# GUIDELINES ON

PROJECT SELECTION

PURPOSE

- These Guidelines are to be used by Project Managers conducting eradication projects based on the PII Resource Kit for Rodent and Cat Eradication.

- These Guidelines explain what to consider when developing project selection criteria and weightings

1. GENERAL

- Project selection criteria will be unique to each implementing agency. Each agency has a unique set of priorities, strengths and weaknesses. Each agency should develop their own set of criteria and weightings that reflect these.

- Senior management should be involved in setting the criteria and weightings. As these represent organizational objectives and strategy, and the outcome of this process will affect resource allocation it is important that the correctly authorized people are involved in this stage.

- It is preferable that the project manager who will manage the eradication project is allocated at the start of the Project Selection Stage, before the project has been selected. This will allow the project manager to contribute their expertise to the selection process and will build a greater sense of ownership for the project manager.

2. CRITERIA

- Selection criteria can be considered either

  o Benefits.
  o Feasibility.

- Benefits are measures 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:

  o Biodiversity.
  o Economic.
  o Social and cultural.
  o Policy, regional or international plans and agreements.

- If the work of the implementing agency is driven by national, regional or international agreements, for example, a national Biodiversity Strategy and Action Plan (BSAP), include a selection criteria that will measure how well each project fulfils any such commitment.
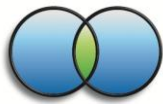
- Eradication projects are often undertaken as part of a wider conservation management plan. If you wish to favour eradication projects that are part of a wider plan (rather than stand-alone projects) include a criteria that will measure how much the project contributes to the wider conservation management plan.

- Feasibility. This is a measure of the likelihood of the project being a success, i.e. achieving its objectives.

- While implementing agencies are free to use any feasibility criteria appropriate to their circumstance, the 7 feasibility criteria used in the Feasibility Stage are a good starting point for agencies that have little experience of the Project Selection Stage. Choose those feasibility criteria most relevant to your organization.

- Feasibility is closely associated with risk. Another way of describing a highly feasible, easy project is that it has a low risk, or conversely a high risk project is one whose feasibility is in doubt. Projects vary greatly in complexity and risk.

- Feasibility criteria should be written so that a project scores highly if it can easily meet the feasibility criteria.

- Ideally you are looking to select a project that has large benefits and high feasibility (low risk).

- In agencies that have little experience of eradication projects do the easy projects first. Work towards the most difficult and rewarding projects. To include this Project Principle, include a technical feasibility criteria with a high weighting (for example, 100). This will mean easier projects will score highly.

- Use a small number of criteria. The larger the number of criteria the more complex the scoring will become.

- For a particular criteria, if every project scores the same, then you can remove the criteria. The selection process is looking to find the project that is more important relative to the other projects, hence you only include criteria that will show significant differences between the projects.

3. WEIGHTINGS

- The weightings reflect the relative importance between the selection criteria – a higher weighting means the criteria will influence the outcome to a greater degree.

- Weighting values represent the relative importance between the criteria. We recommend assigning weightings in the range: 0 (unimportant) to 100 (the most important criteria).

- As weightings represent the relative importance of criteria then if criteria 1 is considered essential it is given a weighting of 100. If criteria 2 is only considered half as important, it is given a weighting of 50.

- Consult widely and build wide acceptance of the weightings before commencing the scoring process. A broad agreement on the criteria and weightings will give everybody ownership of the decision making process. Acceptance of the outcome will be made easier with a collaborative approach.

4. SCORING

- The criteria scoring is a measure of how well a project meets a particular criteria. The scoring minimum and maximum must be the same for every criteria. We recommend using a scoring range of 0 to 10.
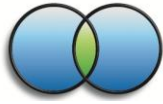
- Score a project the maximum value of 10 if:

  - it will deliver 100% of the outcomes for a benefit criteria.

    Or

  - It easily meets a feasibility criteria.

- Score a project the minimum value of 0 if:

  - It will not deliver any of the outcomes for a benefit criteria.

    Or

  - It can not meet a feasibility criteria.

- Score a project between 0 and 10, if it partly meets the criteria.

- When scoring the projects, work through each criteria comparing each project against the criteria and scoring the score. Once all projects have been scored against a criteria then move to the next criteria. Scoring one criteria at a time (rather than scoring one project against each criteria and then moving to the next project) will help ensure the scores reflect the relative value between the projects.

- If you find scoring difficult try this 'relative to the highest score' approach for each criteria:

  1) Identify the project that scores the highest for that criteria.

  2) Give that project a score for the criteria .

  3) Identity the project that scores the next highest.

  4) Decide relative to the highest scoring project how well this project scores. To help ask:

     - Is it nearly as good as the highest-scoring project? If yes, score it just less than the highest score.

     - Is it half as good as the highest-scoring project? If yes, score it half of what you scored the highest-scoring project.

     - Is it a lot less than the highest-scoring project? If yes, score it low.

  5) Repeat steps 3 and 4 until all projects have been scored for that criteria.

- If at the end of the selection process, all projects have scored the same, then you will need to include a new criteria that will allow you to choose between the projects. Score each project on the new criteria to see which project is the highest priority.