



Mangroves for the Future
INVESTING IN COASTAL ECOSYSTEMS

Project Cycle Management (PCM) Training Course for Small Grant Facility (SGF)

Course description



I. INTRODUCTION

Mangroves for the Future (MFF) is a partnership-based initiative promoting investments in coastal ecosystems that support sustainable development. MFF provides a collaborative platform for the many countries, sectors and agencies tackling the challenges to coastal ecosystem conservation and livelihood sustainability and is helping them to work towards a common goal.

MFF invests directly in coastal ecosystems mainly through the Grant Facilities, designed to deliver on-the-ground results for the well-being of coastal ecosystems and communities. Projects that are supported by the MFF Grant Facilities are expected to address one or more of the 15 Programmes of Work (PoW) within the context of the MFF National Strategy and Action Plans (NSAP). The projects are expected to address well-defined problems identified by comprehensive situation analysis and they should be founded on well-constructed logical frameworks with clear objectives and outcomes (or impacts) to enable capturing potential changes brought about by the projects¹.

One such facility is the Small Grant Facility (SGF), the mechanism through which MFF funds are provided for small-scale projects. Each MFF member country receives funds to deliver projects that support strategic and tailor-made local community action for management of coastal ecosystems and their use on a sustainable basis. SGF projects are meant to support local NGOs which are often best positioned to work with local communities and have a good understanding of local ecological and social-institutional conditions.

SGF implementation follows a strategic approach by targeting a well defined geographic and/or thematic area prioritized by the MFF National Coordinating Bodies (NCB) with the long-term view to develop the resilience of ecosystem dependent coastal communities. As an overarching principle, small projects shall be problem-oriented and shall remain grounded and linked with the realities and needs of local communities.

Apart from providing direct environmental and livelihood benefits locally, SGF projects are expected to also offer tangible 'models' to inspire policy-making and should contribute concrete measures to ensure participation, gender equality and secure livelihoods for marginalized groups. In this way, SGF projects will help in linking the household and community level to the dynamics of policy and decision-making about coastal area planning and investments.

II. THE PROJECT CYCLE MANAGEMENT TRAINING COURSE

2.1 Rationale

Shortlisted proponents are required to undertake training in Project Cycle Management (PCM) organized by MFF to ensure that objectives and outcomes of the proposed project are clearly defined and presented following the MFF standards and requirements. Upon completion of this training, the proponents will be required to submit a full proposal based on the MFF format².

The course is also MFF's contribution to national capacity building for project management. PCM training assists shortlisted proponents in developing a full project proposal. Proponents who are successfully awarded grants will implement MFF projects equipped with a better project design (using PCM concepts), and hopefully, be more capable in monitoring results that demonstrate the

¹ MFF (2013). MFF Guidelines for Grant Facilities. Presented at Management Committee Meeting, 06 June 2013.

² MFF (2013). MFF Guidelines for Grant Facilities. Presented at Management Committee Meeting, 06 June 2013.

targeted project outcomes. Proponents who are not successful in receiving MFF grants benefit from the course by applying PCM concepts to other project proposals they develop in the future.

2.2. Process and course duration

Invitations to attend the PCM course are issued to shortlisted proponents by the National Coordinating Body. The National Coordinator leads local coordination of the PCM course and is supported by the Regional Secretariat. The number of course participants will depend on the number of shortlisted proponents for the SGF.

The PCM training course is normally planned for 2 days.

2.3. Course objective

The main objective of the PCM Training course is to improve full proposals submitted to the NCB. Shortlisted proponents are provided instruction on how to write a full project proposal, emphasizing a logical framework approach and activity-based (output) budgeting (Annex 1).

In particular, at the end of the course, participants are expected to:

- Understand the objectives of Mangroves for the Future, its programme of work and cross-cutting themes;
- Grasp the basic principles of project cycle management using the logical framework approach;
- Make a realistic budget and work plan for the project; and
- Be fully instructed to comply with MFF SGF guidelines in preparation of full proposals.

After the course, shortlisted proponents are required to submit a full SGF project proposal to the NCB. The date of submission is identified by the MFF National Secretariat (through National Coordinator).

2.4 Content and delivery of the course

Course modules focus on the logical framework approach and provide practical examples. Exercises (group work) are included in the programme, where proponents apply the logical framework concepts to their own proposals. Individual mentoring is provided during group work, and a group presentation is conducted after each exercise. Peer review (feedback) is provided to help proponents develop better full proposals. A sample agenda is provided in Annex 2.

The basic sessions covered by the training course include:

1. Overview of MFF and introduction to the course
2. Context-setting - National situation analysis³
3. Introduction to the Project Cycle: design, appraisal, implementation, monitoring and evaluation
4. Logical Framework Analysis (LFA): A tool for planning, implementation, and monitoring
5. General MFF Template for Small Grants Facility (SGF) Project Proposal - including a discussion on problem identification and objective setting
6. Output-based budgeting: Financial reporting and templates

³ Identified by National Secretariat (through NC and/or SGF Manager)

7. Contract compliance⁴
8. Monitoring, learning, and evaluation
9. Cross-cutting themes: communications, gender equality and climate change

2.5 WORKSHOP REPORT

A training report after the PCM workshop provides an assessment of the course for future improvement. An evaluation form (Annex 3) is provided to assess participants' opinions on logistics, overall training conduct, presentations, and helpfulness in preparation of their proposals.

The report is expected to include:

1. Introduction - Country context; description of national priorities influencing the Small Grant Facility; selection process and criteria for implementing SGF projects
2. Highlights of the PCM Training Course - significant discussion points; issues and challenges addressed
3. Results of the training evaluation form
4. Annexes - list of shortlisted proponents, including a short summary of concept notes; course agenda

Presentation slides using the PCM Training Course are updated by MFF Regional Secretariat in coordination with MFF National Secretariat (National Coordinator and/or SGF Manager), as required for each PCM training. The MFF National Secretariat is expected to keep a record of all presentations used in each SGF project cycle.

III. TRAINING COURSE CONSIDERATIONS

Overall, the PCM course will be useful for participants in terms of writing project proposals that achieve MFF objectives and that adhere to SGF guidelines and requirements. Both logistic and technical sections of workshop can be prepared for, however, there are some considerations that may improve delivery of the course:

1. **Language:** Course materials are available in both English and the local language. Consecutive or simultaneous interpretation (translation) at the training course is an option to assure same level of understanding among proponents.
2. **Training materials:** Training materials are prepared before the course begins, to allow for English-local language translation if needed. As much as possible, background materials should be made available in advance to allow proponents time to prepare.
3. **Suggestions from past PCM courses:** Proponents have asked to include these items in the agenda -
 - Experience sharing in project management such as “sharing successful and failure examples from other projects”, “lessons learned in other countries” and “process of communication with community”
 - Relevant skills such as presentation and report writing

⁴ based on the Due Diligence process (basic questions on registration of organization; availability of bank account, etc.)

ANNEX 1

Principles of Logframe Thinking, Linking Objectives to Activities, and Results-based Budgeting



Logical framework, or logframe, thinking starts out with a simple but extremely important principle: first, one decides where to go (the objective) and, secondly, how one will get there (the activity). Objectives are formulated which can be achieved by performing a set of activities. , But because activities are at a much lower level than Objectives, each activity normally contributes to a Result; one or more Results are needed to enable the Objective to be achieved.

Logframe thinking requires clear (or at least plausible) specifications of the intended effects of planned Results. Thus, the "hierarchy of objectives" is linked by a set of hypotheses indicating the intended impact, i.e., the utilization of *Results* and, ultimately, the accruing benefits. The linkages have to be "tight", i.e., chances to reach higher level objectives must be good. Realism and consistency refer to scientifically sound hypotheses and to available resources. By linking resources, r, and long-term effect (=impact) in a realistic and consistent manner, logframes create a high degree of transparency and thus they provide a sound basis for efficient management, meaningful evaluation, and enhanced credibility.

The logframe process also includes a reflection on important external factors which are crucial for the success of a given project. "*Assumptions*" are hypotheses about factors which are outside the managerial control of a project, centre, or the system as a whole.

The "logframe matrix" which summarizes all important planning decisions, assumptions, and resource allocations is a frame which has to be specified for operational purposes. It has, therefore, to be supplemented by detailed (operational) plans specifying activities, *milestones*, responsibilities, time schedules, resources, etc.

The terminology used world-wide in logframes is chaotic. It is therefore necessary to understand the hierarchy, rather than being confused with different terms used by different agencies. In this we use the term **GOAL**⁵ to denote long term achievements which are not expected out of this project, but it will contribute towards it. Goal is followed by **OBJECTIVES**⁶ which should be achieved by the Project. A set of **RESULTS**⁷ enable one to achieve the Objectives, while each Result is achieved through a set of **ACTIVITIES**.

A sample logframe of a hypothetical project is provided below together with a budget linking Results/ Activities to expenditure, for guidance.

⁵ Other terms used for Goal are: Long Term Objective; Overall Objective; Strategic Objective; Development Objective

⁶ Other terms used for Objectives are: Immediate Objective; Project Purpose; Medium Term Result; Intermediate Result

⁷ Other terms used for Results are: Outputs; short term Result

SAMPLE LOGICAL FRAMEWORK MATRIX

Restoration of coastal mangroves in Abeecce Village, Beedee Province, [country]

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Source of Verification (SoV)	Assumptions
Goal			
Peoples' lives and property are protected from storms and flooding	<ul style="list-style-type: none"> ▪ Deaths and economic losses from storm surges 	<ul style="list-style-type: none"> ▪ Village administration reports 	<ul style="list-style-type: none"> ▪ Mangroves are effective against storms and waves
Objectives			
1. A coastal protection zone of mangroves in Abeecce Village in Beedee Province is created	<ul style="list-style-type: none"> ▪ Extent of new mangrove planting (3 km) 	<ul style="list-style-type: none"> ▪ Village reports 	<ul style="list-style-type: none"> ▪ Village coastline is suitable for mangrove planting
	<ul style="list-style-type: none"> ▪ Trained guards undertake village protection 	<ul style="list-style-type: none"> ▪ Village reports 	<ul style="list-style-type: none"> ▪ Guards are willing
	<ul style="list-style-type: none"> ▪ Village Disaster Risk Reduction Plan contains Mangrove protection guidelines 	<ul style="list-style-type: none"> ▪ Village DRR plans 	<ul style="list-style-type: none"> ▪ Authorities willing to include mangrove protection in DRR
2. Project Management functioning well.	<ul style="list-style-type: none"> ▪ Establishment of a project team with the requisite competencies for work described earlier. ▪ Establishment of a system for regular consultation with the stakeholders; ▪ Day-to-day management of the Project, including reporting 	<ul style="list-style-type: none"> ▪ Project Team; ▪ Stakeholder consultation reports ▪ Project Office reports 	

Results/Key activities per Objectives

Results	Key Activities	Deliverables/Responsibility
Objective 1 - A coastal protection zone of mangroves in Abeecce Village in Beedee Province is created		
(a) A 3-km mangrove plantation along the coastline of the village	(i) Establishment of a mangrove nursery;	➤ Proper Mangrove nursery
	(ii) Collection of planting materials to raise 60,000 seedlings	➤ 60,000 seedlings
	(iii) Planting mangroves	➤ 3 km length planted
	(iv) Quarterly monitoring of planting (2 years)	➤ Seven (7) monitoring reports
	(v) Gap filling	➤ No. of plants used in gap filling
(b) Trained village guard team in mangrove protection	(i) Construction of two guard posts to accommodate mangrove guards and procurement of basic equipment	<ul style="list-style-type: none"> ➤ Two Guard posts ➤ Basic equipment (torches, tools, water-proof clothing)
	(ii) Developing a training module for guards	➤ Training module
	(iii) Conducting two training course for guards (10 per team)	➤ Two training events
(c) Mangrove protection regulations integrated into the village Disaster Risk Reduction Plan	(i) Workshop to develop mangrove protection regulations	➤ Mangrove protection regulations
	(ii) Consultative meeting with relevant agencies to incorporate mangrove protection regulations in village Disaster Risk Reduction Plans	➤ Incorporating mangrove protection regulations into DRR
	(iii) Radio broadcasts to inform people about the importance of protecting mangroves and penalties for not following regulations	<ul style="list-style-type: none"> ➤ Content of awareness broadcasts; ➤ Ten (10) broadcasts over a period of three months
Objective 2 - Project Management functioning well.		
(a) Project Team	(i) Appointment of a project team with the requisite competencies.	➤ Project cell
	(ii) Establishment of a system for regular consultation with the stakeholders;	➤ Meeting reports
(b) Project Management	(i) Day-to-day management of the Project, including reporting	➤ Reports

Restoration of coastal mangroves in Abeecce Village, Beedee Province, [country]

No.	Category & Item of Expenditure	Unit	Unit Price (USD)	Quantity	Cost	Sub Total	Remarks
Objective 1 - A coastal protection zone of mangroves in Abeecce Village in Beedee Province is created							
Result 1: A 3-km mangrove plantation along the coastline of the village							
Activity 1.1: Establishment of a mangrove nursery						1,250	
	Land preparation & maintenance	day	5	100	500		
	Fencing	lump			250		
	Construction of room	lump			500		
Activity 1.2; Raising seedlings						2,300	
	Planting materials	Unit	0.03	60000	1,800		
	Other materials	lump			250		
	Miscellaneous costs	lump			250		
Activity 1.3: Planting mangroves						2,500	
	Payment for planting	person day	5	500	2,500		
Activity 1.4: Quarterly monitoring of planting (2 years) & Gap Filling						786	
	Planting materials	Unit	0.03	1200	36		
	Monitoring by community	day	5	100	500		In kind from community
	Payment for planting	day	5	50	250		
Result 2: Trained village guard team in mangrove protection							
Activity 2.1: Construction of guard posts and providing basic equipment						1,050	
	Construction costs	Lump			750		In kind from Partner
	Basic equipment	Lump			300		
Activity 2.2: Developing a training module for guards						1,250	
	Technical advice	day	50	25	1,250		In kind from Partner
Activity 2.3: Training of Guards						550	
	Venue	day	25	2	50		
	Training materials	Lump			100		
	Refreshments	pax	5	20	100		
	Technical support	day	50	6	300		In kind from Partner

Result # 3: Mangrove protection regulations integrated into the village Disaster Risk Reduction Plan						
Activity 3.1: Workshop to develop mangrove protection regulations						400
	Venue	day	25	1	25	
	Refreshments	pax	5	25	125	
	Technical support	day	50	5	250	
Activity 3.2: Consultative meeting with agencies						200
	Meeting costs	Lump			100	
	Technical support	day	50	2	100	
Activity 3.3: Radio broadcasts						750
	Development of content	day	50	5	250	
	Broadcast costs	Unit	50	10	500	
Objective # 2 - Project Management functioning well.						
Project Management						5,350
	Reporting	Year	250	2	500	
	Other costs	Year	250	2	500	
	Project Manager	Month	100	24	2,400	
	Mangrove Guard	Month	50	24	1,200	
	Miscellaneous labour	day	5	150	750	
TOTAL						16,386
FINANCING PLAN (USD)						
In kind from Partner						2,650
In kind from Community						500
In kind from Grantee						2,400
Mangroves for the Future Grant						10,836
TOTAL						16,386

In kind from Partner

In kind from Partner

In kind from Grantee

ANNEX 2 Example of Agenda



Agenda

MFF [Country] National Training Course on Project Cycle Management Date, Venue

Day 1

8.15 Registration

8.45 Welcome Address

Introduction of Participants

9.00 MFF Overview & Course Introduction

9.30 National context presentation: Situation Analysis

10.00 Project Cycle Management: project design, appraisal, implementation, monitoring, learning & evaluation (MLE)

10.45 Tea/Coffee Break

11.00 Logical Framework Approach (LFA): A tool for planning, implementation and monitoring

12.00 Lunch Break

13.00 Working groups on situation analysis and log frames (with a break for refreshments)

16.00 Presentation of revised log frame, including feedback and discussion

17.30 End of Day 1

Day 2

8.30 Recap of Day 1 and Additional Pointers

9.00-11.00 Output based budgeting

Contract compliance

Group work on output-based budgeting

12.00	Lunch Break
13.00	Presentation & Feedback of draft LFAs and budgets
14.00	Cross-cutting themes: communications, gender equality, and climate change
15.30	Tea/Coffee Break
15.45	Monitoring, Learning, and Evaluation
16.30	Final Feedback and Course Assessment

Reminders: All participants are requested to bring the following: Laptop computer; One page situation of the project providing basis for undertaking the proposed project; Relevant data on the proposed project site, maps and other useful information.

MFF National Training Course on Project Cycle Management

Date _____
Participant Evaluation Form

We are happy to receive feedback from you about the workshop. Let us know how we can conduct our activities better. Thank you!

DIRECTIONS:

Please rate the following activities accordingly. (1= Very poor, 2= Poor, 3= Average, 4= Good, 5=Excellent)

1. Do you feel that this workshop was worthwhile to help you develop better project proposals?

1 2 3 4 5

Remarks _____

2. How would you rate the overall agenda of the workshop? (in terms of objectives, content, and expected outputs)

1 2 3 4 5

Remarks _____

3. How would you rate the level of interaction among participants?

1 2 3 4 5

Remarks _____

4. How would you rate the workshop organizers/coordinating staff?

1 2 3 4 5

Remarks _____

5. How would you rate the venue of the event? (in terms of food, location, and accommodation)

1 2 3 4 5

Remarks _____

6. How would you rate the materials/information distributed? (pre-course information, training folder, souvenir items)

1 2 3 4 5

Remarks _____

7. Please share your thoughts regarding the amount of information/level of detail that was provided during these workshop sessions. Kindly rate the following activities accordingly.

(1= Very poor, 2= Poor, 3= Average, 4= Good, 5=Excellent)

a. MFF Overview & Course Introduction

1 2 3 4 5

Comments _____

a. Context setting: National situation analysis

1 2 3 4 5

Comments _____

b. Introduction to the Project Cycle: design, appraisal, implementation, monitoring and evaluation

1 2 3 4 5

Comments _____

c. Logical Framework Analysis (LFA): Tool for planning and implementation

1 2 3 4 5

Comments _____

d. General templates for Small Grants Facility (SGF) projects

1 2 3 4 5

Comments _____

e. Output-based budgeting: Financial reporting and templates

1 2 3 4 5

Comments _____

f. Contract compliance

1 2 3 4 5

Comments _____

g. Cross-cutting themes: Communications, gender equality, and climate change

1 2 3 4 5

Comments _____

h. Monitoring, learning and evaluation

1 2 3 4 5

Comments _____

8. Please rate the following speakers/mentors (1= Very poor, 2= Poor, 3= Average, 4= Good, 5=Excellent)

Speaker/Mentor	Rating
A	
B	
C	

9. Which activity did you like most? Why?

10. Please share any suggestions you might have for improving the workshop or specific workshop sessions.

11. Did you find the information presented at the workshop helpful? How?

12. Please share any additional topics you would be interested in having addressed at future workshops/learning events.

13. Overall, how would you rate the workshop experience?

(5=Excellent, 4= Good, 3= Average, 2= Poor, 1= Very poor)

5 4 3 2 1

Remarks _____

THANK YOU VERY MUCH!

MFF document tracking form

Required to be filled up by author of this document

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