1. PROJECT SELECTION STAGE OVERVIEW

What is Project Selection?

Project Selection is a process to assess each project idea and select the project with the highest priority.

Projects are still just suggestions at this stage, so the selection is often made based on only brief descriptions of the project. As some projects will only be ideas, you may need to write a brief description of each project before conducting the selection process.

Selection of projects is based on:

- **Benefits:** A measure of the positive outcomes of the project. These are often described as **"**the reasons why you are undertaking the project**"**. The types of benefits of eradication projects include:
  - Biodiversity.
  - Economic.
  - Social and cultural.
  - Fulfilling commitments made as part of national, regional or international plans and agreements.

- **Feasibility:** A measure of the likelihood of the project being a success, i.e. achieving its objectives. Projects vary greatly in complexity and risk. By considering feasibility when selecting projects it means the easiest projects with the greatest benefits are given priority.

Note: A detailed review of a project's feasibility is conducted in the Feasibility Study Stage.

Why Do Project Selection?

Often you will have a number of project ideas but not enough resources, money or time to undertake all of the projects. The ideas for eradication projects may have come from many sources including: the community, funders, local and national governments and Non-Governmental Organisations (NGOs). You will therefore need a way of deciding on a priority order and choosing a project.

If your organisation has limited experience in conducting eradications then it is recommended to concentrate on a small number of projects, ideally one project at a time, until the people in your organisation have developed the skills and experience. Grow capacity and build up to undertaking multiple projects at any one time. Do the easy projects first. Work towards the most difficult and rewarding projects. Use the easy projects to help answer questions/solve issues for the more difficult projects. Use the best opportunities to learn.

You may have a mix of straight forward and difficult eradication projects and do not know where to start. The Project Selection Stage will assist you by providing a process to compare the importance of the projects and select the most suitable project to undertake.

By following the Project Selection Stage you will follow a step by step objective method for prioritizing projects – this can be used to explain to stakeholders the reasoning behind why you selected a particular project.

The benefits of completing the Project Selection are:

- a transparent and documented record of why a particular project was selected
- a priority order for projects, that takes into account their importance and how achievable the project is.

When to Do?

Undertake a Project Selection when you:

- have more ideas than the number of projects you can undertake and need to select the project that should be given priority.

Note: If you only have 1 project, it may still be useful to score the project against a set of criteria to identify the strengths and weaknesses of the project. The results may be useful later in the Feasibility Study Stage.

Who Should Be Involved?

Agency Management:

- Set selection criteria to ensure the selection process aligns with agency strategies.
- Selection processes are often run as a management initiative before the implementing Project Manager is assigned.

Stakeholders:

- Stakeholder participation at the start of a project creates strong community ownership and support, and increases the chances of a successful outcome.
- Stakeholder input should be included at the ideas stage; consult widely as you are developing the ideas for projects as the community will be the source of many of the best project ideas.
- Stakeholders must be informed of the outcome of the Project Selection Stage.

Project Manager: Involving the Project Manager in the Project Selection process will help build ownership in the project and support a successful project in the long run.

2 FEASIBILITY STUDY STAGE OVERVIEW

What is a Feasibility Study?

The Feasibility Study will scope and size the project, decide whether the target species can be successfully eradicated at the project site and identify any key issues that will need addressing before the eradication operation is undertaken if the operation is to have a high chance of success.

The Feasibility Study asks three questions:

1. **Why do it?** Typically an eradication project is started within the context of an island restoration with long-term goals established. The benefits of eradication need to be clear from the outset. Specific measurable benefits help evaluate a project against environmental and financial costs. This is critical for building support for the project.

2. **Can it be done?** To be successful an eradication project must fulfil seven criteria:
   - **Technically feasible:** Can the technique(s) be used at the project site to remove all individuals of the target populations?
   - **Sustainable:** Can you prevent re-invasion of the target species and invasions from new invasive species?
   - **Socially acceptable:** Does the project have full support from the community and other key stakeholders?
   - **Politically and legally acceptable:** Will you be able to secure all required permits and consents?
   - **Environmentally acceptable:** Can you ensure a manageable impact to the environment?
   - **Capacity:** Do you have, or can you acquire all the required skilled people, resources and equipment?
   - **Affordability:** Will you be to secure the required funding?

3. **What will it take?** As the seven criteria are assessed you may identify issues that will need addressing before the eradication operation can proceed, e.g. non-toxic trials are required to determine bait rate in the presence of crabs. The Feasibility Study will determine the key issues to be resolved.

To answer these three questions you will need to gather together all the relevant information, some of which will already be available via documents and on the internet. However, visiting the site is an essential part of any Feasibility Study. Being at the site will provide first hand knowledge of the site and its unique characteristics. Such direct experience is vital in an accurate assessment of the feasibility and the site visit will play a central role in the Feasibility Study Stage.

The Feasibility Study will allow you to assess whether each of the seven criteria can be met. Based on these answers and the identified work to resolve the issues, you will then weigh up the project benefits and costs to make the decision whether the project is feasible or not.

Findings from the Feasibility Study are recorded in a Feasibility Study Report that will be used to keep stakeholders informed and as a source of information in later stages.

Why Complete a Feasibility Study?

A Feasibility Study will help determine if an eradication proposal is practical, especially where there are:

- new project teams
- the implementing agency has limited experience.
- several separate eradication projects being planned
- complex eradications involving multiple pest species.

A good Feasibility Study will highlight the issues with the current plan and what needs to be done before the project is successful.

The benefits of completing a Feasibility Study:

- **Increases chances of the project being a success:**
  The Feasibility Study will identify the hard parts of the project. It will help identify dependencies in the planning i.e. trials that need to be done/questions that need to be answered before key decisions on eradication design can be made. This will allow time for you to address all of the issues before the operation starts. This will reduce project risk and the likelihood of surprises later in the project. Issues can be planned for and dealt with. The Feasibility Study Stage tells you what you need to prepare and plan in the Operational Planning Stage so that you can be well prepared.

- **Informed decision making:**
  - To manage stakeholder expectations about how much the project will cost and how long it will take.
  - Ensures the decision and commitment of time and money to the project is based on accurate information.
  - To enable adequate resources and timeframes to solve issues.

- **Reduces wasting money:**
  Projects that are too difficult will be stopped early, rather than later when more money has been spent or before expectations are raised too far. Concluding that a project is not feasible is **not** a bad outcome, as it:
  - avoids wasting time and money on a project that would later fail.
  - enables you to identify what extra work needs to be undertaken to make it feasible.

- **Records what you know about the project:**
  During the Feasibility Study Report you will have gathered significant amounts of valuable information on the project – the objectives, the site, the impacts and what you plan to do. All this information will be used again in the upcoming Stages. All is not lost if a project is not feasible at this point in time, it may become feasible in the future as new techniques are developed or technology becomes available. The work completed in the Feasibility Study can then be used.

- **The Feasibility Study Report can be used to support your funding application:**

Many funding organisations will fund the Feasibility Study and maybe the Project Design stage separately from the Operational Planning and Implementation Stages. While many funders will require you to complete their own funding application document, your Feasibility Study Report can be used as part of the application.

When to Do?

The Feasibility Study is conducted after you have selected a project in the Project Selection Stage.

Who Should Be Involved?

Project Manager: The Project Manager will take the lead in conducting the Feasibility Study, organising the site visit and completing the Feasibility Study Report.

Feasibility Study Team: The Project Manager will form a Feasibility Study team to:

- provide the required skills and knowledge (i.e. knowledge of the technical details of the project, familiarity with the local environment, an understanding of the local community and culture) and,
- take part in the site visit.

Stakeholders: Stakeholder consultation will continue to play a major part of the project, particularly during the site visit. Engage closely with the local communities as they will be an invaluable source of information for the Feasibility Study.

Independent Technical Advisor: An independent technical advisor will be used to provide technical advice and to review the Feasibility Study Report.

3. PROJECT DESIGN STAGE OVERVIEW

What is Project Design?

In the Project Design Stage the Project Manager details how the project will be managed and governed. The Project Plan is targeted at funders, management and Project Managers. It is used in all later Stages to manage the project.

Project Design differs from the Operational Planning Stage in that you are thinking at a higher level about managing the project. For example:

- How will decisions be made and who has the authority?
- If the Implementation Phase must happen in August, then when does the money have to be secured to start the project?
- What staff training is required and when?

Why Prepare a Project Plan?

The Project Plan gives the big picture of all the components of the project that need to be managed to make it successful. The Project Plan is also where the project is costed.

The benefits of a Project Plan:

- A management framework is put in place to support the successful planning and implementation of the eradication operation.
- The Project Plan:
  - helps to identify the full costs and realistic timeframes for doing the project
  - can be used to support funding applications.

Who Should Be Involved?

Project Manager: Prepares the Project Plan, using Subject Matter Expert input where required.

Subject Matter Experts: Provides input across all areas (e.g. technical, cultural and political).

Independent Technical Advisor: Provides technical advice and reviews the Project Plan.

Stakeholders: Consulted during the planning process and notified of final plan.

4. OPERATIONAL PLANNING STAGE OVERVIEW

What Planning is Needed?

There are three related planning exercises in the Operational Planning Stage:

1. **Operational Planning:** This is planning the details of the eradication operation. It covers two important aspects:
   - Eradication design – the methods, timing and sequences of the eradication operation.
   - Logistical planning – matching your design with the right people and equipment in the right place at the right time.

2. **Biosecurity Plan:** Planning the prevention, surveillance and incursion response activities to protect the investment you are making in doing the eradication and prevent new invasive species arriving and becoming established on the island(s).

3. **Monitoring and Evaluation Plan:** Planning how and when to measure the success of the project.

Why Prepare an Operational Plan?

Eradication operations can be complex and difficult. Things that are planned well tend to go well.

There will be many activities that need completing before you are ready to undertake the eradication operation, for example: trials, bait to order, training, planning Biosecurity and Monitoring and much more. Many of these activities will need to be completed before others can start. By completing the Operational Planning Stage you will ensure that all required tasks are completed at the correct time.

The benefits of Operational Planning:

- Minimises the risk of failure
- Ensures nothing is forgotten
- Allows for a meaningful, external review of the operation
- The Project Manager and team will be fully prepared when Implementation and Sustaining the Project Stages are started.

Who Should Be Involved?

Project Manager: Prepares the Operational Plan, Biosecurity Plan and Monitoring and Evaluation Plan.

Project Team: Provides input as required by the Project Manager (includes Subject Matter Experts providing input on key aspects of the project, e.g. technical, cultural and political).

Stakeholders: Consulted during the planning process and notified of the final plan.

Independent Technical Advisor:

- Reviews the Operational Plan, Biosecurity Plan and Monitoring and Evaluation Plan.

- Provides expertise as required by Project Manager.

5. IMPLEMENTATION STAGE OVERVIEW

What is the Implementation Stage?

The Implementation Stage is divided into three phases:

1. **Pre-Operational Phase:** Final preparations are undertaken.
   The Project Plan contains what needs to be done and in this phase preparation activities are carried out. These include activities such as:
   - Training the team
   - Completing any trials
   - Field testing new or unproven equipment
   - Sourcing all equipment and consents
   - Completing readiness checks
   - Pre-Operation monitoring to measure the baseline for the indicators before the eradication takes place
   - Implementing the prevention component of the Biosecurity Plan. **Note:** Island Biosecurity measures must be in place before the Operational Phase to prevent new invasive species being introduced by the operation.

2. **Operational Phase:** The actual removal of the target species from the project site.
   This phase will be different for each type of eradication project and for each target species being dealt with. However there are similarities; each project should by this phase have a:
   - plan to work to
   - team of motivated, capable people with good support.

   The Operational Plan describes the details of the operation and should be followed closely. Remember when doing the field work to "stick to the plan":
   - Unplanned changes increase the risk of failure
   - Take time to think and discuss any changes
   - Where possible have experience people on site for discussions that support the Project Manager's decision making – those present at the site are best able to judge local conditions
   - Part of the planning is being clear about who has the authority to make decisions.

3. **Post-Operational Phase:**
   - After the operation there are a number of post-operation activities to complete, e.g. remove unused bait, remove public warning signs.
   - The Project Manager will prepare an Operational Review to record how the eradication operation went.
   - For some projects, post-operation monitoring will occur soon after the eradication operation, for other projects it may be several months before undertaking the post-operation monitoring.

Why Do It?

The benefits of the Implementation Stage:

- Dedicating enough time and resources to the preparation significantly increase the chances of success of the Operational Phase and the Sustaining the Project Stage.
- Benefits of the eradication will have been developed during the Feasibility and Project Design Stages and will be documented in the Project Plan.

Who Should Be Involved?

Project Manager:

- Responsible for ensuring all the skills and people are available to the team
- Overall responsibility for the project
- Uses the Operational Review to help prepare for the next eradication project.

Project Team: Complete Pre-Operational and Operational activities. Where possible include experienced person(s) who can support the Project Manager on site.

Local community: May be part of the eradication operation. To provide the necessary manpower, local communities often take part in the actual eradication operation.

Stakeholders: Notified of progress.

Independent Technical Advisor: Undertakes a project readiness check to see if the project team is ready to undertake the eradication operation. Reviews any major changes to the plan to help assess impact to the project.

6.SUSTAINING THE PROJECT STAGE OVERVIEW

What is the Sustaining the Project Stage?

The Sustaining the Project Stage is the on-going work required after the eradication operation has been completed. It involves continuing to implement the:

- Biosecurity Plan
- Monitoring and Evaluation Plan.

To minimise the chances of re-invasion the Biosecurity work that started in the Implementation Stage will continue. The Biosecurity plan will need to be kept in place permanently if re-invasion is to be avoided.

A surveillance plan will need to be put in place that monitors for the presence of invasive species on the island. If invasive species are discovered at the site this can either mean: the original eradication operation was not successful or there has been a post-operational incursion. Either way, the incursion response actions (detailed in the Biosecurity Plan) will need to be implemented.

As per the Monitoring and Evaluation Plan, post-operation monitoring of the project outcomes will continue throughout the Sustaining the Project Stage.

Why Do It?

Eradicating the target species is only the start of an invasive species-free island. If the project is to be a long-term success you must ensure that:

- the target invasive species are not able to re-invade and re-establish a breeding colony, and
- new invasive species are not able to become established on the island.

In many cases, you will have one shot at eradication; funders may not be so enthusiastic to fund a second eradication project if the first fails – so it is vital to continue the effort after the eradication and prevent re-invasion or invasion by new invasive species.

The benefits of the Sustaining the Project Stage:

- Implementing the Biosecurity Plan is essential in ensuring that the target species or new invasive species do not invade the island.
- Surveillance and incursion response readiness will enable you to avoid any in invasive species, which do evade the prevention measures, from surviving on the island.
- Monitoring will provide the data to assess and demonstrate the success of the project.

When to Do?

The Sustaining the Project Stage work will start as soon as the Implementation Stage is completed. Implementing widespread prevention measures will have started in the Implementation Stage but will continue throughout the Sustaining the Project Stage and may need to be permanent.

Preparation for the surveillance and response parts of the Biosecurity Plan will have started during the Implementation Stage, so that the team is trained, prepared and ready at the start of the Sustaining the Project Stage.

Post-operation monitoring may have started as part of the Implementation Stage, if not it will start early in the Sustaining the Project Stage. The frequency and type of monitoring will vary from project to project and will have been planned in the Monitoring and Evaluation Plan.

Who Should Be Involved?

Project Manager: Overall responsibility for the project.

Project Team: Surveillance, incursion response and monitoring.

Stakeholders: Notified of progress.

Local/Island community: Adopt Biosecurity prevention measures, surveillance, report incursions, value the invasive free status of the island, and put pressure on other island users to keep the island invasive free.

Visitors: Adopt Biosecurity prevention measures.