. Objective tree
3. Intervention strategy
4. Logical framework

… and you use the right wordings

1. “This project will contribute to…”
2. “At the end of the project, this will be achieved…”
3. Immediate changes / results
4. Tangible and specific actions

… then you can never be confused, and your donor will not be confused either

Application check list

see section 2.11 (p 60-61)

- Have you answered all of the questions? Have you answered them correctly (what they are asking)? Are you not repeating yourself?
- Have you kept to the number of words/pages/format requested by the donor? [off-line/on-line]
- Have you demonstrated that this project meets the donor criteria? [also check review grid!]
- Is there a clear/correct start date and end date for the project?
- Have you checked that the budget adds up, is clear, and fits with eligibility / requirements? (including co-funding)
- Have you done a spell/grammar check (including of the budget)?
- Have you turned off the track changes / comments?

Application check list

- Is it clear who the donor can contact if they want to discuss the proposal with your team / respond to your application? (correct details!)
- Have you supplied all of the supporting documents (in the right format)?
- Have your partners / referees been involved/ informed? ☺
- Have you double-checked where the document is going and to whom it must be sent? By when? How? On-line?
- Wait for the confirmation!

From the donor's mouth: "Make it difficult for donors to reject you"

Use the checklist… it may save your day!

Questions?

End of Day 1

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