



WILDTEAM®



PROJECT MANAGEMENT FOR WILDLIFE CONSERVATION V2

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The PMWC approach was developed by combining, tailoring, and building upon the following key sources:

- WildTeam 2015 Project Management Manual v4.4 [1]
- Managing Successful Projects with PRINCE2 [2]
- A Guide to the Project Management Body of Knowledge [3]
- The Open Standards for the Practice of Conservation v3.0 [4].

In this way, the PMWC approach benefits from the substantial knowledge base already developed through decades of work in both the business and wildlife conservation sectors.

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INTRODUCTION

1 Purpose of manual

A wildlife conservation project can be defined as “a temporary effort to achieve a set of desired conservation results within a defined schedule and budget” [5]. The Project Management for Wildlife Conservation approach (PMWC) is a manual and associated document templates to support the planning, implementing, monitoring, and reporting of wildlife conservation projects (hereafter used interchangeably with “*project*”).

The PMWC approach can be used for projects of any size and type. For example, the PMWC approach could be applied for a project working to save elephants in a national park by improving protection levels, or for a project working to help save global biodiversity by strengthening international policy on climate change emissions.

The specific purpose of the Project Management for Wildlife Conservation (PMWC) manual is provide guidelines to enable conservation organisations to apply the PMWC approach for their projects.

This manual does not include guidance on:

- **Programme management approaches** used to coordinate multiple projects
- **The development or running of an organisation's operational functions** such as governance, human resource management, finance, administration, communications, and fund raising
- **Facilitation approaches** used to develop content for documents
- **Interpersonal skills** used to help manage team members
- **Research approaches** used to assess and monitor changes in socio-economic or ecological factors
- **The design and implementation of specific types of conservation activities**, such as law enforcement or policy creation, as each activity type can be considered its own subject area.

2 Benefits of PMWC

We believe that the application of the PMWC approach will contribute to the following benefits:

2.1 Benefits to an organisation

Direct benefits:

- **Increased likelihood of achieving desired results**, through linking project work directly to results, and use of a behaviour change approach
- **Improved ability to measure project impact**, through use of a standardised monitoring framework and reporting mechanism
- **Improved ability to adapt to changing conditions**, through pro-active management of emerging lessons learned, risks, issues, and dependencies

- **Improved team communication and coordination**, through clearly defined roles and responsibilities, efficient meetings, and shared documents
- **Improved project control**, through regular, standardised processes and reports
- **Lower time and cost needed to plan, implement, evaluate, and report on a project**, through the use of the approach described in this manual and ready-made document templates
- **Lower time and cost needed to induct new staff members**, through sharing of completed, standardised project documents
- **Improved learning between projects**, through capturing and sharing information using standardised document types, and terminology.

Indirect benefits:

- **Improved status of biological targets**, through the implementation of focused, well managed projects
- **Increased funding support**, through a better articulated relationship between project work and desired results, and strong evidence of a project team's ability to manage a project effectively
- **Improved team morale**, through clarity in roles and responsibilities, efficient use of staff members' time, clearer links between the team's work and the project results, and a shared understanding of the project.

The above indirect benefits cannot be attributed solely to the application of the PMWC approach as these benefits will also be affected by other factors e.g. actions of groups outside of project control, funding availability, and human resource processes. However, we believe the application of the PMWC approach can increase the chance of achieving these indirect benefits.

2.2 Benefits to an individual

Direct benefits:

- **Increased individual contribution to wildlife conservation**, through an increased individual ability to support the planning, implementation, monitoring, and reporting of a project
- **Improved career prospects in the wildlife conservation sector**, through acquiring standardised, transferable skills in project management.

3 Link between programmes and projects

Wildlife conservation projects (hereafter termed “*projects*”), may be carried out in isolation or as part of a wider wildlife conservation programme (hereafter termed “*programme*”) [2]. For the purposes of this manual, projects are considered to be part of an organisation’s existing programme.

A programme can be considered as a long-term (9-12 years) effort which aims to achieve a vision to improve the status of biological targets within a defined scope (Box 1). The programme achieves its vision through implementation of a Programme plan. The Programme plan outlines the programme’s vision, scope, and current and desired future status of biological targets, threats, and contributing factors (Box 1, Figure 1, and Figure 2). The desired future status is described in terms of a set of desired results.

Box 1. Key terms.

Vision: Broad statement encapsulating the long-term aim of a programme to improve the status of biological targets within a defined scope [4].

Scope: The geographic area where the biological targets of interest exist [6].

Biological targets: The focal species, communities, or ecosystems [6,7].

Threats: The factors that are directly contributing to the degradation of the biological targets [4].

Contributing factors: Factors (in terms of human behaviour, attitude, knowledge, or skill) that are directly or indirectly contributing to the manifestation of the threats.

Results: The desired future status of biological targets, threats, or contributing factors [4].

Work package: A collection of related technical conservation activities which are designed to achieve 1 or more results [2].

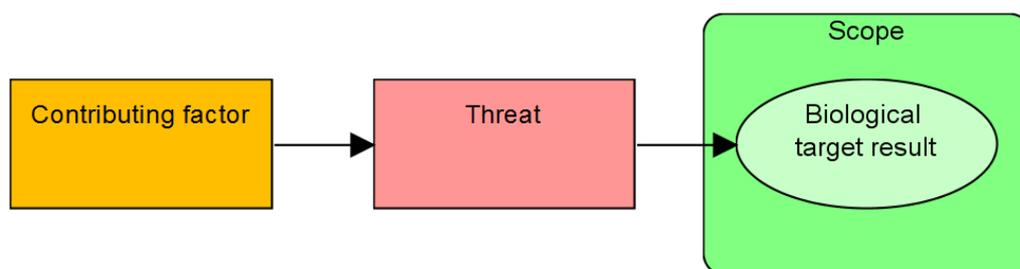


Figure 1. Link between contributing factors, threats, biological targets, and scope.

Note: This figure was created using Miradi software v4.2 and with reference to [4].

There are 3 types of result: Biological target result, threat result, and contributing factor result (Box 1, Figure 2).

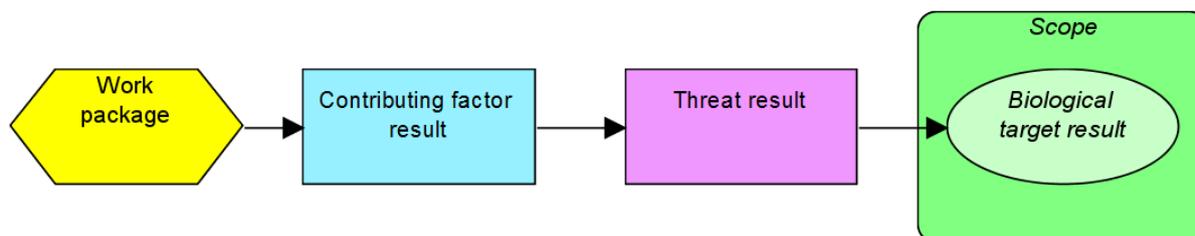


Figure 2. Link between work package, contributing factor result, threat result, biological target result, and scope. Notes: This figure was created using Miradi software v4.2 and with reference to [4]). Work packages can also lead directly to a threat result or biological target result.

A programme achieves its results through the implementation of work packages. A work package is a collection of related technical conservation activities that are designed to achieve a particular set of results (Box 1). A programme implements its work packages through a series of sequential projects, which provide clearly defined, time-bound checkpoints within the programme (Figure 3).

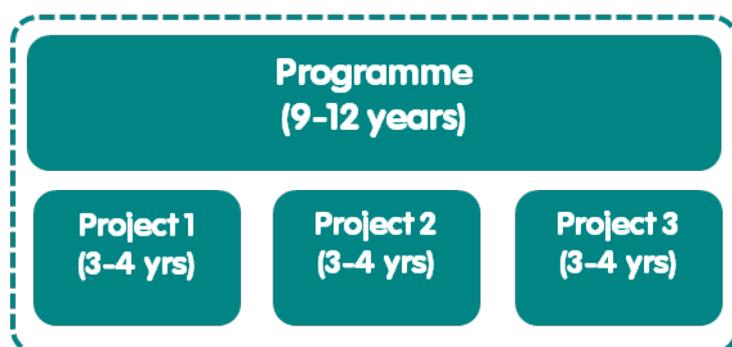


Figure 3. Sequential arrangement of projects within a programme.

A project can, therefore, be considered as a medium term (3-4 years) effort to achieve a set of desired results within a defined schedule and budget (adapted from the definition of a project by [2] and [3]). Project results and related work packages are, therefore, a sub-set of the overall programme results and work packages (adapted from [1] and [2]).

4 Overview of PMWC

The PMWC approach is made up of 6 components:

- Principles
- Roles
- Phases
- Control processes
- Administrative processes
- Documents.

Each PMWC component includes guidelines on how that component can be tailored to suit a particular project environment. In addition to the 6 components, the Appendix provides an example Project plan.

Principles: There are 7 overarching principles which should be infused into how a project is planned, implemented, monitored, and reported on (Box 2). Following these principles will help a project to maintain high standards of effectiveness and ethics.

Roles: A project team has specific roles with clearly defined responsibilities and line management (Box 2, Figure 4). There are both internal and external roles. Internal roles are those that are normally filled by people working for the organisation which is responsible for delivering the project, whereas external roles are filled by people representing organisations that are partnered with to help fund or deliver the project.

Phases: There are 4 phases: Pre-project, Initiate, Implement, and Close (Box 2). Each phase has specific milestones that must be completed before the next phase can commence. Conservation activity related work packages are only carried out in the Implement phase. Work packages will be of varying lengths of time and may run sequentially, in parallel, or both (Figure 5).

Box 2. PMWC components.

Principles:

- Continued conservation justification
- Focus on results
- Do no harm
- Knowing who does what
- Controlled progress
- Informed adaptation
- Fit for purpose

Roles:

- Governing body
- Leader
- Executive
- Project assurance
- Operations assurance
- Project manager
- Project support
- Workstream leader
- Workstream member
- Supplier
- Donor

Phases:

- Pre-project
- Initiate
- Implement
- Close

Control processes:

- Managing risks and issues
- Managing progress
- Managing lessons learned

Administrative processes:

- Managing documents
- Managing meetings

Documents:

- Plans
- Trackers
- Reports

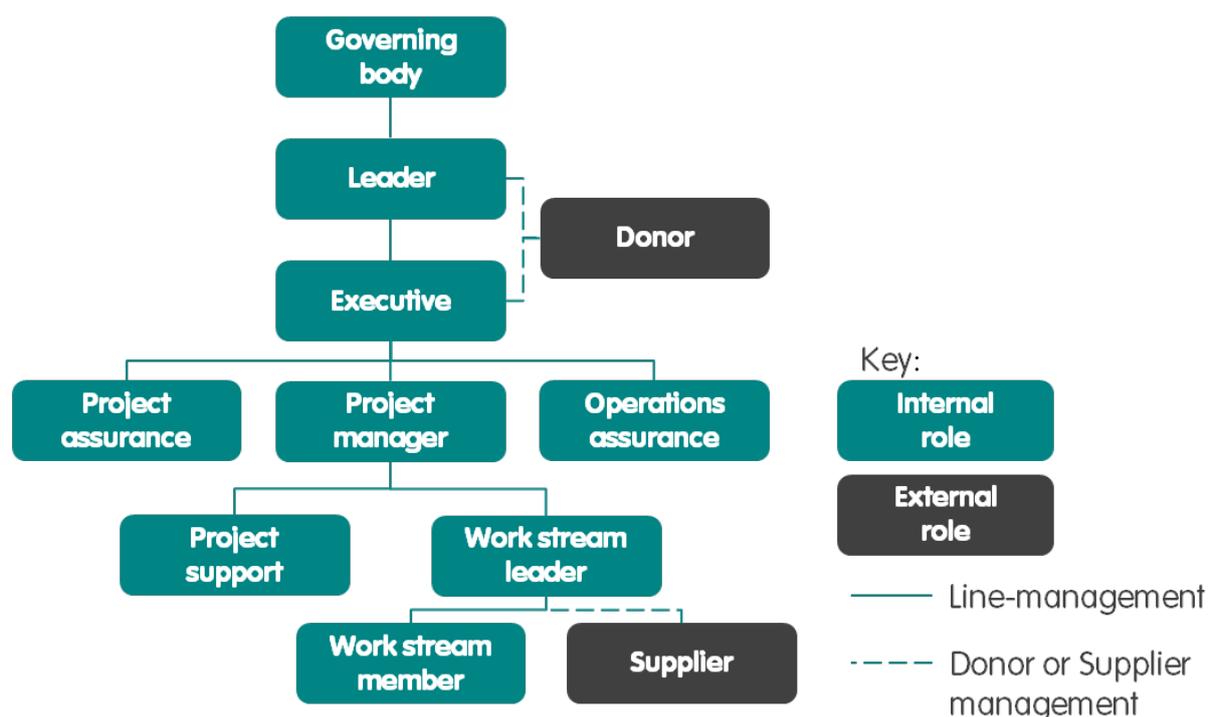


Figure 4. Line management and Donor and Supplier management between project roles.

Control processes: Control processes are made up of Managing progress, Managing risks and issues, and Managing lessons learned processes. The Managing progress process details how the progress of a project phase is controlled through status reports and status meetings. The Managing risks and issues process outlines how to deal with events that threaten the delivery of the project. The Managing lessons learned process describes how the project assimilates and uses new information while it is in progress, and provides a means of documenting lessons learned in such a way that they can be easily shared with other projects. All Control processes run concurrently with the Phases (Figure 6).

Administrative processes: Administrative processes are made up of Managing documents and Managing meetings processes. These provide the means by which the project controls the development, maintenance, and storage of project documents, and runs effective meetings. The Administrative processes also run concurrently with the Phases (Figure 6).

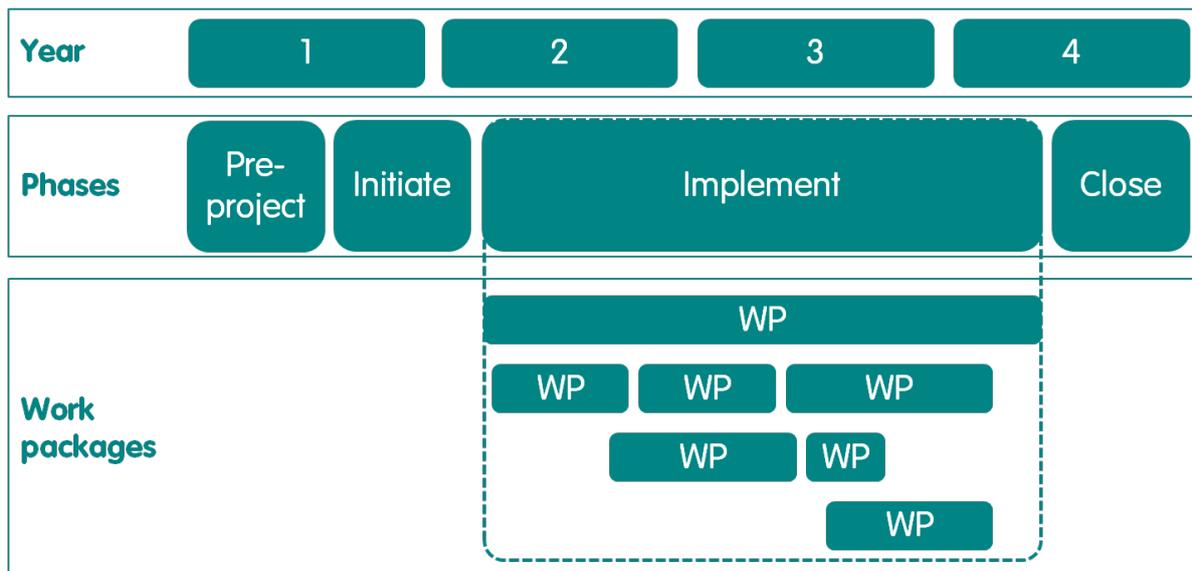


Figure 5. Relationship between work packages, Phases, and years. Notes: WP = Work package. The number of years, the distribution of phases between years, and the number, duration, and arrangement of work packages are all illustrative.

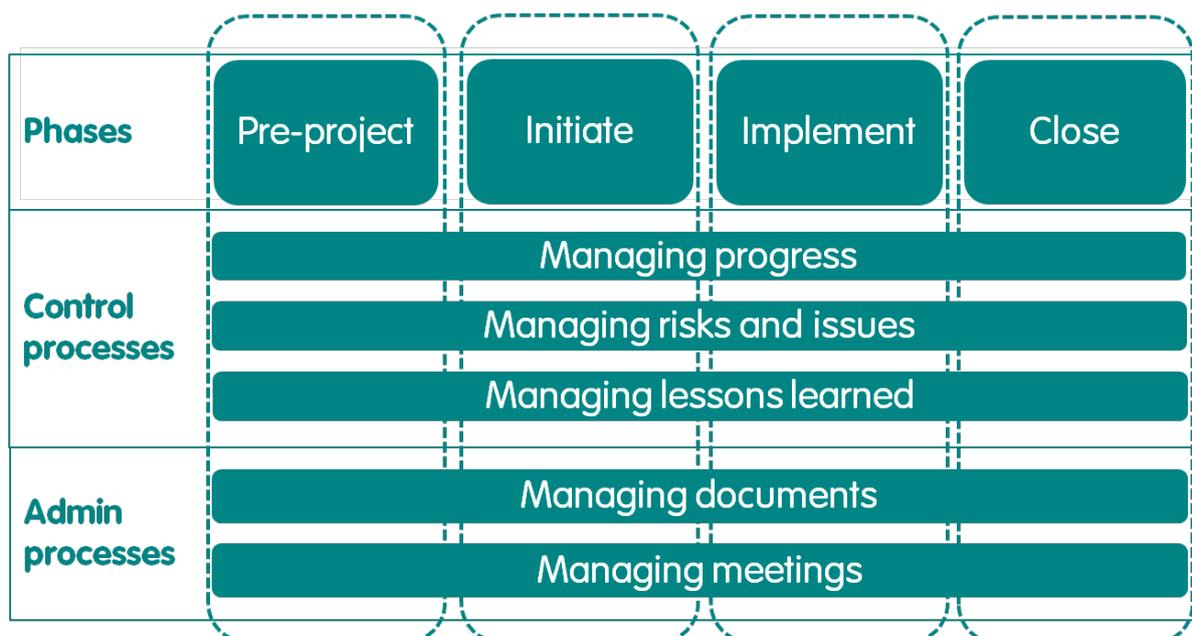


Figure 6. Relationship between project Phases, Control processes, and Administrative processes.

Documents: Documents are word documents and spreadsheets used to help plan, implement, monitor, and report on the project in a standardised format. There are 3 types of document: plans, trackers, and reports (Box 3). The Project plan is derived from the Programme plan (not included in this manual) and details what a project aims to deliver, against which project success is assessed. The Pre-project tracker is used to track progress of work in the Pre-project phase, and the Project tracker is used to track project progress for the remaining phases. The Document review tracker and Document tracker assist in the development and filing of documents. There are a range of status reports that provide snapshots of project progress at regular intervals and at the end of a phase [2]. The Exception report is used when a project is not on track to deliver the Project plan. Assurance audit reports document how well a project is adhering to the Project plan and to Operations policies. The Project-end report details how the project has performed with respect to the Project plan.

Box 3. Document list.

Plans:
Project plan

Trackers:
Pre-project tracker
Project tracker
Document review tracker
Document tracker

Reports:
Meeting report
Monthly status report
Quarterly status report
Annual status report
Phase-end status report
Exception report
Project assurance audit report
Operations assurance audit report
Project-end report

5 Supporting resources

There is a range of supporting resources available to aid implementation of the PMWC approach (Table 1). The PMWC document templates and filing structure template are free to use and tailor as needed to suit a project.

Table 1. Supporting resources.

Material / tool	Access link
PMWC document templates	Link 1
PMWC Trackers and Reports User Guide	Link 2
PMWC online training	Link 3
Miradi software	Link 4



PRINCIPLES

1 Overview

The purpose of the Principles is to ensure that a project maintains high standards of effectiveness and ethics. There are 7 PMWC principles (adapted from [2]). Following these principles ensures that the purpose of a project is never lost (Continued conservation justification), a project focuses more on what it aims to achieve rather than how it will achieve it (Focus on results), unwanted results are eliminated or reduced (Do no harm), everyone on a project team knows what they and each other are meant to do (Knowing who does what), a project does not get out of control (Controlled progress), a project can adapt to changing circumstances (Informed adaptation), and the PMWC approach is tailored to meet a project's needs (Fit for purpose) [1]. Guidance on how the Principles can be tailored is outlined in Box 4.

2 Continued conservation justification

2.1 Purpose

The Continued conservation justification principle is used to ensure that a project's results are always directly linked to wildlife conservation, and that the results are contributing to the conservation results the organisation wants to achieve. This principle helps project teams to avoid drifting into more human development or business focused work, or otherwise becoming independent of their parent organisation and programme.

2.2 Application

In order for a project to start, the project's desired results and objectives must be in line with an organisation's Programme plan. The project's results also must always be directly linked to a specific scope and defined biological targets. The project's alignment with the Programme plan is documented in the Project plan (see Documents), and checked during the project's life cycle through the Managing progress process. If at any stage the project no longer has conservation justification, then the project should be re-aligned or closed. For example, a project, working under a Programme plan to improve the status of biodiversity that drifted into a focus on improving child literacy, would be in breach of the Continued conservation justification principle.

3 Focus on results

3.1 Purpose

The Focus on results principle is used to ensure that project teams place more importance on what they are trying to achieve (results), rather than on how they are trying to achieve it (work packages). This principle is to help project teams avoid continual spending of resources on work packages that are not achieving the desired results, and instead to seek out the quickest and most cost-effective means of achieving desired results.

3.2 Application

The Focus on results principle is applied by a clear definition of the desired results in the Project plan, together with the objectives and associated indicators used to evaluate when each result has been achieved (see Documents). Progress towards achieving the desired results is then tracked through the Managing progress process. If the project's results are in danger of not being achieved within the schedule and budget parameters outlined in the Project plan, then the Project plan is either updated or the project is closed (see Managing risks and issues processes). Under this principle, a project has failed if it has delivered all of the work packages but not achieved the desired results outlined in the Project plan. Conversely, a project has succeeded if the results have been achieved despite major changes to some or all of the work packages outlined in the original Project plan. For example, a project that delivered online training in law enforcement to a government's forest department staff would have failed if that work package did not achieve the desired result of an improvement in law enforcement skill levels for those forest department staff.

4 Do no harm

4.1 Purpose

In the process of achieving results that benefit wildlife, projects may inadvertently risk contributing to the suffering of other wildlife or humans. While avoiding all negative impacts of a project may not be possible, the Do no harm principle is in place to make sure a project team considers and incorporates means to minimise such adverse effects.

4.2 Application

The Do no harm principle is applied in the PMWC approach by describing the possible negative effects to humans or wildlife, and documenting the corresponding actions to minimise those effects in the Project plan. If, at any stage, a project's positive results are judged by the project team to be outweighed by the project's negative results, then the project should be closed. For example, a project must decide whether or not to proceed if a planned increase in the protection levels for a national park will inadvertently reduce access of local communities to natural resources and prevent expression of traditional cultural hunting practices.

5 Knowing who does what

5.1 Purpose

The Knowing who does what principle is to ensure that everyone within the project knows what they are meant to decide upon and do. Following this principle means that team members' time, expertise, and level of authority are used effectively, which in turn leads to speedier decision-making and work package completion.

5.2 Application

The Knowing who does what principle is achieved by the project having a well-structured team and clear roles and responsibilities for every team member, which are well communicated, understood, respected, and acted upon across the team. This principle is applied through designation of roles and line management in the Project plan and adherence to role responsibilities outlined in the Roles, Phases, Control processes, and Administrative processes. A project applying the Knowing who does what principle, for example, would not be delayed by requiring the Executive's time to decide upon what speaker to hire for an awareness event, or which design to use for a campaign poster. Likewise, it would be clear which team member was responsible if a project managed to complete a series of awareness events ahead of schedule and under budget.

6 Controlled progress

6.1 Purpose

The Controlled progress principle is used to ensure that the project does not get out of control and proceed without achieving its desired results, or spend unacceptable amounts of time or budget to achieve those results.

6.2 Application

The Controlled progress principle is applied through the Managing progress and Managing risks and issues processes. These processes require reporting on project progress at regular intervals, and dealing with risks and issues as they arise to ensure delivery of the results, schedule, and budget outlined in the Project plan. Under the Controlled progress principle, for example, a project to decrease planting of exotic plants in private areas bordering a national park would not be allowed to continue if achieving that result was likely to be twice as long as the Project plan deemed tolerable.

7 Informed adaptation

7.1 Purpose

The Informed adaptation principle is used to enable and encourage a project to adapt to changing conditions over the course of its life cycle, to increase the chances of a project achieving its desired results.

7.2 Application

The Informed adaptation principle is achieved through actively identifying, monitoring, documenting, and responding to new information, situations, or lessons as they arise. This principle is applied in the PMWC approach through the development of the initial Project plan, and the subsequent monitoring and adaptation of that Project plan throughout the Managing lessons learned and Managing risks and issues processes. Under this principle, for example, if a project finds out that a previous awareness campaign in a particular village was blocked by local leaders, then that project could adjust the Project plan to include additional milestones to identify and overcome the local leaders' concerns.

8 Fit for purpose

8.1 Purpose

The Fit for purpose principle is used to make sure the PMWC approach is adapted in a way to suit the scale, complexity, importance, and risk level of a particular project (Box 4). Not following this principle may lead to project failure or inefficiencies, because the project management approach is inappropriate for the project in question.

8.2 Application

The Fit for purpose principle is applied by altering the PMWC approach to suit the needs of the project in question, following the tailoring guidelines for each component. The tailoring guidelines contain limits set to ensure adherence to the PMWC principles. Too light a use of the Control processes, for example, will not put in place sufficient controls to deal with risks and issues that will otherwise imperil a project's results or cause it to run over schedule and budget. This will cause the project to fail to meet the Controlled progress principle. Conversely, Control processes applied too heavily to a particular project will waste time and money implementing inappropriate levels of control that hinder, rather than support, the achievement of project results. For example, a low risk, low budget project may tailor the PMWC approach to carry out fewer status meetings to monitor progress.

Box 4. Tailoring Principles.

All of the 7 PMWC principles should be applied regardless of the scale, complexity, or scope of the project. This is because these principles are all essential to ensure an efficiently run project that has the best chances of delivering tangible and meaningful conservation results, while minimising any possible negative impacts.

Although all projects should adhere to all principles, each project must decide how to infuse those principles into the application of each project component. For example, in order to adhere to Do no harm principle, a larger project may decide to undergo an in-depth study of local natural resource dependencies before creating a community-wide alternative livelihood scheme, whereas it may be more appropriate for a smaller project to do a simple risk assessment using only the experience of project team members before conducting an awareness activity at a school. Likewise, to adhere to the Continued conservation justification principle, a standalone project could remove the need to align with an existing programme vision and conservation strategy, but still ensure that the project's results are always directly linked to wildlife conservation.



ROLES

1 Overview

The purpose of designating roles is to facilitate clear decision-making, efficient project control, team cohesion, and individual job satisfaction. All project staff are defined in terms of roles. A role is different to a post or position in that multiple roles may be assigned to a single post or position in an organisation [5].

There are both internal and external roles on a project. Internal roles are those assigned to staff employed by the organisation responsible for delivering the project. The internal roles on the project may be filled by existing or newly-hired staff. External roles are those assigned to staff which the organisation engages to secure any additional expertise or funds required to deliver the project. Although referred to throughout the document, the role of Operations (Box 5) is not listed in this section as Operations roles tend to be filled by staff from support departments within the organisation, rather than roles within a project. Internal, external, and Operations roles can, however, all be considered as stakeholders in a project (Box 6).

Some project roles have particular accountabilities and responsibilities related to the organisation, programme, project, or work package level (Box 7, Figure 7). In addition, each role has specific line management responsibilities for each project phase (Box 8, Figure 8 and Figure 9).

Box 5. Operations.

The term Operations refers to the operational departments within the organisation which perform functions such as human resource management, finance, administrative, communications, and fundraising.

Box 6. Stakeholders.

Stakeholders can be considered to be anyone who can affect or will be affected by the project's objectives [8]. For example, stakeholders can include employees, donors, government agencies, community groups, and other conservation organisations.

Stakeholders are identified through assigning roles, and identifying groups through development of the situation analysis and theory of change sections of the Project plan (see Documents). It is up to the project team to decide if and how to interact stakeholders during each project phase (see Phases).

Box 7. Accountable and responsible.

Accountable: The person who makes the final decision in a given situation, or who has sign off authority on a document [8].

Responsible: The person responsible for doing the day-to-day work to manage or carry out particular activities [8].

Box 8. Line management.

Line management describes who each role is directly managed by, in terms of taking instructions from and reporting to [2].

Level	Accountable	Responsible
Organisation	Governing body	Leader
Programme	Leader	Executive
Project	Executive	Project manager
Work plan	Project manager	Work stream leader

Figure 7. Accountabilities and responsibilities by level.

This roles section describes each role and what they are accountable and responsible for. Additional details are also provided regarding when each role starts and finishes on the project (Figure 10), how many of each role might be expected on a project, and notes on any instances where different roles may or may not be assigned to the same person.

More detailed responsibilities relating to the Phases, Administrative processes, and Control processes are described in those components. Guidance on how the Roles can be tailored is outlined in Box 12

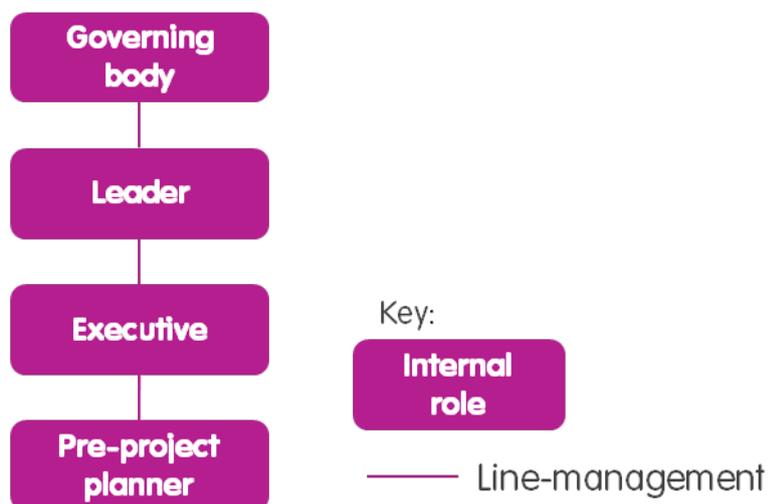


Figure 8. Pre-project phase roles and line management.

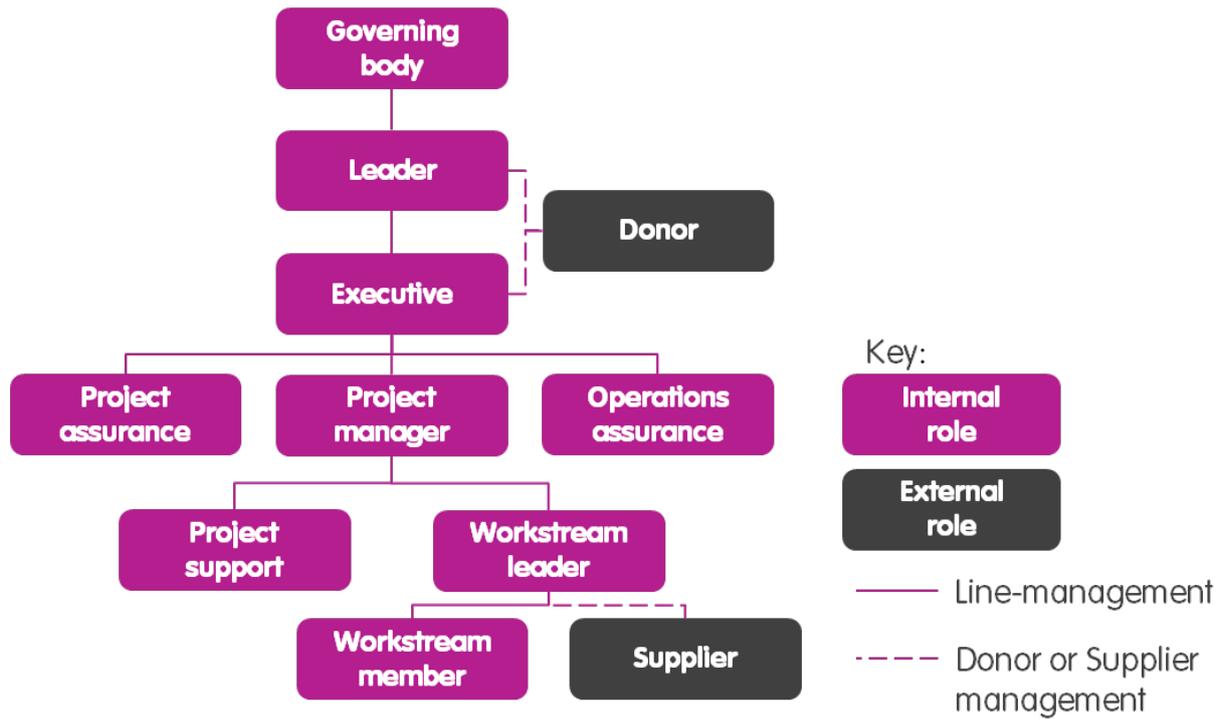


Figure 9. Initiate, Implement, and Close phase roles, line management, and Donor and Supplier management.

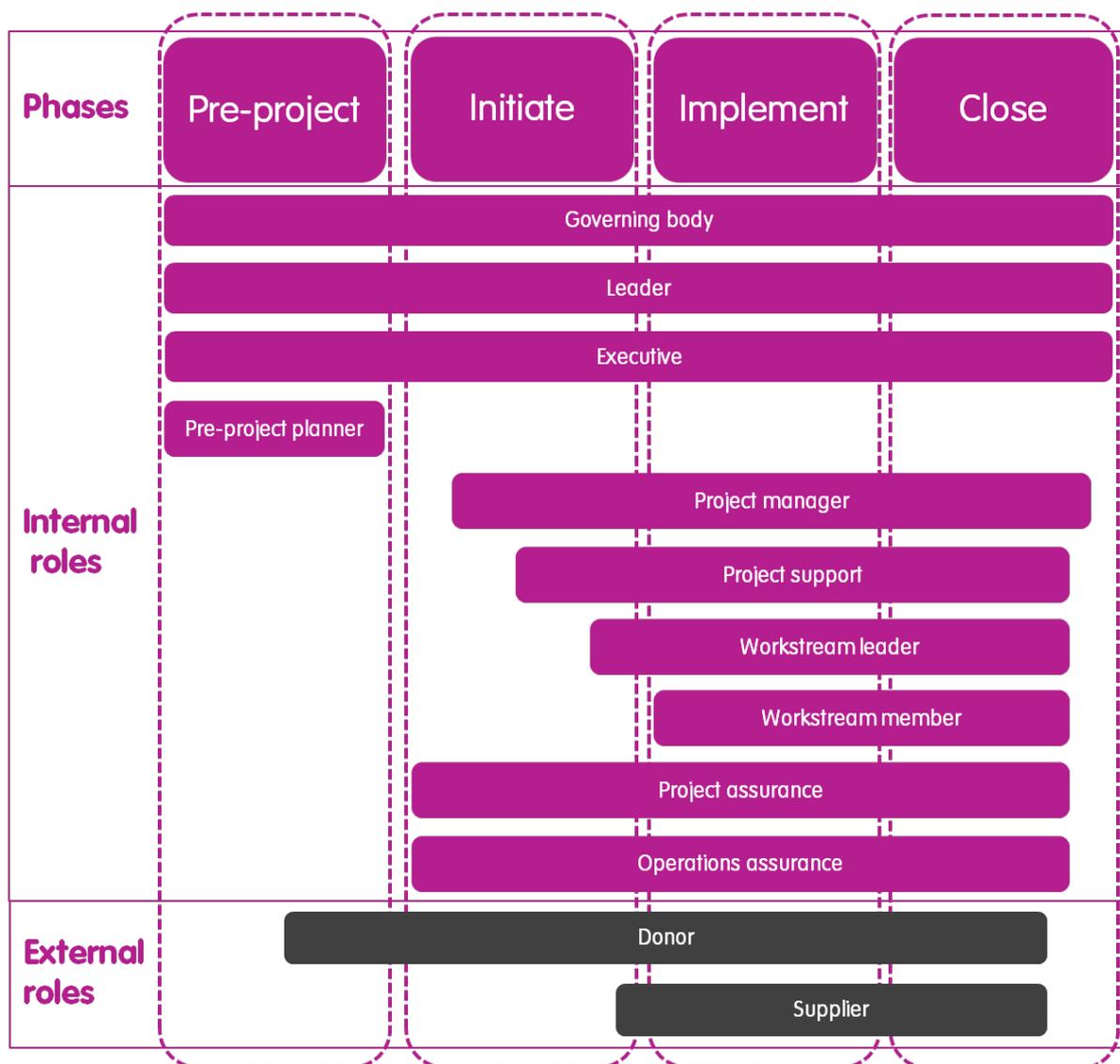


Figure 10. Start and finish of each role in relation to phases.

2 Internal roles

2.1 Governing body

The accountabilities and responsibilities of the Governing body varies from organisation to organisation, but in general, the Governing body of the organisation has little involvement at the project level.

The Governing body is accountable for:

- The development and execution of the organisation’s vision, mission, and conservation strategy.

The Governing body is responsible for:

- The development of the organisation’s vision and mission.

Although accountable for the development and execution of the organisation's vision, mission, and conservation strategy, the Governing body delegates accountability for programme management to the Leader (Figure 8). However, the Governing body will be made aware of any risks or issues that arise and which impacts on the ability of the organisation to meet its vision, mission, and conservation strategy, in which case the Governing body will be the decision-making authority on how to proceed. As an organisational level role, the Governing body role is assumed to exist before the start of the project.

2.2 Leader

The Leader is accountable for:

- Development and delivery of the Programme plan, in line with the organisation vision and mission.

The Leader is responsible for:

- Development and execution of the organisation's conservation strategy.

As such, the Leader has little involvement at the project level. However, if a risk or issue arises at the project level which impacts on the ability of the organisation to deliver the organisation's vision, mission, or Programme plan, then the Leader will act as decision-making authority on how to proceed because they are accountable at that level (Box 7, Figure 7).

There is only 1 Leader role. For the purposes of this manual, the Leader role is assumed to already exist before the start of the project, and is line managed by the Governing body.

2.3 Executive

The Executive is accountable for:

- Alignment of Project plan to the Programme plan
- Securing the funds for the project
- Adherence to Donor and Supplier contracts
- Maintaining good Donor and Supplier relationships
- Delivery of the project according to the Project plan and Operations policies (Box 9).

Box 9. Operations policies.

The term Operations policies refers to the organisation-specific policies that provide guidelines on such processes as fundraising, accounting, human resource management, and marketing, that must be followed irrespective of the programme or project.

Being accountable for delivery of the project means the Executive has ultimate decision-making power over developing and changing the Project plan, and any decision to prematurely close the project if needed [2]. The Executive is line managed by the Leader, and there is only 1 Executive role assigned on a project. For the purposes of this manual, the Executive role is assumed to already exist before the start of the project.

2.4 Pre-project planner

The Pre-project planner is responsible for:

- Drafting the Project plan in line with the Programme plan and the Operations policies
- Securing the funds for the project
- Setting up the Administrative processes for the Pre-project phase.

One or more Pre-project planner roles can exist on a project, depending on the project's size and complexity. The Pre-project role is line managed by the Executive, and only exists for the duration of the Pre-project phase.

2.5 Project manager

The Project manager conducts the day-to-day management of the project and is responsible for:

- Delivery of the project according to the Project plan and Operations policies
- Adherence to Donor and Supplier contracts
- Maintaining good Donor and Supplier relationships.

Being responsible for delivery of the project means that the Project manager is the decision-making authority for the project for as long as it is adhering to the Project plan and Operations policies [2]. The Project manager is line managed by the Executive, and there is only ever 1 Project manager role on a project [2]. The Project manager role is mobilised at the start of the Initiate phase, and demobilised near the end of the Close phase (Box 10).

2.6 Project support

The Project support is responsible for:

- Assisting the Project manager with adherence to Control processes, Administrative processes, Operations policies, and Supplier and Donor contracts.

One or more Project support roles can exist on a project, depending on the size and complexity of a project. All Project support roles are line managed by the Project manager [2]. The Project support role is mobilised during the Initiate phase and demobilised in the Close phase.

Box 10. Mobilisation and demobilisation.

Mobilisation involves the assignment of a role to a specific person and the induction of that person so that they are familiar with the Project plan and Operations policies.

Demobilisation involves the staff member being released from the project.

Operations will assist in both mobilisation and demobilisation to ensure that Operations policies are adhered to.

2.7 Workstream leader

Each workstream (Box 11) is headed by a Workstream leader (Figure 11). The Workstream leader is responsible for:

- Delivering work packages in line with the Project plan
- Adhering to Operations policies
- Management of any Suppliers involved with the delivery of assigned work packages.

There can be multiple Workstream leaders on a project, depending on the size and complexity of the project. All Workstream leaders are line managed by the Project manager. The Workstream leader roles are mobilised during the Initiate phase, and demobilised in the Close phase.

Box 11. Workstreams.

Workstreams are groups of staff working on the same set of work packages. Workstreams are best developed based on skills e.g. law enforcement workstream would have skills in intelligence gathering and patrolling, whereas a community action workstream have skills in community engagement, community-based organisation development, and social marketing campaigning.

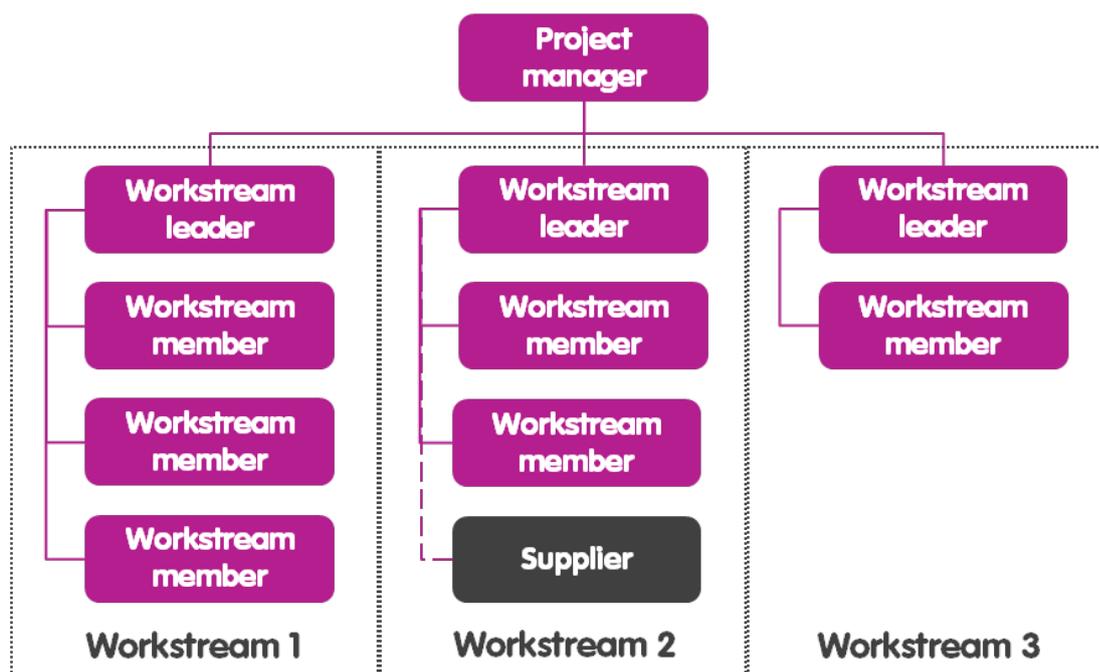


Figure 11. Example arrangement and line management of workstreams.

2.8 Workstream member

The Workstream member is responsible for:

- Supporting the Workstream leader to deliver work packages
- Adhering to the Operations policies.

There can be multiple Workstream member roles on a project, all of which are line managed by the Workstream leaders. Workstream members are all mobilised during the Implement phase, and demobilised in the Close phase.

2.9 Project assurance

The Project assurance role is responsible for:

- Identification and escalation of instances where the project is not proceeding according to the Project plan [2].

There can be multiple Project assurance roles on a project depending on the size and complexity of the project. To ensure objective auditing of the project, the Project assurance role cannot be filled by a person who has been assigned any other role. The Project assurance role(s) can be filled by staff from within the organisation, or by independent project management and conservation specialists. The Project assurance role is line managed by the Executive. The Project assurance role is mobilised during the Initiate phase and demobilised in the Close phase.

2.10 Operations assurance

The Operations assurance role is responsible for:

- Identification and escalation of instances where the project is not adhering to Operations policies or to Supplier and Donor contracts.

There can be multiple Operations assurance roles on a project. To ensure objective auditing of the project, the Operations assurance role cannot be filled by a person who has been assigned any other role. The Operations assurance role is usually filled by staff members from the organisation's Operations departments. The Operations assurance role is line managed by the Executive. The Operations assurance role is mobilised during the Initiate phase and demobilised in the Close phase.

3 External roles

3.1 Donor

This Donor role is responsible for:

- Providing funds in accordance with the Donor-organisation contract.

In some cases, Donors may also provide technical support to the Project, in which case the Donor will also be taking on a Supplier role. There can be multiple Donors involved in a project. Donors will be initially engaged during the Pre-project phase and finish their relationship with the project in the Close phase.

3.2 Supplier

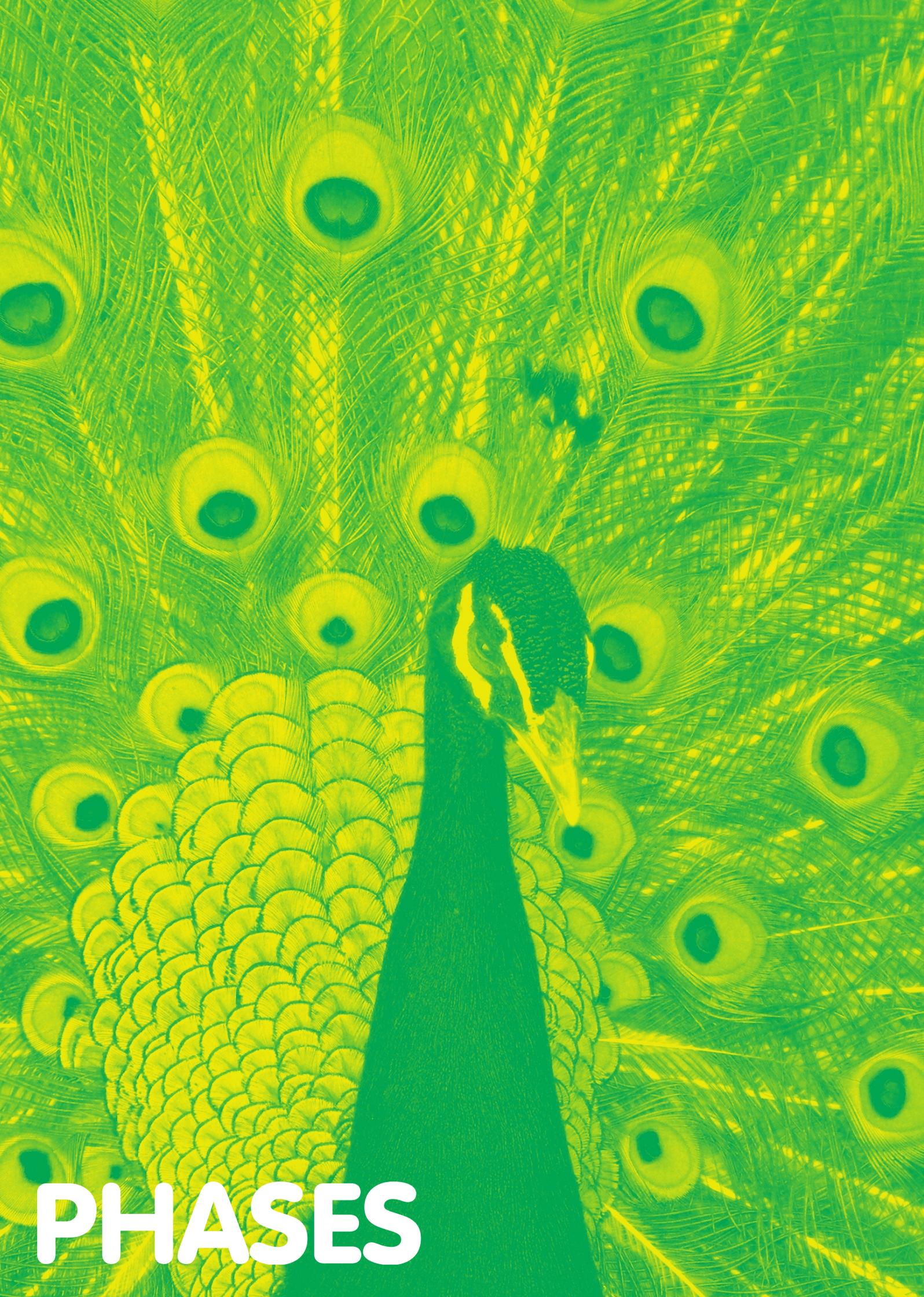
This role is responsible for:

- Delivering a work package, or tasks within a work package, in accordance with their contract of work
- Providing resources to the project, which might be specialist knowledge, technical support or tangible resources.

There can be multiple Suppliers involved in a project. Suppliers may be mobilised during Pre-project phase where information is needed to complete the project planning, and will commence work at any point after that depending on the nature of their services. Suppliers are managed by the Workstream leaders.

Box 12. Tailoring Roles.

Supplier and Donor roles are optional, as not all projects will require Supplier services or use Donor funds. In a project that is not within an organisation and which is not part of a programme, then there will be no Governing body or Leader roles. For small, simple, low risk projects, the Project assurance and Operations assurance roles can be omitted if not needed. All other roles are required. In smaller organisations, the Leader and Executive role may be assigned to the same person. For small projects, the Project manager, Project support, Workstream leader, and Workstream member roles may all be assigned to the same person if needed.



PHASES

1 Overview

The purpose of phases is to enable better control of a project. Following the phases specifically ensures that a project’s conservation activities cannot start without adequate documentation, funds, and staff in place. Using the phases also makes sure that there is a clear path to carrying out and closing the project once it has begun.

A project is broken down into 4 Phases: Pre-project, Initiate, Implement, and Close (Figure 12) [1,3]. Each phase contains a set of specific milestones, which must be completed before the next phase can start [2]. This section outlines the milestones undertaken in each phase, and provides guidance on how each of those milestones can be achieved, including cross-reference to the Control and Administrative processes that the Phase milestones link to (Figure 12). Guidance on how the Phases can be tailored is outlined in Box 15.

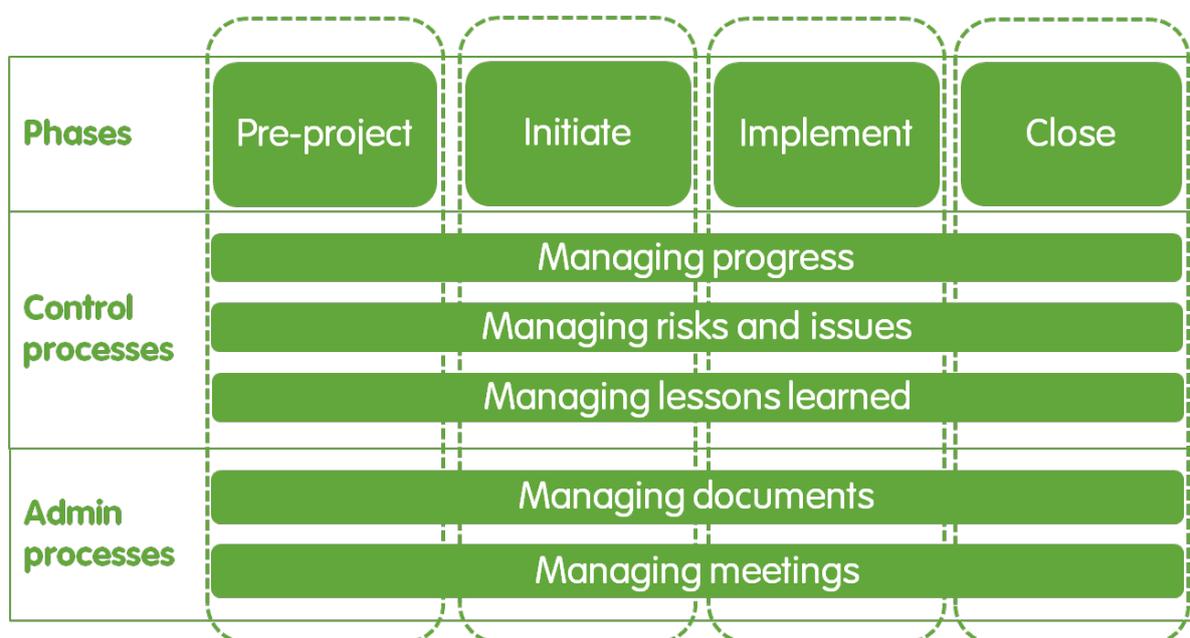


Figure 12. Relationship between Phases, Control processes, and Administrative processes.

2 Pre-project

2.1 Purpose

The purpose of the Pre-project phase is to make sure that it is clear what the project aims to achieve, and how that will be achieved. Importantly, carrying out this phase also ensures that the project has sufficient funds secured before starting any conservation activities (Figure 13) [1].

2.2 Approach

2.2.1 Process diagram

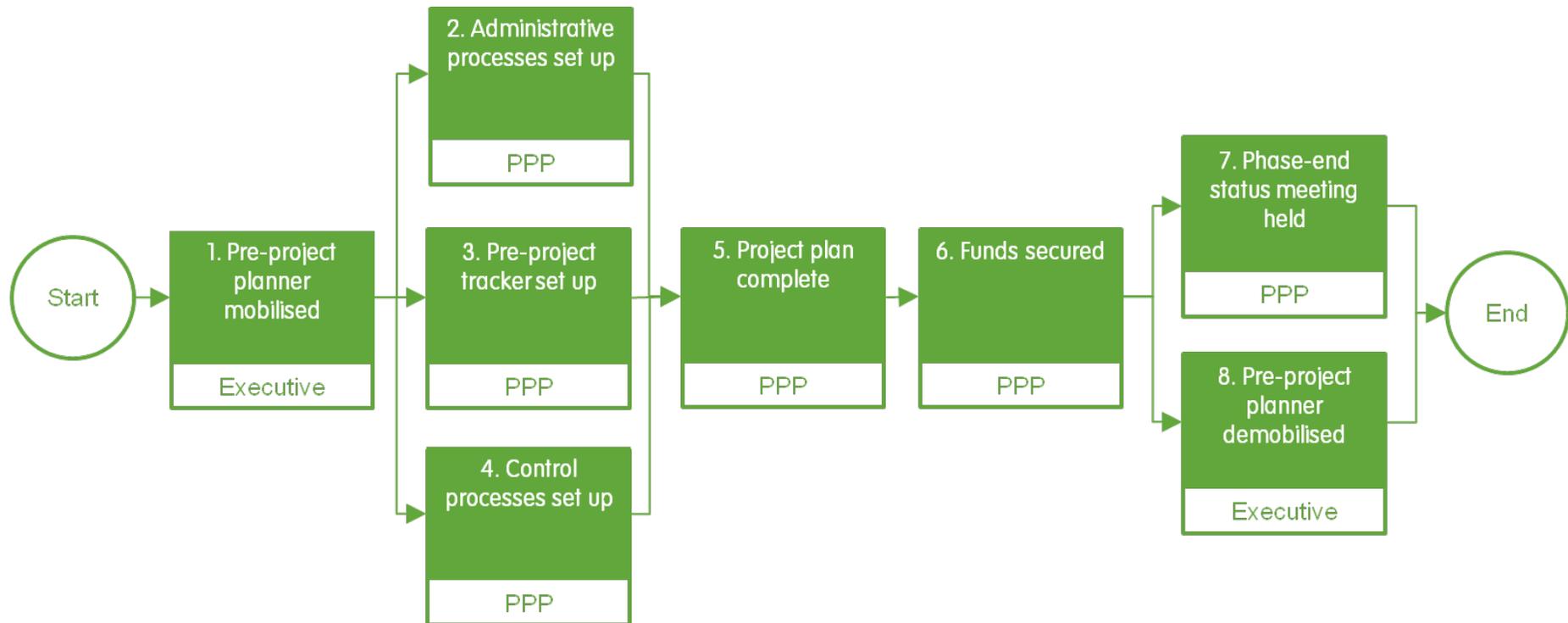


Figure 13. Pre-project phase process. Note: PPP = Pre-project planner.

2.2.2 Process milestones

1. Pre-project planner mobilised

The Pre-project planner is mobilised and line managed by the Executive. The Pre-project planner conducts the day-to-day management of the Pre-project phase.

2. Administrative processes set up

The Pre-project planner makes the Administrative processes operational for the Pre-project phase (see Administrative processes).

3. Pre-project tracker set up

The Pre-project planner sets up the Pre-project tracker. The purpose of the Pre-project tracker is to provide the Pre-project planner with a tool for planning and tracking the progress of the Pre-project phase. Table 2 details the other roles and responsibilities for the development of the Pre-project tracker. The Managing documents section of the Administrative processes component describes the document development and filing process. The Documents component provides details on the Pre-project tracker's composition and development.

Table 2. Pre-project phase document development roles and responsibilities.

Document	Executive	Pre-project planner	Supplier
Pre-project tracker	S	P	C
Project plan	R, S	P	C

Notes: S = Sign off authority, R = Reviewer, P = Producer, C = Consulted party.

4. Control processes set up

The Pre-project planner makes the Control processes operational, and uses those to keep the Executive informed of progress and any risks and issues that require attention (see Managing risks and issues and Managing progress processes). The number and type of status meetings and reports depends on the duration of this phase.

5. Project plan complete

The Pre-project planner produces the Project plan. The Project plan is the blueprint for the project, from the Initiate phase through to, and including, the Close phase. The signed off Project plan provides the baseline against which the project's progress is assessed. Once it is signed off, the Project plan cannot be changed without going through a formal process (see Managing risks and issues and Managing documents processes).

Table 2 details the roles and responsibilities regarding the development of the Project plan (see Managing documents process and Documents).

6. Funds secured

If additional funds are required, the Pre-project planner uses the Project plan as a basis for preparing and submitting funding proposals, together with support and review from Operations staff to ensure the proposal adheres to Operations policies.

As funding contracts are made at the organisational level, they will usually be signed by the Leader. Operations monitors the project bank account and informs the Leader, Executive, and Pre-project planner of the amount and date of funds arrival. It is important to note that not all project funds need to be secured at this stage (Box 13).

7. Phase-end status meeting held

At the end of the Pre-project phase, the Pre-project planner arranges a phase-end status meeting (see Managing progress process and Managing meetings process) attended by the Executive, Operations representatives, and the Pre-project planner.

The purpose of this meeting is to obtain authorisation from the Executive to close this phase and commence the following Initiate phase. The Pre-project planner presents the following evidence that the phase has been completed:

- Signed off Project plan
- Signed Donor contract(s) (if Donor funds are involved)
- Evidence that the project funds are available in the organisation's account.

The meeting is documented according to the Managing meetings process.

8. Pre-project planner demobilised

The Pre-project planner hands over all documents and any contracts to the Executive, ready for the Executive to hand over to the Project manager in the Initiate phase. This can be done as part of the phase-end meeting. At the end of the Pre-project phase, the Pre-project planner is demobilised by the Executive.

Box 13. How much funding is needed to start a project?

It is up to the Executive to decide on what level of funds are sufficient for the project to proceed to the Initiate phase. If a project proceeds without all project funds secured, then (a) the Managing risks and issues process can be used to deal with the risk/issue of not securing the remaining funds required, and (b) adjustments can be made to the Project plan, so that currently funded work packages are scheduled first, and remaining work packages are scheduled considering the estimated time needed for securing the outstanding funds. After the Pre-project phase, the Project manager will take on the responsibility of raising any additional funds needed.

3 Initiate

3.1 Purpose

The purpose of the Initiate phase is to prepare the project for successful implementation [1,2,3]. This is to ensure that conservation activities are not implemented before all roles, processes, and documents are in place to effectively manage those activities (Figure 14).

3.2 Approach

3.2.1 Process diagram

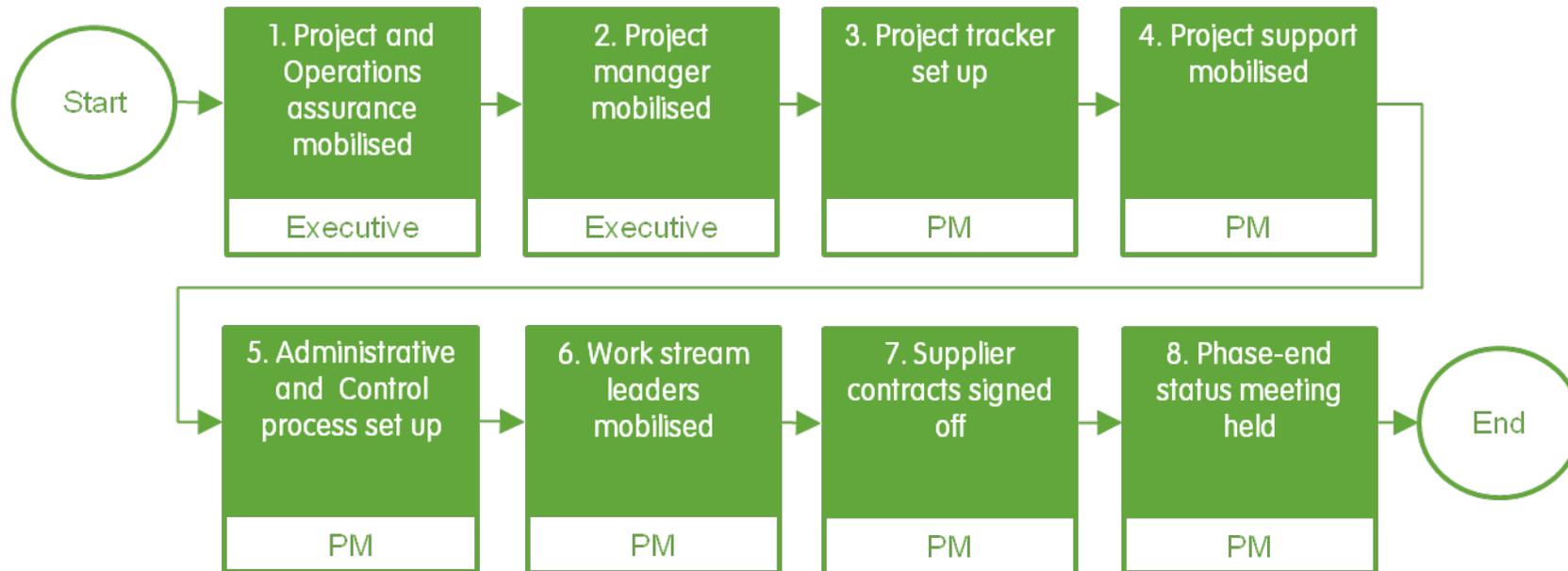


Figure 14. Initiate phase process. Note: PM = Project manager.

3.2.2 Process milestones

1. Project and Operations assurance mobilised

The Executive mobilises the Project Assurance and the Operations assurance roles according to the Project plan.

2. Project manager mobilised

The Executive mobilises the Project manager. The Executive then hands over the Project plan, Pre-project tracker, and any Donor contracts to the Project manager.

3. Project tracker set up

The Project manager sets up the Project tracker (see Documents), which will be used as a tool for planning and tracking the project's progress against the Project plan. Table 3 details the roles and responsibilities regarding the development of the Project tracker (see Managing documents process).

As the producer of the Project tracker, the Project manager has the responsibility of keeping the Project tracker up to date, but may authorise Project support, Workstream leaders, and Workstream members to update Project tracker content as needed (Table 3).

Table 3. Initiate phase document development roles and responsibilities

Document	Project manager	Workstream leader	Workstream members
Project tracker	P	C, R, I	I

Notes: P = Producer, C = Consulted party, R = Reviewer, I = Informed.

4. Project support mobilised

The Project manager mobilises the Project support role in line with the Project plan.

5. Administrative and Control processes set up

The Project support sets up the Administrative and Control processes according to the Project plan (see Documents). The Project support then assists the Project manager to ensure the smooth running of these processes for the remainder of the project.

6. Workstream leaders mobilised

The Project manager mobilises the Workstream leaders following the Project plan (see Documents). The Project manager then assigns work packages to each Workstream leader following the Project plan.

7. Supplier contracts signed off

The Project manager is responsible for creating all Supplier contracts with assistance from Project support and Operations, and in accordance with the Project plan (see Documents). Given that Supplier contracts are between organisations, all contracts are signed off by the Leader. The Project manager, however, is responsible for coordinating the Leader's review and signature of all Supplier contracts.

8. Phase-end status meeting held

The Project manager arranges a phase-end status meeting (see Managing progress process) in which they present the Executive with the following evidence that the phase has been completed:

- Project plan complete
- Project tracker set up
- Project assurance, Operations assurance, Project manager, Project support, and Workstream leaders mobilised
- Supplier contracts signed off
- Administrative and Control processes set up.

The Executive considers these inputs and decides whether or not to provide authorisation to close the Initiate phase and start the Implement phase. The phase-end meeting is fully documented according to the Managing meetings process.

4 Implement

4.1 Purpose

The purpose of the Implement phase is to deliver the project results [1,3]. There are relatively few project management related milestones in this phase, but there will be many additional milestones related to the project's conservation activities (listed in the Project plan), so this phase is likely to take up most of the project's budget and schedule (Figure 15).

4.2 Approach

4.2.1 Process diagram

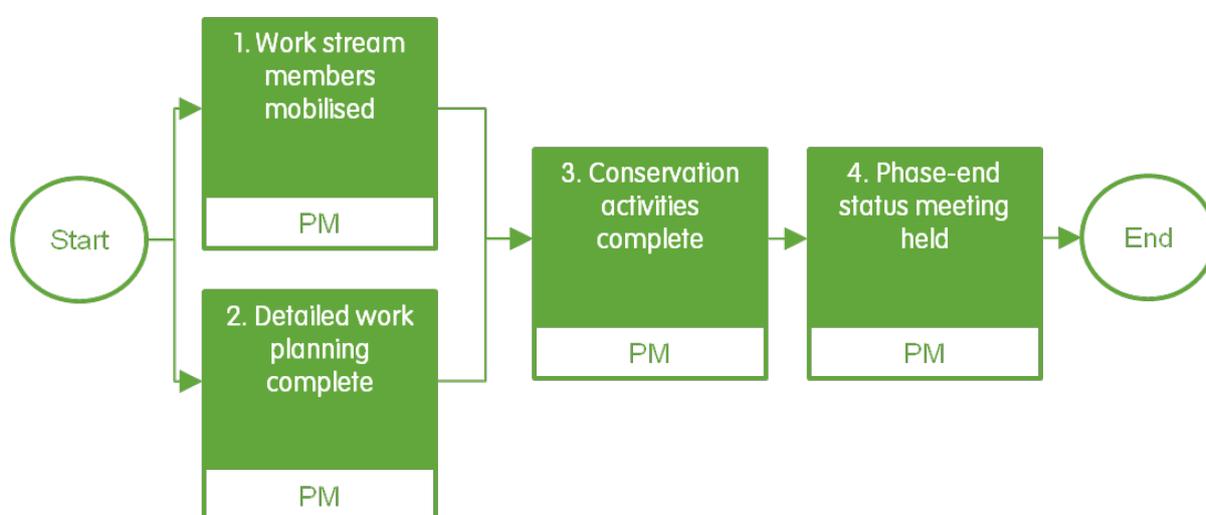


Figure 15. Implement phase process. Note: PM = Project manager.

4.2.2 Process milestones

1. Workstream members mobilised

The Project manager mobilises the Workstream members according to the Team strategy section of the Project plan (see Documents).

2. Detailed work planning complete

The Workstream leaders breakdown their major milestones in the Project tracker into minor milestones, activities, and tasks (Box 14), which are then assigned to specific Workstream members or Suppliers. Sometimes completing this detailed work planning may highlight an additional risk or issue to the project, in which case the Managing risks and issues process should be followed.

3. Conservation activities complete

The Project manager oversees the delivery of all of the work packages described in the Project plan (see Documents). Work packages will be of varying lengths and implemented in sequence, in parallel, or both (Figure 16). The Project manager is accountable for the successful delivery of milestones, while the Workstream leaders are responsible for delivering the milestones assigned to them, and the Workstream members are responsible for delivering their respective tasks. The progress of the project against the Project plan is controlled according to the Managing progress, Managing risks and issues, and Managing lessons learned processes (see Control processes).

Box 14. Milestones and tasks.

Milestones are distinct reference points that mark the realisation of a major event in the project, and are used to monitor the project's progress [2].

Major milestone: A major achievement that is key to work package implementation e.g. Project plan signed off.

Minor milestone: A minor achievement that is key to reaching a major milestone e.g. Project plan drafted.

Activity: A group of related tasks e.g. Project plan development.

Tasks are individual actions carried out to achieve a milestone e.g. review Project plan.

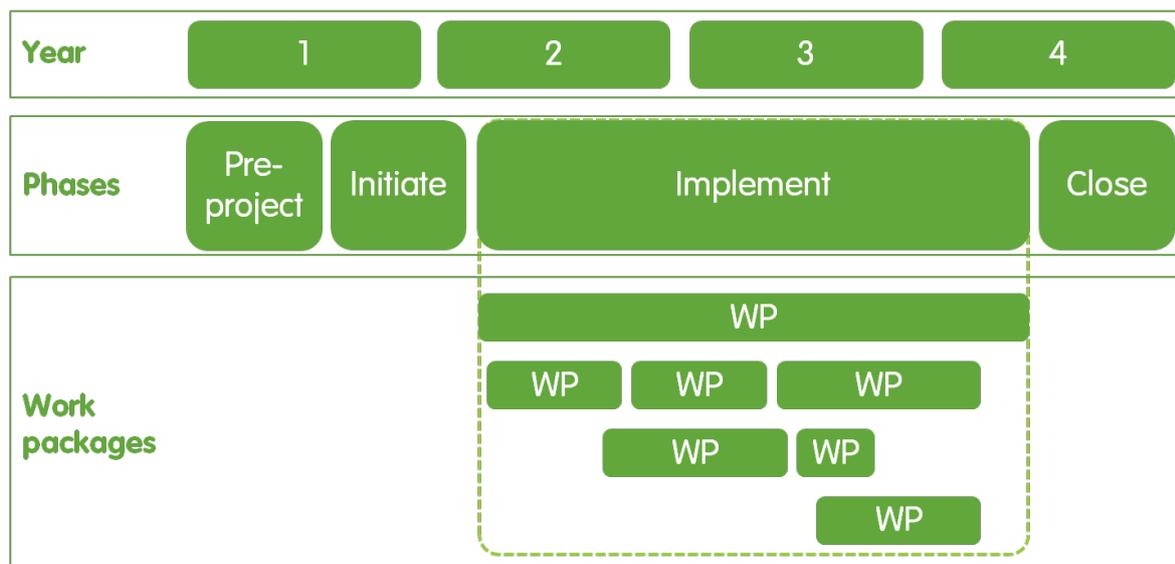


Figure 16. Relationship between work packages, Phases, and years. Notes: WP = Work package. The number of years, the distribution of phases between years, and the number, duration, and arrangement of work packages are all illustrative.

4. Phase-end status meeting held

The Project manager holds a phase-end meeting for the Executive to assess if the project has achieved all the desired results as outlined in the Project plan (see Managing progress process). The following evidence of phase completion will be presented in the meeting:

- Phase-end report
- Project assurance audit report
- Operations assurance audit report.

Based on this evidence, the Executive decides whether or not the Project manager can end the Implement phase and commence the Close phase.

5 Close

5.1 Purpose

The purpose of the Close phase is to evaluate the project, inform important stakeholders of the project’s achievements, hand over project documents, and to stop any further expenditure of funds and staff time on project activities (Figure 17) [1,2,3].

5.2 Approach

5.2.1 Process diagram

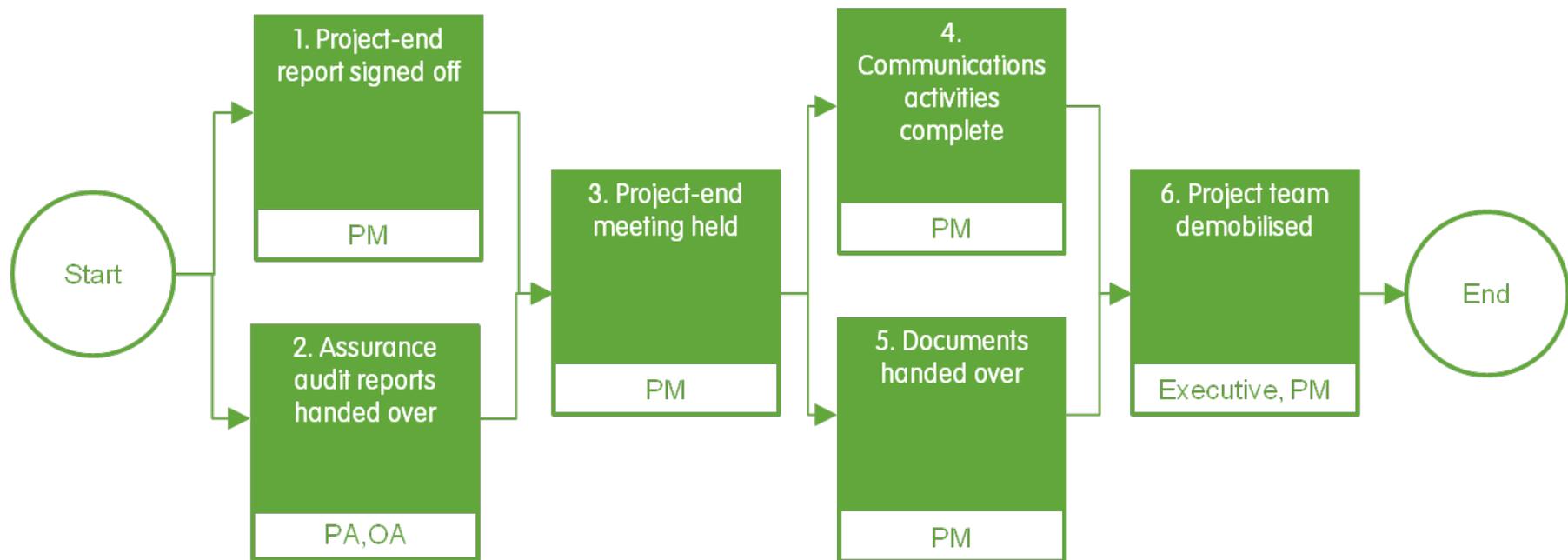


Figure 17. Close phase process. Notes: PM = Project manager, PA = Project assurance, OA = Operations assurance.

5.2.2 Process milestones

1. Project-end report signed off

The Project manager produces the Project-end report (see Documents) to catalogue the project's achievements with respect to the Project plan [2]. The roles and responsibilities for the development of the Project-end report are detailed in Table 4 (see Managing documents process).

Table 4. Close phase document development roles and responsibilities.

Document	Executive	Operations assurance	Project assurance	Project manager	Workstream leader	Workstream member
Project-end report	S	R	R	P	C	I
Project assurance audit report	S		P	C, I	C, I	
Operations assurance audit report	S	P		C, I	C, I	

Notes: S = Sign off authority, R = Reviewer, P = Producer, C = Consulted party, I = Informed after sign off.

2. Assurance audit reports handed over

Project assurance and Operations assurance audit reports (see Documents) are compiled to provide independent verification of how the Project has adhered (or not) to the Project plan and Operations policies respectively (see Managing progress process). The roles and responsibilities for the development of the Project assurance and Operations assurance audit reports are detailed in Table 4.

3. Project-end meeting held

The Project manager holds a project-end meeting to request permission from the Executive to close the project. Included in this meeting will be the Executive, Project manager, Project assurance, and Operations assurance. The evidence of successful completion of the project are the signed off:

- Project-end report
- Project assurance audit report
- Operations assurance audit report.

Authorisation for closing the project will allow the Project manager to:

- Complete Close phase communications activities
- File all signed off project documents
- Demobilise the project team.

4. Communications activities complete

There will be specific activities contained in the Project plan to communicate the project achievements and closure to a range of stakeholders (see Documents). The Project manager will oversee the delivery of the Close phase communications activities with the assistance of Project support or Operations as needed.

5. Documents handed over

The Project manager, with assistance from Project support, will file all of the project documents in the organisation's document repository (see Managing documents process), and officially handover these from the project to the organisation via the Executive.

6. Project team demobilised

The Project manager will coordinate the demobilisation of all Workstream leaders and Workstream members following Operations policies. The Executive will demobilise the Project manager, Project assurance, and Operations assurance roles.

Box 15. Tailoring Phases.

All Phases are mandatory, but each milestone can be tailored to suit the project's needs. For example, the milestone to demobilise the Project team in the Close phase may be scheduled for earlier in the phase for some roles, with the exception of the Project manager, who can only be demobilised as the last milestone. Likewise, all milestones regarding Donors and Suppliers may be omitted where a project has no such roles assigned.

The roles and responsibilities for creating the Project plan should be considered a minimum. If the project is particularly large, complex, or contains high levels of organisational (e.g. reputational) risk, the Executive may take additional review and sign off of the Project plan from the Leader, who may in turn choose to seek review and sign off from the Governing body.



CONTROL PROCESSES

1 Overview

During the project phases many situations may arise that threaten the successful delivery of the project. The purpose of Control processes are to ensure that the project is:

- On track to achieve the results, within the budget and schedule outlined in the Project plan
- Managing risks and issues effectively
- Managing any changes to the Project plan
- Adhering to Operations policies
- Capturing and adapting to lessons learned.

There are 3 Control processes:

- Managing progress
- Managing risks and issues
- Managing lessons learned.

The Control processes are used throughout the project Phases as outlined in Figure 12 and described in each phase section. Guidance on how the Control processes can be tailored is outlined in Box 18.

2 Managing progress

2.1 Purpose

The purpose of the Managing progress process is to enable regular monitoring of project progress against the Project plan, and to plan corrective actions where required [2]. If the Managing progress process is not used, then the loss of regular monitoring of project progress will increase the likelihood that problems are not identified in time to manage them effectively, which may cause the project to fail to achieve its results, or to exceed its budget or schedule commitments.

The Managing progress process is facilitated by status reports, assurance audit reports, and status meetings set at weekly, monthly, quarterly, annual, and phase-end intervals. Weekly, monthly, quarterly, and annual status meetings can be carried out in any phase, depending on the length of that phase (Figure 18). The phase-end meetings only occur at the end of the Pre-project, Initiate, and Implement phases (Figure 19). The Close phase has a project-end meeting which is unique to that phase (see Close phase) and so is not included in this Managing progress process. The series of reports that are generated as a result of the Managing progress process can be adapted for fulfilling Donor reporting requirements as needed. The Managing progress process is outlined in Figure 20.

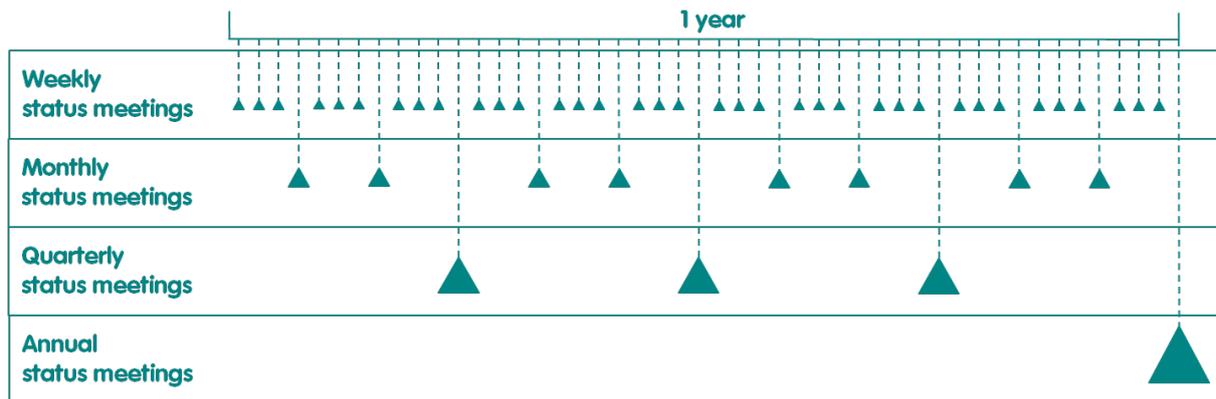


Figure 18. Distribution of weekly, monthly, quarterly, and annual status meetings in relation to a project year.

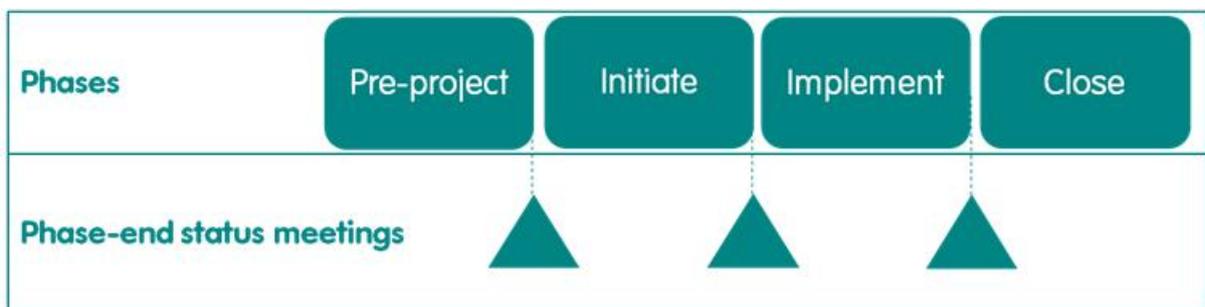


Figure 19. Distribution of phase-end status meetings in relation to phases.

2.2 Approach

2.2.1 Process diagram

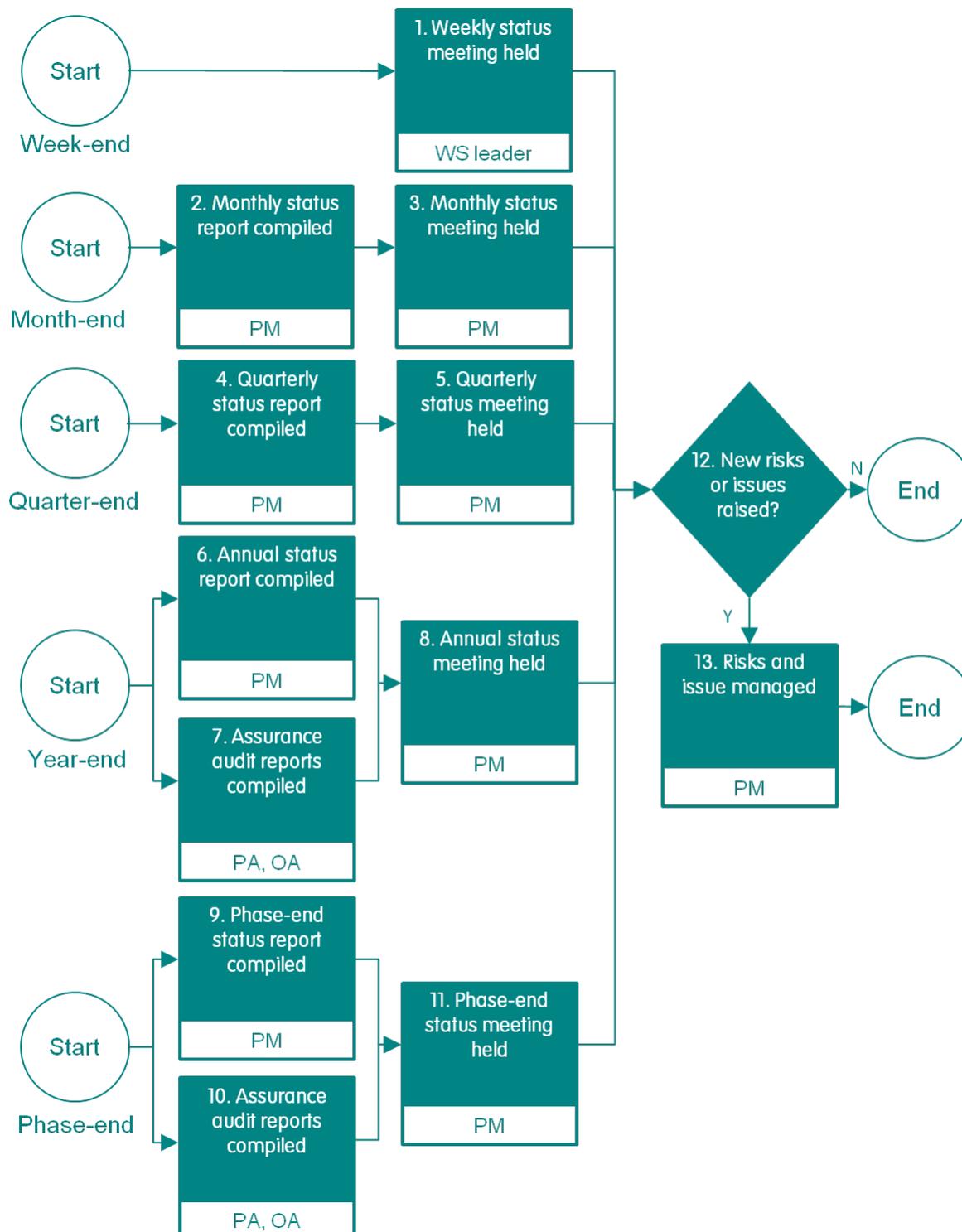


Figure 20. Managing progress process. Notes: PM = Project manager, WS = Workstream, OA = Operations assurance, PA = Project assurance, Y = yes, N = no.

2.2.2 Process milestones

1. Weekly status meeting held

Weekly status meetings are held for each workstream to review progress of their work packages, identify any new risks and issues (see Managing risks and issues process) and plan any remedial action needed to keep the project on track (Table 5). In this meeting, the Workstream members provide updates on the progress of their tasks due in the last week. The Workstream leader and Workstream members then identify any remedial action needed to deal with any delays, and then go through the plan for the following week to ensure the Workstream members are clear on their upcoming tasks.

The Workstream leader also holds regular meetings with Suppliers to assess their progress in relation to their contract of work. Whether or not these Supplier meetings are separate from, or combined with, the weekly status meetings with Workstream members, depends on the nature of the Suppliers' services. The Workstream leader uses the updates received from the Workstream members and Suppliers to update the status of work package milestones, and tasks in the Project tracker. These status meetings are carried out according to the Managing meetings process.

2. Monthly status report compiled

Each Workstream leader produces a Monthly status report (see Documents) and submits it to the Project manager. The report details progress made towards achieving their workstreams' work package milestones and tasks as detailed in the Project tracker. Table 6 details the roles and responsibilities regarding the creation of the Monthly status report.

3. Monthly status meeting held

The monthly status meeting is held by the Project manager to review the status of all work package implementation, identify any new risks and issues (see Managing risks and issues process), and to plan in remedial tasks with the Workstream leaders, should any be required to keep the work packages on track with the Project plan. This meeting enables both the control of progress within a workstream, and the management of inter-work package dependencies, risks, and issues. This status meeting is carried out according to the Managing meetings process.

4. Quarterly status report compiled

The Project manager, with the help of Project support, produces a Quarterly status report (see Documents) that details the status of the project against the schedule, budget, and results in the Project plan for the last quarter and the planned milestones for the next quarter.

Table 6 details the roles and responsibilities regarding the creation of this report.

5. Quarterly status meeting held

The quarterly status meeting is conducted for the Executive to review the status of project implementation over the last quarter, identify any new risks and issues (see Managing risks and issues process), and to plan in remedial tasks with the Project manager, should any be required to keep the project on track with the Project plan in the next quarter. In the quarterly status meeting, the Quarterly status report is reviewed by the Executive, who consults with the Project manager before deciding on any corrective action needed for the next quarter. The Project manager also uses this meeting to escalate risks and issues or highlight important lessons learned to the Executive. This status meeting is carried out according to the Managing meetings process.

If needed, the Project manager may decide to arrange additional meetings with Workstream leaders before and after the quarterly status meetings to help prepare the Quarterly status report, or to communicate actions and decisions of the quarterly status meeting.

6. Annual status report compiled

The Project manager, with the help of Project support, produces an Annual status report (see Documents), which provides a detailed update on the status of the project schedule, budget, and results for the last year and the predicted status of project schedule, budget, and results for the next year. Compiling the Annual status report follows the Managing documents process. Table 6 details the roles and responsibilities regarding the creation of this report.

7. Assurance audit reports compiled

The Project assurance compiles the Project assurance audit report (see Documents) based on their independent assessment of the project's progress against the Project plan. Likewise, the Operations assurance compiles the Operations assurance audit report (see Documents) based on their independent assessment of the project's adherence to Operations policies.

Table 6 details the roles and responsibilities regarding the creation of these reports.

8. Annual status meeting held

The annual status meeting is conducted for the Executive to review the status of project implementation over the last year with respect to the Project plan, identify any new risks and issues (see Managing risks and issues process), assess if the project is complying with Operations policies, review the planned results, schedule, and budget for the next year, and to plan in remedial milestones and tasks as needed.

In the annual status meeting, the Annual status report, Project assurance audit report, and Operations assurance audit report are reviewed by the Executive, who consults with the Project manager before deciding on any corrective action needed for the next year. The Project manager also uses this meeting to escalate risks and issues or highlight important lessons learned to the Executive. This status meeting is carried out according to the Managing meetings process.

If needed, the Project manager may decide to arrange additional meetings with Workstream leaders before and after the annual status meetings to help prepare the Annual status report, or to communicate actions and decisions of the annual status meeting.

9. Phase-end status report compiled

The Project manager, with the help of Project support, produces a Phase-end status report (see Documents), which provides a detailed update on the status of the project schedule, budget, and results for the last phase and the predicted status of project schedule, budget, and results for the next phase. In particular, the Phase-end status report will document the status of the milestones specific to each phase (see Phases). Compiling the Phase-end status report follows the Managing documents process.

Table 6 details the roles and responsibilities regarding the creation of this report.

10. Assurance audit reports compiled

See milestone 7.

11. Phase-end status meeting held

The phase-end status meeting is conducted for the Executive to review the status of project implementation over the phase with respect to the Project plan, assess if the project is complying with Operations policies, review the planned results, schedule, and budget for the next phase, and to plan in remedial milestones and tasks as needed.

In the phase-end status meeting, the Phase-end status report, Project assurance audit report and Operations assurance audit report are reviewed by the Executive, who consults with the Project manager before deciding on any corrective action needed for the next year. The Project manager also uses this meeting to escalate risks and issues or highlight important lessons learned to the Executive. The Executive then decides whether or not to authorise the Project manager to end the present phase and start the next phase. This status meeting is carried out according to the Managing meetings process.

If needed, the Project manager may decide to arrange additional meetings with Workstream leaders before and after the phase-end status meetings to help prepare the Phase-end status report, or to communicate actions and decisions of the phase-end status meeting.

Table 5. Overview of status meetings.

Meeting	Organiser	Attendees	Inputs	Objectives	Agenda
Weekly status meeting	Workstream leader	Workstream leader, Workstream members	Workstream updates (verbal or logged on Project tracker)	To review progress against work package milestones and tasks last week and plan milestones and tasks for next week	Review past week's milestones and tasks Plan next week's milestones and tasks Risks, Issues, and dependencies
Monthly status meeting	Project manager	Project manager, Workstream leaders, Project support	Monthly status report for each workstream	To review progress against each work package milestones last month and plan milestones for next month	Review past month's milestones and tasks Plan next month's milestones and tasks Risks, Issues, and dependencies
Quarterly status meeting	Project manager	Executive , Project manager, Project support	Quarterly status report	To review progress against overall project results, milestones, and budget of last quarter and plan milestones and budget for next quarter	Review of past quarter's results Plan next quarter's results Review last quarter's milestones Plan next quarter's milestones Review last quarter's budget Plan next quarter's budget Risks, Issues, and dependencies
Annual status meeting	Project manager	Executive, Project assurance, Operations assurance, Project manager, Project support	Annual status report Project assurance audit report Operations assurance audit report	To review progress against overall project results, milestones, and budget of last year and plan work for next year To ensure the project is proceeding in line with the Project plan and Operations policies	Review of assurance audit reports Review of past year's results Plan next year's results Review last year's milestones Plan next year's milestones Review last year's budget Plan next year's budget Risks, Issues, and dependencies

Meeting	Organiser	Attendees	Inputs	Objectives	Agenda
Phase-end status meeting	Project manager	Executive, Project assurance, Operations assurance, Project manager, Project support	Phase-end status report Project assurance audit report Operations assurance audit report	To review progress against results*, milestones and budget of last phase and plan work for next phase To ensure the project is proceeding in line with the Project plan and Operations policies*	Review of assurance audit reports* Review of past phase's results* Plan next phase's results* Review last phase's milestones Review last phase's milestones Plan next phase's milestones Review last phase's budget Plan next phase's budget Risks, Issues, and dependencies

Notes: *Only carried out for the phase-end status meeting for the Implement phase.

12. New risks or issues raised?

The status meetings provide the participants with the opportunity to raise any new risks or issues that have arisen in the last period (week, month, quarter, year or phase). Any member of the project team can identify a risk or issue. If no new risks or issues are raised then any actions and decisions from the meeting will be documented as normal according to the Managing meetings process, and the project will continue into the next period.

13. Risks and issues managed

If new risks or issues are raised, then the Managing risks and issues process will be activated (see Managing risks and issues process).

Table 6. Managing progress process document creation roles and responsibilities.

Document	Executive	Operations assurance	Project assurance	Project manager	Workstream leader	Workstream members
Monthly status report				P	C	C, I
Quarterly status report				P	C, I	I
Annual status report	R, S	I	I	P	C, I	I
Phase-end status report	R, S	I	I	P	C, I	I
Project assurance audit report	S	I	P	C, I	C, I	
Operations assurance audit report	S	P	I	C, I	C, I	

Notes: R = Reviewer, S = Sign off authority, P = Producer, C = Consulted party, I = Informed after sign off.

3 Managing risks and issues

3.1 Purpose

The purpose of the Managing risks and issues process is to identify, assess, and manage risks and issues according to their potential impact on (a) the results, budget, and schedule documented in the Project plan, and/or (b) important stakeholder relationships [2]. In general, issues are more expensive to manage than risks, and therefore the main aim of this process is to identify and deal with risks before they become issues. This process is used in all of the project phases, and can be initiated by any member of the project team, from a Workstream member to the Leader. The Managing risks and issues processes are outlined in Figure 21.

3.2 Approach

3.2.1 Process diagram

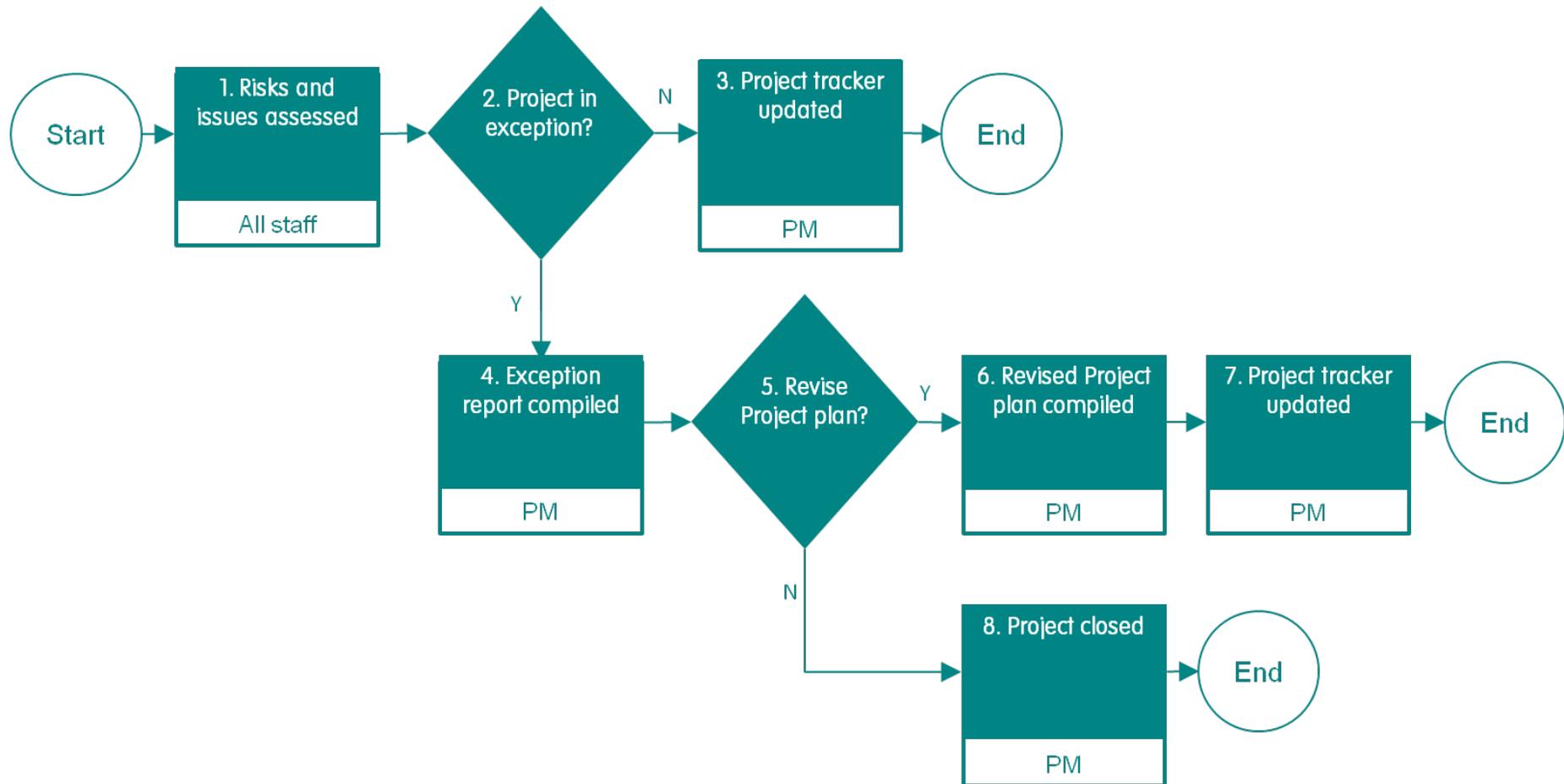


Figure 21. Managing risks and issues process. Notes: PM = Project manager, Y = Yes, N = No.

3.2.2 Process milestones

1. Risks and issues assessed

Each risk or issue is described (Box 16) together with an overview of its cause. Each risk or issue is then assessed to indicate the level of impact it has had or is having (issue) or will have (risk) on the project budget, schedule, and results (see Documents).

Response options for dealing with risks and issues are to accept, reduce, avoid, or transfer (Box 17) [2]. All risk and issues information is recorded in the Project tracker (see Documents), and escalated through subsequent status reports and meetings (see Managing progress process). The identifier of the risk or issue should not wait until the next status report or meeting to escalate the risk or issue if it requires urgent attention.

2. Project in exception?

The project is in exception if there is a current issue that means the project is not achieving the project results within the budget and schedule outlined in the Project plan [2]. Likewise, the project can be considered as being in exception if it can be confidently predicted that, in the near future a current risk or issue will prevent the project achieving the project results within the budget and schedule outlined in the Project plan.

3. Project tracker updated

The Project manager oversees the updating of the Project tracker with tasks in response to the identified risks and issues (see Project tracker section of Documents).

4. Exception report compiled

If the project is in exception, then the Project manager will compile an Exception report [3] (see Documents, and Managing documents process), with consultation with the relevant Workstream leaders. The Exception report

Box 16. Risks and issues.

A risk is identified as something that has not happened yet, but if it did happen would negatively affect the delivery of the results, budget, or schedule detailed in the Project plan.

An issue is identified as something that is already happening or has happened, and that is negatively impacting or has negatively impacted on the delivery of the results, budget, or schedule detailed in the Project plan. An issue is often the result of a risk that has not been identified and not managed effectively.

Box 17. Risk and issue response.

Accept: The risk or issue is accepted if its impact will be absorbed by the project without a significant impact to results, budget, or schedule. Some risks and issues may also have to be accepted if the possible mitigation is outside the project control. No mitigating action is required.

Reduce: The project will aim to reduce the impact of the risk or issue by implementing a series of mitigating actions.

Avoid: The project will aim to avoid the risk occurring through a series of mitigating actions (N.B this response is not possible for an issue as it is already happening / has happened).

Transfer: The project can transfer the responsibility of the risk or issue management to another organisation or project.

will detail what result, schedule, or budget tolerances have been exceeded, and the proposed solutions. The roles and responsibilities for compiling the Exception report are outlined in Table 7.

5. Revise Project plan?

If the Executive signs off the Exception report, then this provides the Project manager with authority to use the remedial actions agreed in the Exception report to revise the Project plan. If the Executive does not sign off the Exception report then this means that the Executive either requires further revisions (see Managing documents process), or will decide to close the project.

The Executive's decision is based on their assessment of whether or not the revised Project plan would adhere to (a) any current Donor contracts, and (b) all PMWC Principles. The Executive may consult the Leader, Project assurance, Operations assurance, and Project manager to help come to a decision.

6. Revised Project plan compiled

The Project manager will compile a revised Project plan (see Documents, and Managing documents process) with consultation with the relevant Workstream leaders. The roles and responsibilities for developing the revised Project plan are outlined in Table 7.

7. Project tracker updated

The Project manager will update the Project tracker in line with the revised Project plan, with support from the Workstream leaders.

8. Project closed

The Executive will instruct the Project manager to close the project according to the Close project phase process.

Table 7. Managing risks and issues process document development roles and responsibilities.

Document	Executive	Project assurance	Operations assurance	Project manager	Workstream leaders	Workstream members
Exception report	S	R	R	P	C, I	
Revised Project plan	S	R	R	P	C, I	I

Notes: S = Sign off authority, R = Reviewer, P = Producer, C = Consulted party, I = Informed after sign off.

4 Managing lessons learned

4.1 Purpose

The purpose of the Managing lessons learned process is to gather lessons learned over the course of the project and use those to improve how the current and future projects are planned, implemented, monitored, and reported upon [1]. Using the Managing lessons learned process will help the project team build upon successes, reuse solutions, and avoid previous mistakes [2,3]. The milestones involved in the Managing lessons learned process are outlined in Figure 22.

4.2 Approach

4.2.1 Process diagram

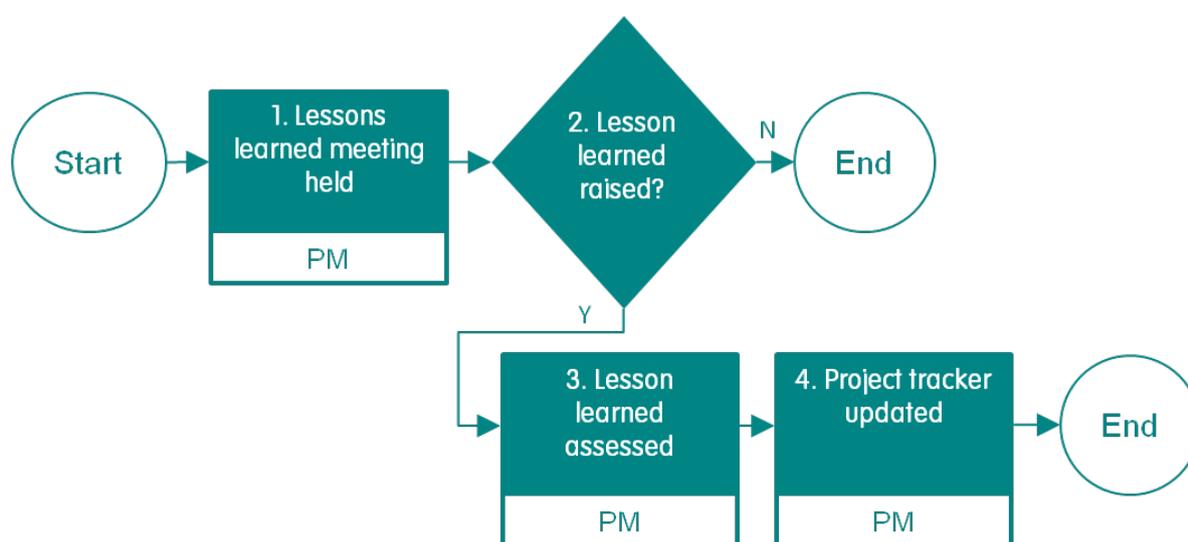


Figure 22. Managing lessons learned process. Notes: PM = Project manager, Y = yes, N = No.

1. Lessons learned meeting held

The Project manager facilitates the raising of lessons learned by arranging a lessons learned meeting. At a minimum, the Project manager and the Workstream leaders would be present at this meeting. The Project manager may request Workstream leaders to gather lessons learned from their Workstream members in advance of the meeting.

2. New lesson learned raised?

If a new lesson learned is raised then it is assessed. If no new lesson learned is raised then the lesson learned process ends.

3. Lessons learned assessed

It is the responsibility of all the staff to identify lessons learned over the lifetime of the project. Lessons learned can be related to anything on the project; from how to realise the project results quicker and cheaper, to tips on software use. The effect of each lesson learned is categorised as either “*went well*” or “*could have gone better*”, together with any resulting recommendations (see Project tracker section of Documents).

4. Project tracker updated

The Project manager adds lessons learned information into the Project tracker. The Project manager then incorporates tasks into the Project tracker in line with the recommendations relating to the lesson learned.

Box 18. Tailoring Control processes.

The Managing progress process can be tailored by reducing or increasing the number and regularity of status meetings and reports.

For example, for simple projects, and where the Workstream members need little guidance, the Weekly status meetings may be dropped.

Conversely, for more complex projects, the Monthly status meeting and/or Quarterly status meetings may be increased in number to have 1 per Workstream, wherein the Project manager sits with each Workstream leader individually to review the progress of their work packages. In this case, the Project manager will likely need an additional Monthly status meeting and/or Quarterly status meeting attended by all Workstream leaders which covers the identification and management of inter-work package risks, issues, and dependencies.

In very complex projects, an additional Monthly project-wide status report and meeting may be introduced for periods where the Executive needs to provide more regular direction to the Project manager.

The Managing risks and issues section could be tailored to add more guidance, for example a risk and issue escalation hierarchy.

The Managing lessons learned process could be tailored to remove the lessons learned meetings, and instead incorporate the identification of lessons learned into the normal status meetings.



ADMINISTRATIVE PROCESSES

1 Overview

The purpose of Administrative processes is to help (a) improve the quality, communication, and use of the documents, donor reports, and technical deliverables (Box 19) produced by the project, and (b) make the best use of staff time in meetings.

There are 2 Administrative processes:

- Managing documents
- Managing meetings.

Box 19. Technical deliverables.

Items produced as an output of project milestones or tasks e.g. a study report or a new mobile phone application.

The Administrative processes are used throughout the project phases as outlined in Figure 12. Guidance on how the Administrative processes can be tailored is outlined in Box 20.

2 Managing documents

2.1 Purpose

The purpose of the Managing documents process is to ensure the efficient development, and filing of project documents (see Documents), Donor reports, and technical deliverables (Box 19) [1].

If this process is not carried out, then there is a risk that:

- It is not clear when documents are completed (signed off)
- Time is wasted using old versions of documents
- Key people are not involved in the development of a document
- Documents are changed without the authority to do so
- Documents are not accessible to project staff
- Documents are not created to the desired project or organisational standards.

The milestones involved in the managing documents process are outlined in Figure 23.

2.2 Approach

2.2.1 Process diagram

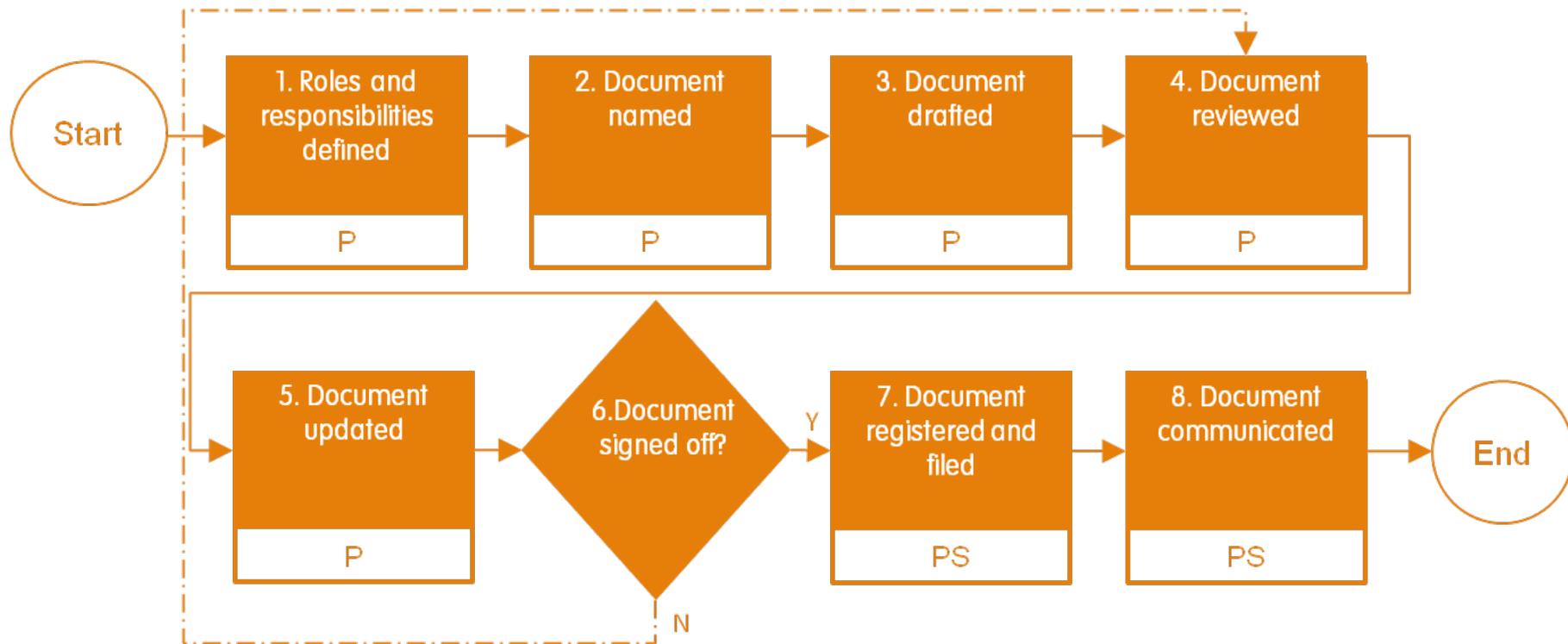


Figure 23. Managing documents process. Notes: P = Producer, PS = Project support, Y = yes, N = no.

2.2.2 Process milestones

1. Roles and responsibilities defined

The Producer of a document works with the assigned Sign off authority to define all the roles and responsibilities for the document in question in the Document tracker (see Documents).

2. Document named

Project documents are named according to the following format while being drafted:

Project name Year of creation Name of document Version number

For example: Soldier ant 2015 Quarterly status report Y1 Q2 v0.3

Donor reports or technical deliverables are named according to the following format:

Organisation name Year of creation Name of document Version number

For example: Ant Foundation 2015 Annual review v1.2

3. Draft document complete

The Producer drafts project documents in accordance with the composition and development guidelines detailed in Documents, Donor reports in accordance with Donor reporting requirements, and technical deliverables in accordance with any pre-defined technical deliverable criteria.

Each time the document is changed, the version number is incrementally increased e.g. the version numbers may progress from v0.1 to v0.2.

4. Document reviewed

The Reviewers review the document and detail their comments in the Document review tracker (see Documents).

5. Document updated

The Producer updates the document in response to each review comment in the Document review tracker. Where the Producer decides not to make an update in line with a review comment, then they will put the rationale for this into the Document review tracker alongside the review comment in question, so that it is clear to the Sign off authority why a comment has not been applied. The Producer circulates the updated Document review tracker along with the updated document so that the Reviewers and Sign off authority can see how their comments have been incorporated.

6. Document signed off?

The Sign off authority reviews the document and reviews comments in the Document review tracker to assess if the document is of sufficient quality to be signed off.

Alternatively, the Sign off authority will highlight further updates required in the Document review tracker. Document reviews are carried out as many times as needed until the document is judged by the Sign off authority to be of sufficient quality to be signed off.

7. Document registered and filed

The document is registered by updating the Document tracker (see Documents), which lists all the project's current signed off documents, a summary of major updates made from previous versions, and their signed off version numbers. The Project support then files the signed off document in the appropriate folder within the project's filing structure (Figure 24). Any previous versions of the same document are archived and no longer used.

8. Document communicated

Signed off, registered documents are then communicated to relevant people inside and outside of the project, according to roles and responsibilities table for the document in question (Table 29).

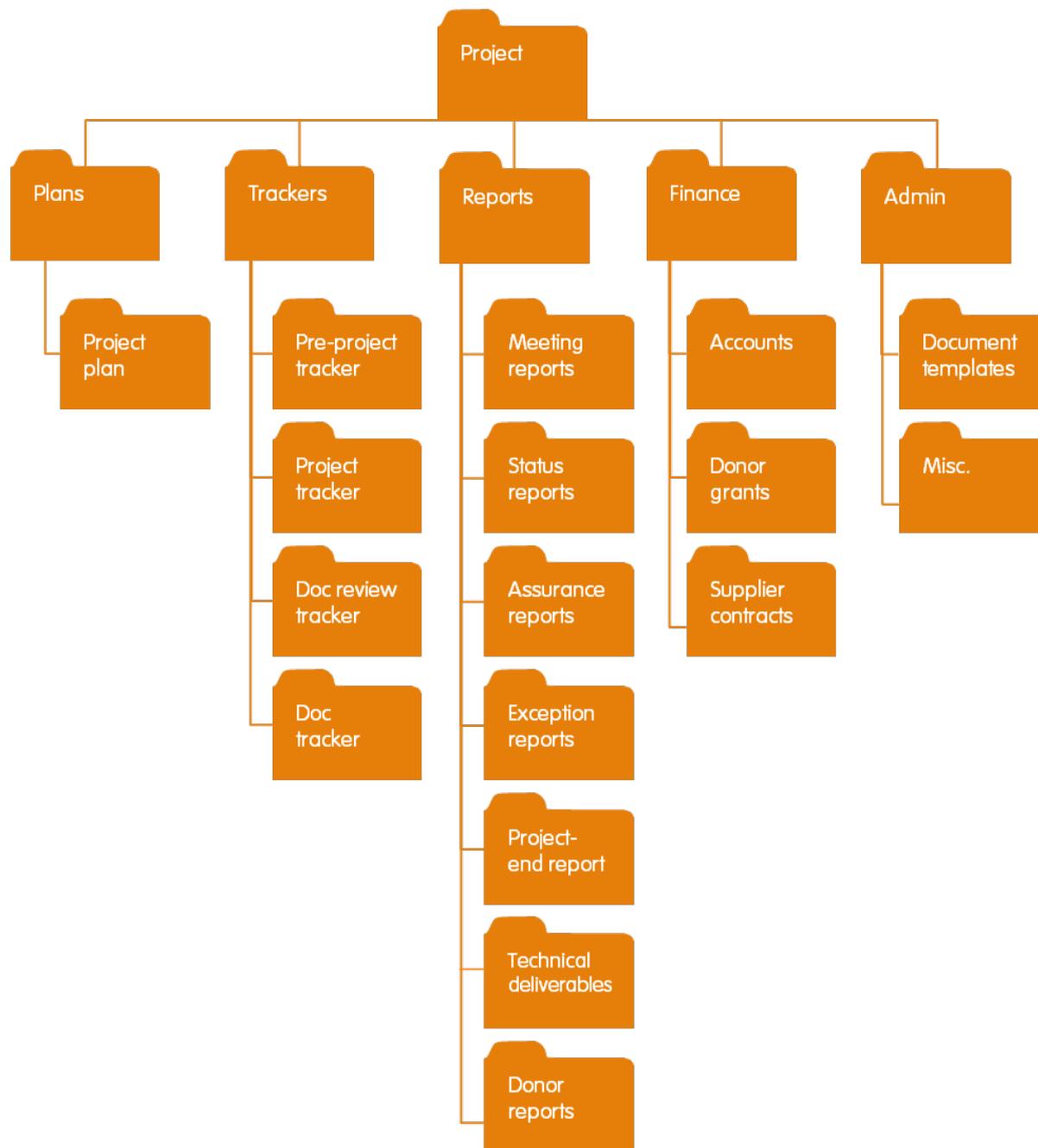


Figure 24. Example project filing structure.

3 Managing meetings

3.1 Purpose

The purpose of the Managing meetings process is to minimise the number of poorly planned, executed, and documented meetings that waste time and money, and can lead to frustration in a project team [1]. To avoid this, meetings should be carefully planned in advance and executed and documented efficiently, to ensure the best use of the attendees' time, and the best chance of achieving the desired objectives of the meeting. This section provides guidance on how to efficiently plan, execute, and document meetings. The milestones involved in the managing meetings process are outlined in Figure 25.

3.2 Approach

3.2.1 Process diagram

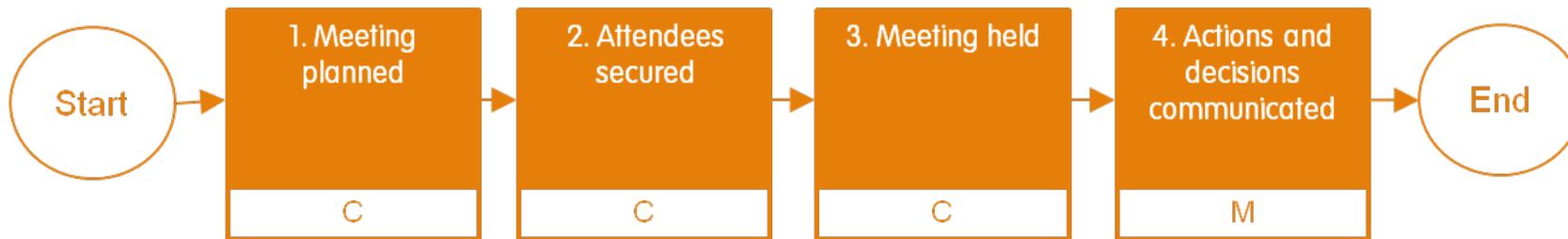


Figure 25. Managing meetings process. Notes: C = Chair, M = Minute-taker.

3.2.2 Process milestones

1. Meeting planned

The roles, objectives, agenda, materials, time, and location are planned for the meeting. Chair and Minute-taker roles are needed as a minimum for every meeting. The Chair role organises and convenes the meeting and the Minute-taker documents and communicates the outputs of the meeting, and acts as a timekeeper to ensure the meeting keeps on schedule.

Every meeting needs an objective to ensure that the meeting has clear direction and is justified. Common objectives of meetings are to make a decision, provide information, obtain review comments on a document, assess project status, or develop ideas. An agenda needs to be created so that the meeting can be conducted in such a way that it achieves the meeting objective as efficiently as possible. Materials may be needed to be prepared in advance to help facilitate the meeting or for reference by the attendees.

Meeting durations should be kept to the minimum time needed to achieve the meeting objective(s). The meeting location should be selected to take into account how convenient the location is to the attendees so that attendance is maximised.

2. Attendees secured

The Chair selects the attendees required for achieving the meeting objectives. The number of attendees should be minimised to ensure no-one's time is wasted attending meetings that they are not needed for.

Attendees are informed of the meeting objective(s), agenda, reference materials, time, and location in advance, to allow them to carry out any preparations they need to do for the meeting. If a meeting needs to be rescheduled or cancelled, attendees must be informed within a timeframe that takes into account the possible level of disruption to attendees.

3. Meeting held

The Chair conducts the meeting according to the agenda. All actions and decisions should be agreed to within the meeting to avoid additional time spent clarifying points after the meeting when the participants have dispersed. All actions and decisions should be captured in the Project tracker by the Minute-taker. If required, the actions and decisions generated in more formal meetings can also be captured in a Meeting report (see Documents).

4. Actions and decisions communicated

Meeting actions and decisions can be communicated internally by sending a link to the updated actions and decisions section of the Project tracker, or externally by sending out a Meeting report.

Box 20. Tailoring administrative processes.

To ensure efficient project administration, both the Managing documents and Managing meetings processes are used no matter what size of project. However, some aspects of these processes can be tailored to suit the project in question.

For the Managing documents process, a project can tailor the process milestones, file name format, and filing structure as needed. Additional reviewer roles may also be assigned to people outside of the project to improve the quality of the document e.g. relevant experts may be engaged as reviewers for technical deliverables such as study reports.



DOCUMENTS

1 Overview

The purpose of Documents is to provide a standardised means to document the planning, implementation, evaluation, and reporting of a project. This section details the specific purpose and development guidelines for all project documents. There are 3 types of project document: plans (to document what the project aims to achieve and how), trackers (to monitor progress against the plan), and reports (to provide snapshots of progress against the plan) [2]. The use and relationship of the major plan, trackers, and reports by phase are outlined in Figure 26. Guidance on how the Documents can be tailored is outlined in Box 24.

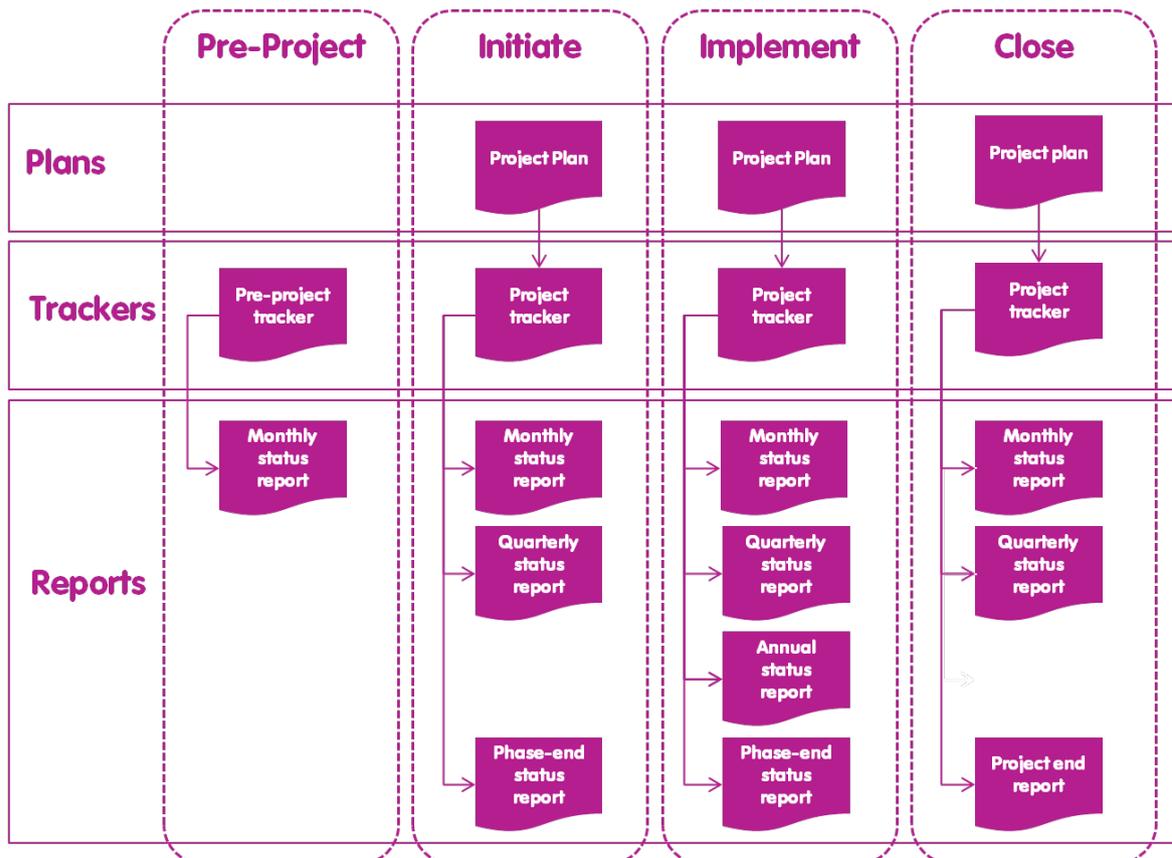


Figure 26. Utilisation and relationship between major project documents for each phase. Note: The above distribution of reports is illustrative, as Quarterly and Annual status reports may be needed for all phases, depending on the phase length.

2 Project plan

2.1 Purpose

The purpose of the Project plan is to document the baseline against which the project can be assessed and controlled [1]. The purpose of each section of the Project plan is outlined in Table 8.

Table 8. Project plan section purposes.

Section	Purpose
Introduction	To document how the Project plan contributes to any existing Programme plan
Project management approach	To document any tailoring of the PMWC approach to suit the project environment in question
Conservation strategy	To document what the project aims to achieve for conservation. The results documented in the Conservation strategy will provide input to the Monitoring strategy
Monitoring strategy	To document the specific criteria and means by which the achievement of the project's results will be assessed
Lessons learned	To document lessons learned that may benefit the current project
Communications strategy	To document the groups in need of communication, what level of communication each group will receive, and when that communication will occur [2,3]
Minimising negative impact strategy	To document the possible negative impacts to humans and wildlife that may occur inadvertently as a result of project results. The purpose is also to document any milestones planned to minimise such negative impact
Team strategy	To document the project internal and external roles and responsibilities, line management, and schedule of employment
Risks and issues	To document major risks and issues for the project team to be aware of at the start of the project
Dependencies	To document major dependencies for the project team to be aware of at the start of the project [2,3]
Milestones	To document and schedule the project milestones by work package [2]
Budget	To document the project budget

2.2 Development guidelines

The Project plan is comprised of the following sections:

- Introduction
- Project management approach
- Conservation strategy
- Monitoring strategy
- Communications strategy
- Team strategy
- Minimising negative impact strategy

- Risks and issues
- Dependencies
- Milestones
- Budget
- Literature references.

The sections are developed as follows:

2.2.1 Introduction

The introduction contains information that describes:

- The Programme plan that the project will help contribute to
- An overview of any previous projects under the current programme
- The start and end dates of the project
- The purpose of the document.

2.2.2 Project management approach

Notes are made to document which sections of the PMWC approach are being followed unaltered, which sections are being tailored, and the specific tailoring being carried out. The project management approach contents will be used to tailor the other sections of the Project plan as needed. Any resulting project management approach milestones are then included in the milestones section of the Project plan. The project management approach is captured in a table with the following composition (Table 9).

Table 9. Project management approach table composition.

Column header	Cell content format	Cell content description
PMWC manual section	List	List according to project management section
PMWC sub-section	List	List according to project management sub-section
Approach	Drop-down	As PMWC, Tailored
Description of tailoring	Free text	Description of what tailoring has been applied to the section or sub-section

2.2.3 Conservation strategy

A conservation strategy is made up of a situation analysis and a theory of change [10]. The situation analysis provides the knowledge base relating to the conservation situation the project aims to affect, and is made up of the scope, biological targets, threats and contributing factors [4]. The theory of change outlines what the project aims to achieve, and is made up of biological target results, threat results, contributing factor results, and work packages. The situation analysis and the theory of change for the project will specify which part of the Programme plan's situation analysis and theory of change the project will focus on (Box 21).

Carrying out a situation analysis

The situation analysis is carried out by creating a conceptual model that links contributing factors to threats, biological targets, and scope. The scope is defined as *"the place where the biodiversity of interest to the programme is located"* [6]. The biological targets are then set in terms of biodiversity; they can be anything from an entire ecosystem to a single species [6,7].

Threats are identified for each of the selected biological targets [4]. To ensure consistency in threat type, only direct threats (e.g. wood cutting), rather than indirect threats (e.g. lack of alternative firewood), are used. A list of threats is created using a literature search and with reference to the IUCN threats and actions taxonomy [11].

Each identified threat is scored based on 3 criteria: scope, severity, and irreversibility [4,10]. Each of these criteria is ranked as very high, high, medium, or low, depending on the available information for that threat and its effect on the biological target (Box 22). The overall rating for a threat is then calculated using Miradi software, based on the accumulative rating of the threat's scope, severity, and irreversibility.

Box 21. Splitting a programme into projects.

Selection of how to split the programme into projects with distinct results and work packages will be programme-specific and rely on a wide range of factors, including the availability of funds and skills, the status of the biological targets, the threat ratings, the sequence and inter-relationship of contributing factor results, and the overall quality of the information base the conservation strategy is based on.

Box 22. Threat assessment criteria and ratings [4].

Scope: The geographic scope of impact on the biological target that can reasonably be expected within 10 years under current circumstances:

- **Very High:** The threat is likely to be pervasive in its scope, affecting the target across all or most (71-100%) of its occurrence/population
- **High:** The threat is likely to be widespread in its scope, affecting the target across much (31-70%) of its occurrence/population
- **Medium:** The threat is likely to be restricted in its scope, affecting the target across some (11-30%) of its occurrence/population
- **Low:** The threat is likely to be very narrow in its scope, affecting the target across a small proportion (1-10%) of its occurrence/population.

Severity: The level of damage to the biological target that can reasonably be expected within 10 years under current circumstances:

- **Very High:** Within the scope, the threat is likely to destroy or eliminate the target, or reduce its population by 71-100% within ten years or 3 generations
- **High:** Within the scope, the threat is likely to seriously degrade/reduce the target or reduce its population by 31-70% within ten years or 3 generations
- **Medium:** Within the scope, the threat is likely to moderately degrade/reduce the target or reduce its population by 11-30% within ten years or 3 generations
- **Low:** Within the scope, the threat is likely to only slightly degrade/reduce the target or reduce its population by 1-10% within ten years or 3 generations.

Irreversibility: The degree to which the effects of threat can be restored:

- **Very High:** The effects of the threat cannot be reversed and it is very unlikely the target can be restored, and/or it would take more than 100 years to achieve this (e.g., wetlands converted to a shopping centre)
- **High:** The effects of the threat can technically be reversed and the target restored, but it is not practically affordable and/or it would take 21-100 years to achieve this (e.g., wetland converted to agriculture)
- **Medium:** The effects of the threat can be reversed and the target restored with a reasonable commitment of resources and/or within 6-20 years (e.g., ditching and draining of wetland)
- **Low:** The effects of the threat are easily reversible and the target can be easily restored at a relatively low cost and/or within 0-5 years (e.g. off-road vehicles trespassing in wetland).

Information relating to the threats assessment is captured in a table with the following composition (Table 10):

Table 10. Threats assessment table composition.

Column header	Cell content format	Cell content description
Threat	Free text	Name of threat
Scope	Drop-down	Very high, High, Medium, Low
Severity	Drop-down	Very high, High, Medium, Low
Irreversibility	Drop-down	Very high, High, Medium, Low
Magnitude	Calculated	Very high, High, Medium, Low
Rating	Calculated	Very high, High, Medium, Low
Information source and rationale for ranking	Free text	Description of information for scope, severity, and irreversibility for threat in question

Threats are driven, directly or indirectly, by contributing factors. Contributing factors are set in terms of human attitudes, knowledge, skill, or behaviours, with their sequence and linkage reflecting the underlying process driving the threats that are degrading the biological targets.

The contributing factors should:

- Specify a current human attitude, knowledge, skill, or behaviour: this enables application of behaviour change theory and learning between projects
- Specify the group(s) involved: essential for understanding why the contributing factors are driving the threats and designing work packages to change them
- Not include human attitudes, knowledge, skills, or behaviours that are not currently occurring (e.g. not patrolling): this is also to avoid including assumptions at this stage about possible (future) solutions to the current situation.

The conceptual model for the situation analysis is created using the format outlined in Figure 27.

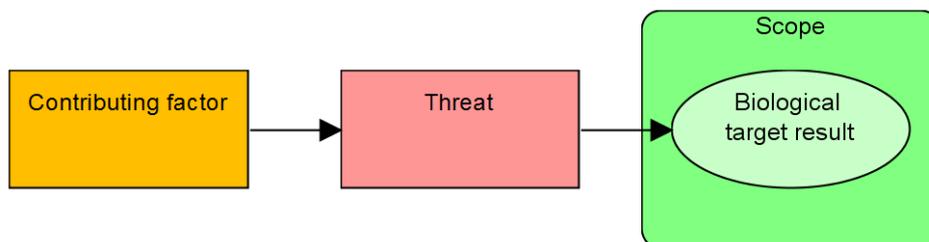


Figure 27. Situation analysis conceptual model composition. *Note: This figure was created using Miradi software v4.2 and with reference to [4].*

A sub-set of contributing factors are then selected as key intervention points, which the project team judge that, if affected, will change threat levels or the status of the biological targets.

Creating a theory of change

A theory of change is created as a conceptual model made up of a series of contributing factor results that are envisioned to affect the key intervention points, and ultimately lead to a reduction of the threats and improvement in the status of the biological targets (adapted from [4 and 12]).

The sequence and linkage of contributing factor results should follow an "if...then..." logic that ensures that the achievement of each result (or combination of results) is likely to lead to the next result in the sequence [4,13].

The contributing factor results should:

- Specify a desired change (e.g. improved/increased/reduced) in human attitude, knowledge, skill, or behaviour: this enables application of behaviour change theory and enables learning between projects
- Specify the group(s) involved: essential for understanding why the contributing factors are driving the threats and designing work packages to achieve them.

A sub-set of contributing factor results are then chosen for intervention, based on which contributing factor results:

- Are relatively easy, cheap, or quick to achieve
- Will combine to ensure that the rest of the results chain will be realised.

A series of work packages (a collection of closely related conservation activities) are then identified to achieve the selected sub-set of contributing factor results outlined in the theory of change (adapted from [4]). One work package may contribute to 1 or more results, and multiple work packages may contribute to a single result.

The theory of change conceptual model is developed using the composition outlined in Figure 28.

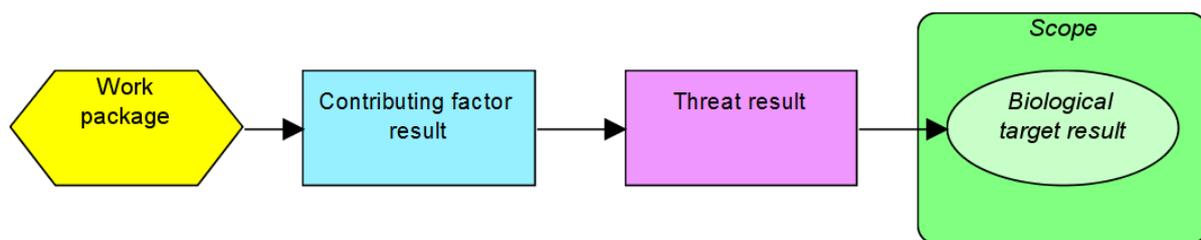


Figure 28. Theory of change conceptual model composition. Notes: This figure was created using Miradi software v4.2 and with reference to [4]. Work packages can also lead directly to a threat result or biological target result.

Results and work packages should be coded according to the coding key (Table 11). Coding work packages and results enables clear cross referencing of these items across documents, particularly if these items are being used to create log frames or grant proposals.

Table 11. Coding key for results, objectives, indicators, and work packages.

Category	Level												Example	
	1		2		3		4		5		6			
	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description		
Result	R	R is a result	A-U	A is biological target result B is threat result C is a contributing factor result Results linked directly to Bs are listed as C, results listed directly to Cs are listed D, and so on	1 to 9	For all results in same location, use 1 for top result then 2, 3, 4 etc. for results further down						i-x	Unique identifier to indicate the funding source	R-A1-i R-G5-i, ii, vi

Category	Level												Example
	1		2		3		4		5		6		
	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	
Objective	OB	OB is an objective	A-U	A is biological target result objective B is threat result objective C is a contributing factor result objective	1 to 9	Use same number as the result	a-h	For all objectives for the same result, label from top to bottom a-h			i-x	Unique identifier for funding source	OB-A1-i OB-G5a-i OB-G5b-ii, vi

Category	Level												Example
	1		2		3		4		5		6		
	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	Code	Description	
Indicator	I	I is an indicator	A-U	A is biological target objective indicator B is threat result objective indicator C is a contributing factor result objective indicator	1 to 9	Use same number as the objective	a-h	Use same letter code as objective that the indicator refers to	1 to 9	For all indicators for the same objective label 1-9 from top to bottom	i-x	Unique identifier for funding source	I-A1-i I-G5a1-i I-G5a2-ii, vi
Work package	W	W is a work package	AAA-ZZZ	Three letter code to indicate workstream responsible for implementing work package (e.g. ATA)	1-9	Label 1-9 as a unique identifier for each work package					i-x	Unique identifier for funding source	W-ATA-1-i W-ATA-2-i W-ATA-3-v W-CAM-1-ii

2.2.4 Monitoring strategy

A sub-set of biological target, threat, and contributing factor results are selected for monitoring, based on results that need to be monitored to:

- Track project progress
- Fulfil programme or Donor requirements
- Show the greatest impact of the project.

One or more specific, measurable, achievable, realistic, time-bound (SMART) objectives are defined for biological target, threat, and contributing factor results. Biological target result objectives are set in terms of improvement in the status of Key Ecological Attributes (KEAs) [10]. A KEA is *“an aspect of a target’s biology or ecology that if present, defines a healthy target and if missing or altered, would lead to the outright loss or extreme degradation of that target over time”* [6].

Threat result objectives are set in terms of improvement in status of threat rating. Contributing factor result objectives are set in terms of changes in knowledge, skills, attitudes, and behaviours.

Measurable indicators are set for all objectives, and coded according to the coding key sheet (Table 11). There can be 1 or many indicators per objective. The source of verification and workstream responsible for delivering the source of verification are also determined.

Objective tolerances (Box 23, Table 12) are set in terms of numbers or percentages, and can have corresponding tolerances for indicators where useful.

The monitoring strategy is captured in a table with the following composition (Table 12):

Box 23. Tolerances.

Tolerances (higher and lower limits) are set to provide a range of values that define what is acceptable in terms of adherence to the Project plan [2]. Tolerances are set for results (in terms of objective tolerances), schedule, and budget.

If the lower level of the tolerance is likely to be exceeded then it means the project is in danger of not achieving what it set out to do. If the upper level of tolerances is in danger of being breached then there is a danger that the project may be wasting resources achieving excesses that are not needed to realise the Project plan's results. Exceeding tolerances means that the Project plan is no longer viable and needs to be adjusted, or the project closed. There is no rule for setting tolerances as they are project-specific, but the idea is to give the Project manager sufficient flexibility to be able to manage the project effectively without requiring direction from the Executive for every small variation from the plan, but also providing the Project manager with clear limitations that show when the Executive does need to get involved because the Project plan is in danger of not being achieved.

Table 12. Monitoring strategy table composition.

Column header	Cell content format	Cell content description
Result	Free text	Specific result including code
Objective	Free text	Specific objective including code. Objectives must be specific, measurable, achievable, realistic, and time-bound (SMART)
Objective tolerance	Range of values	Range of values for objective tolerance using same metric as related objective e.g. -10% to +5% or -4 to +2
Indicator	Free text	Specific indicator including code. Indicators must be in terms of a unit that can be measured e.g. km of surveyed road
Source of verification	Free text	Brief description of information source e.g. Social survey 001
Year: Planned indicator measurement per year	Number	See header

2.2.5 Lessons learned

Lessons learned are harvested through review of lessons learned documented in previous Project-end reports, talking to other Project managers, and reviewing available information on similar projects. The lessons learned information is captured in a table with the following composition (Table 13):

Table 13. Lessons learned table composition.

Column header	Cell content format	Cell content description
Ref	Number	Unique reference number to identify each lesson learned
Effect	Drop-down	Went well, Could have gone better
Lesson learned	Free text	Description of the lesson learned
Recommendations	Free text	Description of suggested way of doing things to improve practices in line with lessons learned
Adaptation of current project	Free text	Description of how the current project has been adapted in terms of changes to budget, schedule, and results

2.2.6 Communications strategy

The groups that need to be communicated to are first identified [1,2]. This involves listing all potential internal and external groups associated with the project and then (depending on each group's relationship to the project), categorising each group as:

- Type A: Groups that require consultations and/or reporting on a quarterly basis
- Type B: Groups that require consultations and/or reporting on a yearly basis
- Type C: Groups that require ad-hoc reporting.

The means of communication is then assigned to each group. Means of communication could include the provision of a project management document (e.g. status report), a partner-specified communication document (e.g. annual work plan), a specially designed communication product (e.g. newsletter), or any ad-hoc means of communication (e.g. press release). The communications strategy information is captured in a table with the following composition (Table 14):

Table 14. Communications strategy table composition.

Column header	Cell content format	Cell content description
Group name	Free text	Specific group
Group type	Drop-down	A, B, C
Means of communication	Free text	List of means of communication including specific document names where appropriate
Notes	Free text	Any additional information that is useful

2.2.7 Minimising negative impact strategy

The potential negative impacts to human or wildlife that are likely to occur as a result of the project's work packages or achievement of desired conservation results are identified. Milestones and related tasks are then identified to ensure negative impacts are avoided or reduced as much as possible. The minimising negative impact strategy information is captured in a table with the following composition (Table 15):

Table 15. Minimising negative impact strategy table composition.

Column header	Cell content format	Cell content description
Negative impact	Free text	Description of the possible negative impact to humans or wildlife
Source of negative impact	Free text	Description of what work package, or result is the source of the negative impact
Mitigating actions	Free text	List of mitigating actions

2.2.8 Team strategy

The team strategy is comprised of an organisational chart and a team roster (see Roles). The organisational chart needs to show clearly defined roles and line management between named project staff. This is developed with consideration of the levels of management required, the skill sets needed, the staff available, the capacity of each staff member for managing other staff, and the Operations policies.

The organisational chart is then used to populate a team roster, which includes a schedule for when each staff member starts and ends on the project. The Team roster information is captured in a table with the following composition (Table 16):

Table 16. Team roster table composition.

Column header	Cell content format	Cell content description
Role	Text	Assigned roles
Name	Free text	See header
Start date	Date	See header
End date	Date	See header

2.2.9 Risks and issues

The development of the risks and issues section involves following the milestones in the Managing risks and issues process. The risks and issues information is captured in a table with the following composition (Table 17):

Table 17. Risks and issues table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item e.g. R001, I001
Type	Drop-down	Risk, Issue
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Description	Free text	A clear description of what the risk or issue is <i>"There is a risk that..." or "There is an issue regarding..."</i>
Cause	Free text	The main reasons for the risk or issue <i>"This is because..."</i>
Effect	Free text	The impact if the risk or issue is not properly mitigated <i>"This could result in..."</i>
Probability	Drop-down	Unlikely, Likely, Very likely, Certain
Impact: Schedule	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Impact: Budget	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)

Column header	Cell content format	Cell content description
Impact: Results	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Rating	Automated	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Approach	Drop-down	Accept, Reduce, Avoid, Transfer
Mitigating actions	Free text	List of mitigating milestones and tasks

2.2.10 Dependencies

Dependencies are identified as either incoming or outgoing [1]. Incoming dependencies are anything or anyone outside of the project that the project relies on in order to succeed. Outgoing dependencies are to document instances where another project or person has a dependency on the project in question. The effect of each dependency is then assessed by describing the impact to the project if the dependency is realised or not realised. The dependencies information is captured in a table with the following composition (Table 18).

Table 18. Dependencies table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item e.g. A001
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Dependency level	Drop-down	Result, Milestone
Type	Drop-down	Incoming, Outgoing
Description	Free text	A clear description of what the dependency is " <i>There is a dependency between...</i> "
Effect	Free text	The impact if the dependency is or is not realised " <i>If this dependency is not realised the impact will be...</i> "

2.2.11 Milestones

Milestones are distinct reference points that mark the realisation of a major event in the project, and are used to monitor the project's progress [2]. Milestones are identified for each work package through consideration of the project management approach, monitoring strategy, communications strategy, minimising negative impact strategy, risks, issues, and dependencies.

The number and type of milestones identified need to provide the Executive sufficient information for effective support and control over the project. Too few high-level milestones may increase the chances of the project failing due to insufficient control,

whereas too many low-level milestones may increase the chances of the project being inefficient by too much time spent reporting and controlling.

The identified milestones are then combined to create a clear sequence of events that lead to the project being completed, after which the milestones can then be scheduled by phase, year, and quarter, with each milestone also being assigned to a workstream.

Tolerances are set for each milestone, in terms of the \pm number of days the milestone can be achieved in, without the project going into exception (Box 23). The milestone information is captured in a table with the following composition (Table 19).

Table 19. Milestone table composition.

Column header	Cell content format	Cell content description
Workstream	Text	Name of workstream the milestone is assigned to
Work package	Text	Name of work package the milestone is assigned to
Milestone	Text	Milestone name
Delivery date	Date	e.g. 15/01/2015
Tolerance	Free text	\pm number of days the milestone can be achieved in without the project going into exception

2.2.12 Budget

Costing the project work packages is carried out by considering all the costs involved in order to achieve all of the milestones, plus any additional organisational costs for administering the project in line with Operations policies. A budget line is also required for risk and issue management (to cover the costs of foreseen and unforeseen mitigating actions) and budget tolerances (Box 23).

Cost items and budget tables must be coded and formatted according to Operations policies. Costs to cover risk and issue management can be calculated either by a % of the overall budget that reflects the risk environment of the project, or can be estimated based on the costs of carrying out mitigating actions for current and potential risks and issues. Budget tolerances are set in terms of \pm % of cost that can be used before the project is considered as being in exception.

2.2.13 Literature references

The literature references are completed following Operations policy on document reference format.

3 Pre-project tracker

3.1 Purpose

The purpose of setting up the Pre-project tracker is to provide the Pre-project planner with a tool for planning and tracking the progress of the Pre-project phase [1].

3.2 Development guidelines

The Pre-project tracker is made up of the following sections:

- Work plan
- Risks and issues
- Dependencies
- Actions and decisions.

Each Pre-project tracker section is developed according to the development guidelines described for the respective sections of the Project tracker, but the contents of all sections are only related to work being carried out in the Pre-project phase.

4 Project tracker

4.1 Purpose

The purpose of the Project tracker is to monitor project progress against the baseline of the Project plan [1].

4.2 Development guidelines

The Project tracker is made up of the following sections:

- Progress
- Work plan
- Actions and decisions
- Risks and issues
- Lessons learned
- Dependencies
- Results
- Team roster
- Budget
- Health
- Work plan quality.

Each section in the Project tracker is first populated with the information from the respective corresponding section of the signed off Project plan. The relationship between the Project plan contents and the Project tracker contents are outlined in Figure 29.

In addition, in the work plan tracker, all major milestones for the current quarter are then broken down into minor milestones, activities, and tasks. All items (milestones and tasks)

are then assigned owners. Estimated start and due dates are then assigned to each item, which in turn will populate the Gantt chart (visual representation of the schedule) functionality of the work plan. The actions and decisions section of the Project tracker is populated by the outputs of meetings as they occur.

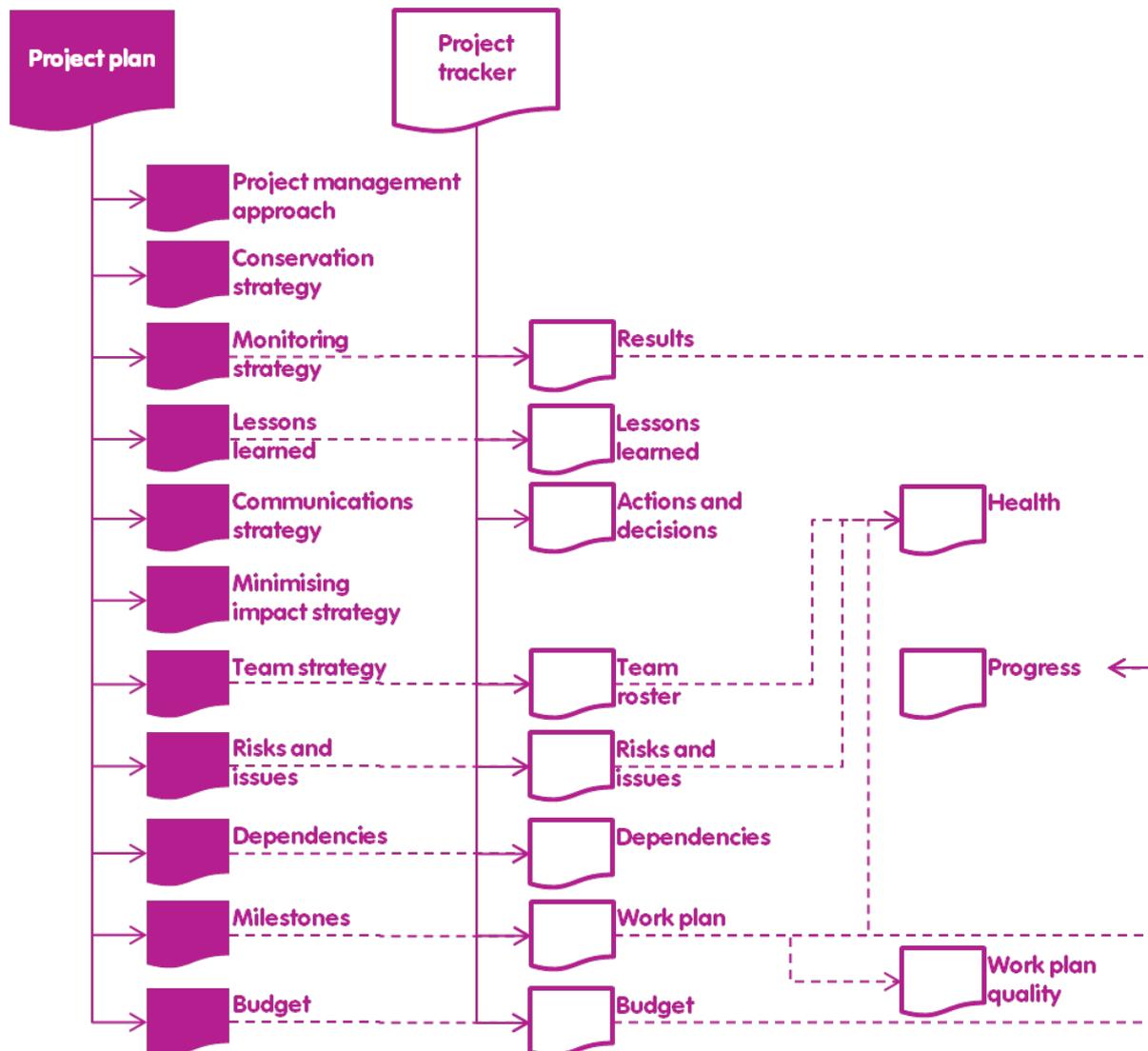


Figure 29. Relationship between Project plan and Project tracker contents.

The composition of each Project tracker section is as follows:

4.2.1 Progress

The progress section shows project progress against results, schedule, and budget. There are also charts to show the proportion of milestones and tasks that are either on track or in exception at both the project level and for each staff member. This section is automatically populated using data from the results, budget, and work plan sections. The progress section acts as a feedback loop to help the Project manager keep the project on track and to help each staff member keep their own work on track.

4.2.2 Work plan

The work plan information is captured in a table with the following composition (Table 20):

Table 20. Work plan table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item e.g. A001
Type	Drop-down	Major milestone, Minor milestone, Task
Report against?	Drop-down	Yes, No
Workstream	Text	Name of workstream the item is implemented by
Work package	Text	Name of work package the item is implemented by
Activity	Free text	Title of activity
MS /Task	Free text	Title of milestone or task
Description	Free text	Description of milestone or task
Owner	Text	Owner of milestone or task
Status	Drop-down	Not started, In progress, Complete
Baselined start date	Date	Date from Project plan
Baselined due date	Date	Date from Project plan
Expected start date	Date	See header
Expected due date	Date	See header
Tolerance	Number	Maximum number of days the milestone or task can slip by from due date
Variance	Number	Number of days the milestone or task has slipped by from due date, colour coded by Green (within tolerance), Red (exceeding tolerance)
Exception?	Automated drop-down	Yes/No, calculated by variance and tolerance
RAID references	Text	Risk, issue, assumption, or dependency reference numbers
Progress notes	Free text	Owner initials, date, followed by progress update notes e.g. "AH 12/03/15:..."

4.2.3 Actions and decisions

The actions and decisions information is captured in a table with the following composition (Table 21):

Table 21. Actions and decisions table composition.

Column header	Cell content format	Cell content description
Meeting date	Date	See header
Meeting title	Free text	See header
Workstream	Text	See header
Attendees	Text	Initials of attendees
Agenda item	Text	See header
Type	Drop-down	Action, Decision
Description	Free text	Description of item
Progress notes	Free text	Owner initials, date, followed by progress update notes e.g. "AH 12/03/15:..."
Action status	Drop-down	Not started, In progress, Complete, Cancelled, Transferred to work plan, N/A it's a decision
Action owner	Text	See header
Due date	Date	See header

4.2.4 Risks and issues

The risks and issues information is captured in a table with the following composition (Table 22):

Table 22. Risks and issues table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item e.g. R001, I001
Type	Drop-down	Risk, Issue
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Description	Free text	A clear description of what the risk or issue is " <i>There is a risk that...</i> " or " <i>There is an issue regarding...</i> "
Status	Drop-down	Open, Closed
Cause	Free text	The main reasons for the risk or issue " <i>This is because...</i> "
Effect	Free text	The impact if the risk or issue is not properly mitigated " <i>This could result in...</i> "
Probability	Drop-down	Unlikely, Likely, Very likely, Certain
Impact: Schedule	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Impact: Budget	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)

Column header	Cell content format	Cell content description
Impact: Results	Drop-down	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Total impact	Automated	Automatically calculated from the highest impact RAG
Rating	Automated	Low (little or no impact), Medium (medium impact), High (exceeds tolerance)
Added by	Free text	Name of person who added item
Date added	Date	See header
Approach	Drop-down	Accept, Reduce, Avoid, Transfer
Mitigating actions	Free text	Title of mitigating actions
Owner	Text	Owner of mitigating actions
Due date	Date	See header
Mitigating actions status	Drop-down	Not started, In progress, Complete
Progress notes	Free text	Owner initials, date, followed by progress update notes e.g. "AH 12/03/15:..."
Issue ref	Text	Issue ref unique identifier

4.2.5 Lessons learned

The lessons learned information is captured in a table with the following composition (Table 23):

Table 23. Lessons learned table composition.

Column header	Cell content format	Cell content description
Ref	Number	Unique identifier for lesson learned
Workstream	Text	Name of workstream
Effect	Drop-down	Went well, Could have gone better
Lesson learned	Free text	Description of the lesson learned
Recommendations	Free text	Description of suggested way of doing things in the future in response to the lessons learned
Added by	Free text	Name of person who added item
Date added	Date	See header

4.2.6 Dependencies

The dependencies information is captured in tables with the following composition (Table 24):

Table 24. Dependency table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item e.g. D001
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Dependency level	Drop-down	Project, Workstream, Milestone
Type	Drop-down	Incoming, Outgoing
Description	Free text	A clear description of what the dependency is " <i>There is a dependency between...</i> "
Effect	Free text	The impact if the dependency is or is not realised " <i>If this dependency is not realised the impact will be...</i> "
Risk raised?	Drop-down	Yes, No
Risk /Issue ref	Text	The relevant reference of the risk or issue which relates to this dependency
Added by	Free text	The name of the person who raised the dependency
Date raised	Date	The date the dependency was first added to the log
Owner	Free text	The name of the person who is owning the management of the dependency
Status	Drop-down	Open, Closed
Date closed	Date	The date the dependency was closed

4.2.7 Results

The results section information is captured in a table with the following composition (Table 25):

Table 25. Results table composition.

Column header	Cell content format	Cell content description
Result	Text	Code and name of result
Objective	Text	Code and name of objective
Objective tolerance	Text	Tolerance for objective in terms of numbers or % (e.g. ± 4 , $\pm 35\%$)
Indicator	Text	Code and name of Indicator
Source of verification	Text	Name of study to collect data on indicator
Workstream	Text	Workstream name
Indicator: Planned	Number	See header
Indicator: Lower tolerance	Number	See header

Column header	Cell content format	Cell content description
Indicator: Upper tolerance	Number	See header
Indicator: Actual	Number	See header
Exceeded tolerance?	Automated	TRUE/FALSE, calculated by variance and tolerance
Indicator: Variance	Automated	Planned minus actual, with cell colour coded green (within tolerance), red (below tolerance), amber (above tolerance)

4.2.8 Team roster

The team roster is designed to help keep track of which roles have been assigned to each staff member, and what level of PMWC skills they have acquired. The information for the team roster is captured in a table with the following composition (Table 26):

Table 26. Team roster table composition.

Column header	Cell content format	Cell content description
Role	Text	Assigned PMWC role(s)
Name	Free text	Name of staff member
Name	Automated	Name of staff
Skills: PMWC Foundation	Drop-down	Yes, No
Skills: PMWC Intermediate	Drop-down	Yes, No
Skills: PMWC Advanced	Drop-down	Yes, No
Skills: PMWC Trackers and Reports	Drop-down	Yes, No
Skills: Miradi	Drop-down	Yes, No

Notes: Assigning a skill in PMWC foundation, PMWC intermediate, PMWC advanced, PMWC trackers and reports use, or Miradi each requires a staff member to pass an exam in it.

4.2.9 Budget

The budget information is captured in a table that follows the Operations policy format.

4.2.10 Health

The health section shows the Project manager to what degree the project is complying with the PMWC approach. The information that populates the health section is derived from a separate health check tracker (not included in Documents) that is filled in by an

independent evaluator. The health section is made up of charts showing the current project application of PMWC Principles, Processes, Documents, and staff PMWC skills. The status (Not started, In progress, or Complete) of each health indicator is shown below the charts.

4.2.11 Work plan quality

The work plan quality section provides indicators to show how well the work plan section is being maintained on both a project and individual staff member level. This section is automatically populated using data from the work plan section. The work plan quality section acts as a feedback loop to help the Project manager keep the project's work plan up to date and of sufficient quality, so that it can be used to correctly populate the status reports when needed.

5 Document review tracker

5.1 Purpose

The purpose of the Document review tracker is to document and monitor review comments and related updates with respect to a document that is in the process of being created (see Managing documents process).

5.2 Development guidelines

The Document review tracker is populated with review comments and related updates with respect to the document being created. The Document review tracker information is captured in a table with the following composition (Table 27):

Table 27. Document review tracker table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item
Reviewer	Text	Name of the reviewer
Version	Number	Version number of document e.g. 0.01, 0.02
Section	Text	Section of document being reviewed
Issue	Free text	Description of the issue in the document
Suggested change	Free text	Description of suggested solution to issue in the document
Owner	Text	Name of owner responding to review comment
Progress notes	Free text	Owner initials, date, followed by progress update notes e.g. "AH 12/03/15:..."
Update type	Drop-down	Not updated, Updated in line with suggested change, Updated not in line with suggested change
Status	Drop-down	Open, Closed

6 Document tracker

6.1 Purpose

The purpose of the Document tracker is to enable the project team to keep track of which is the current signed off version of each document that should be being referred to and used by the project.

6.2 Development guidelines

The Document tracker is made up of the following sections:

- Document register
- Documents roles and responsibilities.

The Document tracker is updated as needed when new versions of documents are created.

6.2.1 Document register

The document register information is captured in a table with the following composition (Table 28):

Table 28. Document register table composition.

Column header	Cell content format	Cell content description
Document	Free text	Name of document.
Version	Number	Version number e.g. 1.3, 1.4
Update summary	Free text	Summary of how the current signed off document was updated with respect to the previous signed off (now archived) document.
Status	Drop down	Archived, Active
Location	Text	Folder name where document has been filed

Notes: The "active" status of a document indicates that it has been signed off and currently in use. Draft versions of documents are not entered into the document register section.

6.2.2 Document roles and responsibilities

The document roles and responsibilities information is captured in a table with the following composition (Table 29):

Table 29. Document roles and responsibilities table composition.

Column header	Cell content format	Cell content description
Document	Text	Name of document
Sign off authority	Text	Name of staff member

Column header	Cell content format	Cell content description
Producer	Text	Name of staff member
Reviewer	Text	Names of internal or external reviewers
Consulted	Text	Names of internal or external people consulted
Informed after sign off	Text	Names of internal or external people informed after sign off

7 Meeting report

7.1 Purpose

The purpose of the Meeting report is to formally document the date, objectives, attendance, actions, and decisions, from important project meetings.

7.2 Development guidelines

The Meeting report information is captured in a word document with the following composition (Table 30):

Table 30. Meeting report composition.

Section	Section format	Cell content description
Title	Free text	See header
Date	Date	See header
Attendees	Free text	See header
Objectives	Free text	See header
Agenda	Free text	See header
Decisions	Free text	See header
Actions	Free text	Documented in the format: <Name of action owner> <(by DD/MM)><description of action>
Notes	Free text	Notes about meeting

8 Monthly status report

8.1 Purpose

The purpose of the Monthly status report is to report on progress of the previous month and present a proposed plan for the next month.

8.2 Development guidelines

Each section of the Monthly status report is developed using a snapshot of information from the Project Tracker. The Monthly status report is made up of the following sections:

- Summary
- Progress last month
- Planned progress next month
- Risks
- Issues
- Lessons learned.

8.2.1 Summary

The summary section information is captured in a table with the following composition (Table 31):

Table 31. Summary table composition.

Column header	Cell content format	Cell content description
Summary	Free text	A space to provide a brief overview of how the workstream / project has progressed over the reporting period.
Budget	Drop-down	Red (exceeding tolerances), amber (heading towards exceeding tolerances), green (comfortably within tolerances)
Schedule	Drop-down	Red (exceeding tolerances), amber (heading towards exceeding tolerances), green (comfortably within tolerances)
Results	Drop-down	Red (exceeding tolerances), amber (heading towards exceeding tolerances), green (comfortably within tolerances)
Overall	Automated	Automated from the highest rating of the budget, schedule and results RAG (red, amber, green)

8.2.2 Progress

The progress information (for last month and next month) is captured in a table with the following composition (Table 32):

Table 32. Key activities table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item
Workstream	Text	Name of workstream the item is implemented by
Work package	Text	Name of work package the item is implemented by
Activity	Free text	Title of activity
MS /Task	Free text	Title of milestone or task
Description	Free text	Description of milestone or task

Column header	Cell content format	Cell content description
Status	Drop-down	Not started, In progress, Complete
Baselined due date	Date	Date from Project plan
Expected due date	Date	See header
Tolerance	Number	Maximum number of days the milestone or task can slip by from due date
Variance	Number	Number of days the milestone or task has slipped by from due date, colour coded by Green (within tolerance), Red (exceeding tolerance)
Exception?	Automated drop-down	Yes/No, calculated by variance and tolerance
Owner	Text	Owner of milestone or task
Notes	Free text	Any additional useful information

8.2.3 Risks and issues

The risks and issues information is captured in separate tables, both of which have the following composition (Table 33):

Table 33. Risks and issues table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Description	Free text	Title of item
Status	Drop-down	Open, Closed
Cause	Free text	The main reasons for the risk or issue " <i>This is because...</i> "
Effect	Free text	The impact if the risk or issue is not properly mitigated " <i>This could result in...</i> "
Probability	Drop-down	Unlikely, Likely, Very likely, Certain
Impact: Schedule	Drop-down	Low (little or no impact), medium (medium impact), High (exceeds tolerance)
Impact: Budget	Drop-down	Low (little or no impact), medium (medium impact), High (exceeds tolerance)
Impact: Results	Drop-down	Low (little or no impact), medium (medium impact), High (exceeds tolerance)
Rating	Automated	Low (little or no impact), medium (medium impact), High (exceeds tolerance)
Approach	Drop-down	Accept, Reduce, Avoid, Transfer
Mitigating	Free text	Title of mitigating actions

Column header	Cell content format	Cell content description
actions		
Due date	Date	See header
Mitigating actions status	Drop-down	Not started, In progress, Complete
Progress notes	Free text	Owner initials, date, followed by progress update notes e.g. "AH 12/03/15..."

8.2.4 Lessons learned

The lessons learned information is captured a table with the following composition (Table 34):

Table 34. Lessons learned table composition.

Column header	Cell content format	Cell content description
Ref	Text	A unique reference number for the item
Workstream	Text	Name of workstream the item affects
Effect	Drop-down	Went well, Could have gone better
Lesson learned	Free text	Description of the lesson learned
Recommendations	Free text	Description of suggested way of doing things to improve practices in line with lessons learned

9 Quarterly status report

9.1 Purpose

The purpose of the Quarterly status report is to report on progress of the previous quarter and present a proposed plan of progress for the next quarter.

9.2 Development guidelines

Each section of the Quarterly status report is developed using information compiled in the Project Tracker. The Quarterly status report is made up of the following sections:

- Summary
- Results
- Progress last quarter
- Planned progress next quarter
- Issues
- Risks
- Lessons learned
- Decisions
- Budget

The composition of each Quarterly status report section is in line with the composition of the Monthly status report, but with the additions outlined below.

9.2.1 Results

The results information is captured in a table with the following composition (Table 35):

Table 35. Results table composition.

Column header	Cell content format	Cell content description
Result	Text	Code and name of result
Objective	Text	Code and name of objective
Indicator	Text	Code and name of Indicator
Year 1: Indicator: Planned	Number	See header
Year 1: Indicator: Actual	Number	See header
Year 1: Exceeded tolerance?	Automated drop-down	TRUE/FALSE, calculated by variance and tolerance
Year 1: Indicator: Variance	Automated	Planned minus actual, with cell colour coded green (within tolerance), red (below tolerance), amber (above tolerance)

Note: the bottom three rows are repeated for each year of the project.

9.2.2 Decisions

The decisions information is captured in a table with the following composition (Table 36):

Table 36. Decisions table composition.

Column header	Cell content format	Cell content description
Date	Date	See header
Meeting title	Free text	See header
Workstream	Text	See header
Agenda item	Text	See header
Description	Free text	Description of item

9.2.3 Budget

This budget information is captured in a table following the same composition as the budget table in the Project plan, with additional columns to capture information on current spend to date.

10 Annual status report

10.1 Purpose

The purpose of the Annual status report is to report on progress of the previous year and present a proposed plan for progress in the next year.

10.2 Development guidelines

The Annual status report follows the composition of the Quarterly status report, with table content adjusted to reflect years rather than quarters.

11 Phase-end status report

11.1 Purpose

The purpose of the Phase-end status report is to document progress of the previous phase and present a proposed plan for progress in the next phase.

11.2 Development guidelines

The Phase-end status report follows the composition of the Quarterly status report, with contents adjusted to reflect Phases rather than quarters.

12 Project-end report

12.1 Purpose

The purpose of the Project-end report is to document the project's achievements with respect to the signed off Project plan.

12.2 Development guidelines

The Project-end report is made up of the following sections:

- Introduction
- Conservation strategy
- Changes to Project plan
- Lessons learned
- Results
- Milestones
- Budget
- Literature references

12.2.1 Conservation strategy

The conservation strategy information is captured in the same composition as in the Project plan (Section 2.2.3), however, includes any changes made during the project.

12.2.1 Changes to Project plan

The changes to the Project plan information is captured in a table with the following composition (Table 37).

Table 37. Changes to Project plan table composition

Column header	Cell content format	Cell content description
Project plan section	Text	See header
Change	Free text	Description of change
Explanation	Free text	See header

12.2.2 Lessons learned

The lessons learned information is captured in a table with the same composition as in the Project plan (Table 13).

12.2.3 Results

The results information is captured in a table with the following composition (Table 38).

Table 38. Results table composition

Column header	Cell content format	Cell content description
Result	Text	Code and name of result
Objective	Text	Code and name of objective
Objective tolerance	Text	Tolerance for objective in terms of numbers or % (e.g. ± 4 , $\pm 35\%$)
Indicator	Text	Code and name of Indicator
Source of verification	Text	Name of study to collect data on indicator
Indicator: Planned	Number	See header
Indicator: Actual	Number	See header
Indicator: Variance	Automated	Planned minus actual, with cell colour coded green (within tolerance), red (below tolerance), amber (above tolerance)
Notes	Free text	Notes about result

12.2.4 Milestones

The milestones information is captured in a table with the following composition (Table 39).

Table 39. Milestones table composition

Column header	Cell content format	Cell content description
Workstream	Text	Name of workstream the item affects
Work package	Text	Name of work package the item affects
Milestone	Text	Title of milestone
Delivery date	Date	See header

12.2.5 Budget

The budget information is captured in a table with the following composition (Table 40).

Table 40. Budget table composition

Column header	Cell content format	Cell content description
Category	Text	See header
Item	Text	See header
Estimated budget	Text	See header
Actual expenditure	Text	See header
Cost variance	Text	See header
Notes	Free text	Notes about budget item

13 Exception report

13.1 Purpose

The purpose of the Exception report is to describe and document what tolerance has been exceeded or is in danger of being exceeded.

13.2 Development guidelines

The Exception report follows the composition of the Quarterly status report.

14 Project assurance audit report

14.1 Purpose

The purpose of the Project assurance audit report is to document the project's adherence to the Project plan [1].

14.2 Development guidelines

The Project assurance audit report content is developed by assessing if the project is being conducted in line with the current, signed off Project plan. The Project assurance audit report information is captured in a table with the following composition (Table 41):

Table 41. Project assurance audit report table composition.

Column header	Cell content format	Cell content description
Project plan section	Text	See header
Status	Drop-down	Green (comfortably adhering to assurance), amber (adhering in general to assurance but with some issues), red (not adhering to assurance)
Adherence	Free text	Description of Project assurance auditing process findings
Recommendations	Free text	Description of suggested actions to deal with non adherence issues

15 Operations assurance audit report

15.1 Purpose

The purpose of Operations assurance audit report is to document the project adherence to Operations policies [1].

15.2 Development guidelines

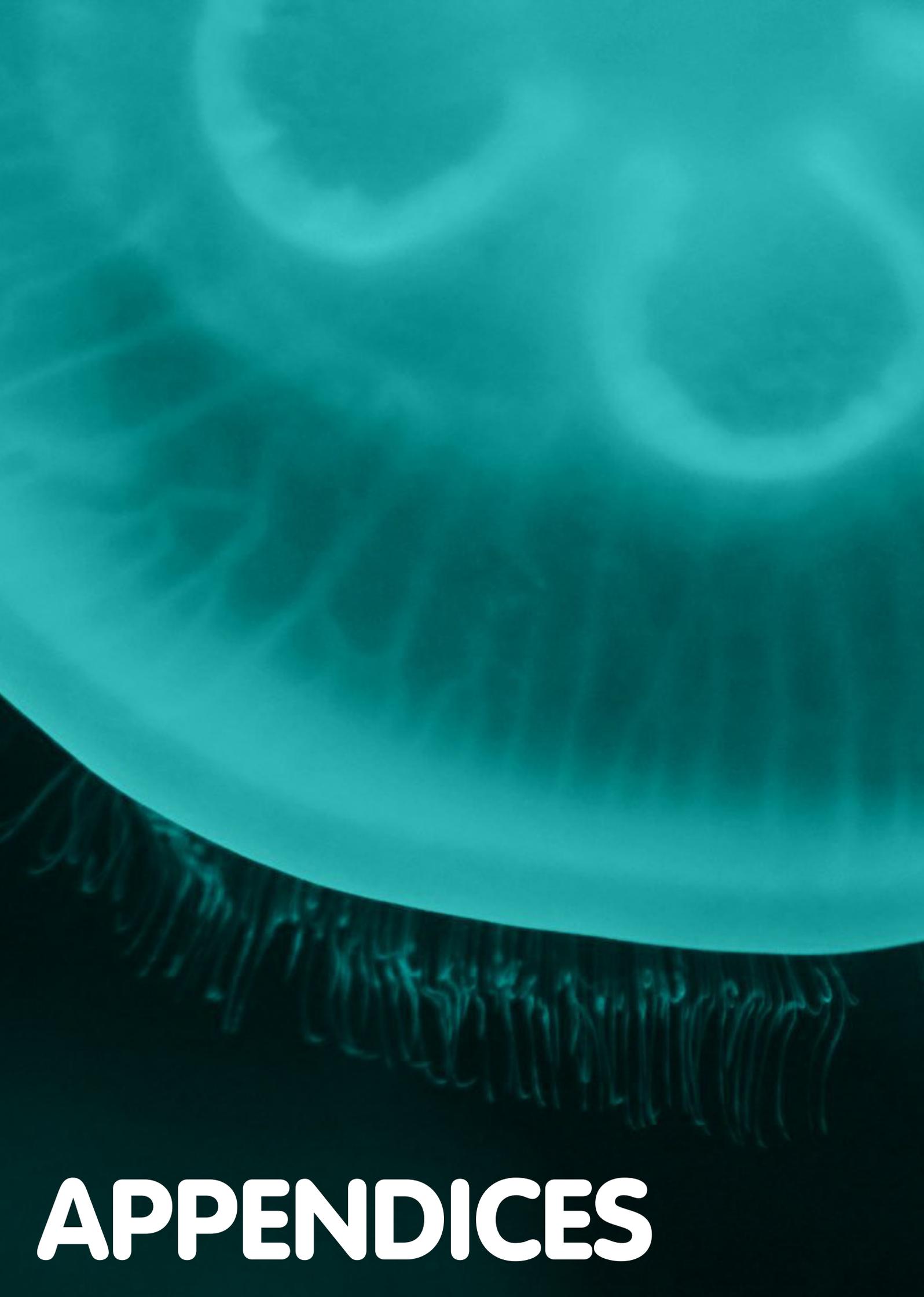
The Operations assurance audit report content is developed by assessing if the project is being conducted in line with Operations policies. The Operations assurance audit report information is captured in a table with the same composition as the Project assurance audit report (Table 41).

Box 24. Tailoring documents

As a minimum, all projects need a Pre-project tracker, Project tracker, Project plan, and Project-end report. The remaining documents are optional, depending on the needs of a particular project.

The detail level, terminology, and number/type of sections in each document used can also be tailored to suit the project or organisation needs. For example, the most basic Project plan would contain a conservation strategy, monitoring approach, and budget, but could exclude the other sections. Likewise the most simplified version of a Project tracker could be made up of just a work plan, results, and budget. The Project tracker could also be tailored by adding/deleting columns and titles. All documents can be updated in line with the organisation's brand guidelines.

The project documents outlined in this document are provided as suggested ready to use, free templates that may be helpful for projects that have few or none of these documents in place. However, there are many project management document templates and software packages available that a project can utilise instead of those provided in this manual.



APPENDICES

1 Example Project plan

This example Project plan is provided to illustrate the application of the development guidelines outlined in Documents. For the purposes of this example some sections of the Project plan (introduction, budget, and literature references) have been omitted and no citations of information sources are included. Only a small number of entries are used in each section to demonstrate the use and content of the Project tracker.

1.1 Project management approach

The project management approach follows the PMWC approach apart from the tailoring of some items, as described in Table 42.

Table 42. Project management approach.

PMWC section	PMWC sub-section	Approach	Description of tailoring
Principles		As PMWC manual	
Roles	Internal roles	As PMWC manual	Role of Operations assurance appointed to same staff member as Project manager, due to the Project manager's experience with Operations policies and the low complexity/risk of the project related to following Operations policies
	External roles	Tailored	No Supplier required as the project milestones are to all be delivered by the project team
Phases	Pre-project	Tailored	Milestones for raising and securing funds not used as funds are already in place for this project
	Initiate	As PMWC manual	
	Implement	Tailored	No Operations audit report will be submitted due to the reasons given above
	Close	Tailored	No Operations audit report will be submitted due to the reasons given above
Control processes	Managing progress	Tailored	No weekly catch up meetings required due to the low complexity of the project and the difficulty in communications between team members stationed in the field
	Managing risks and issues	As PMWC manual	

PMWC section	PMWC sub-section	Approach	Description of tailoring
	Managing lessons learned	As PMWC manual	
Administrative processes	Managing documents	Tailored	Internal project documents named: StrayTigerProject - Name of document - v0.1
	Managing meetings	As PMWC manual	

1.2 Conservation strategy

1.2.1 Situation analysis

Scope: The Sundarbans Reserved Forest of Bangladesh (Figure 30).

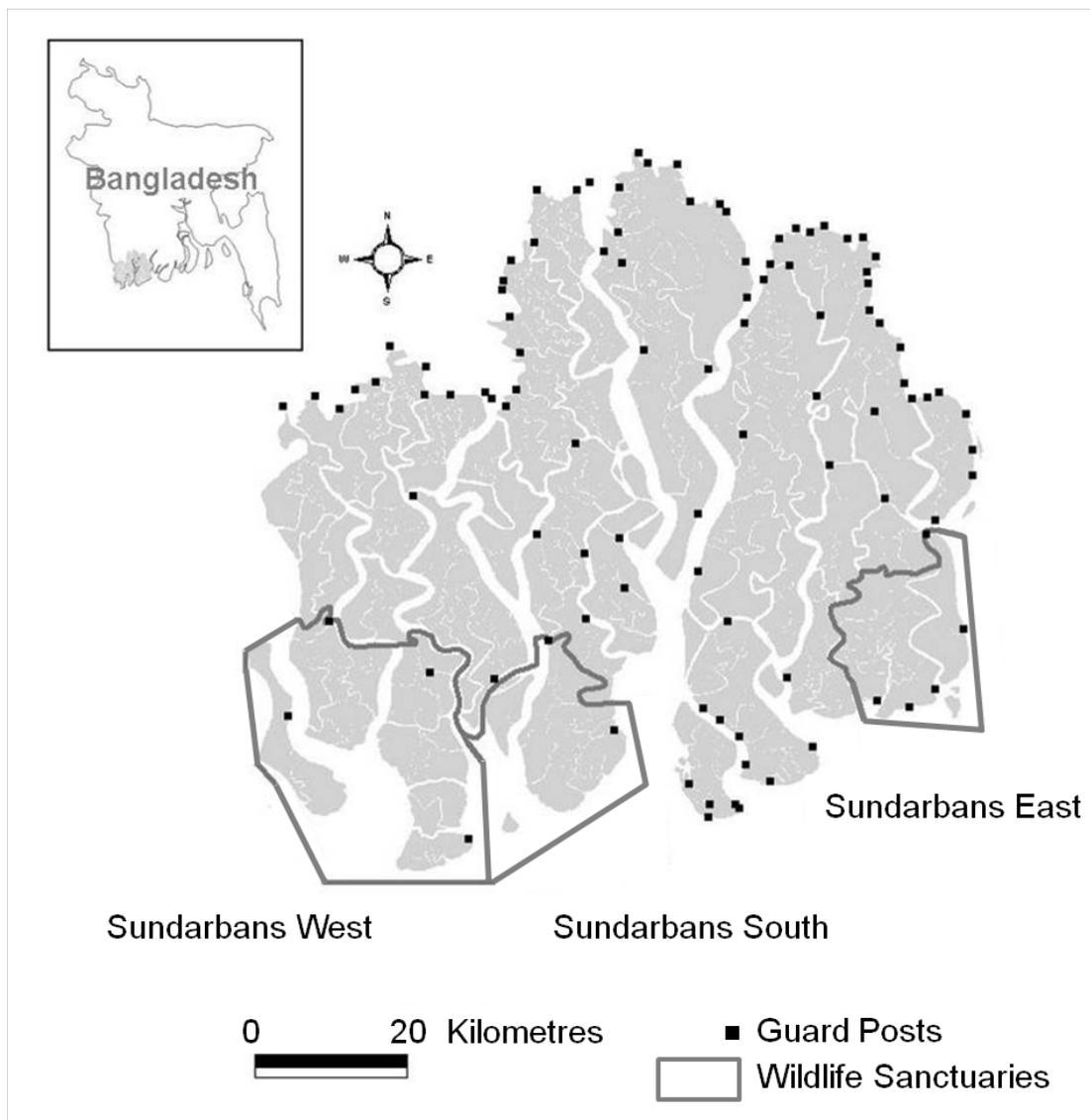


Figure 30. Project scope: The Sundarbans Reserved Forest of Bangladesh.

1.2.2 *Biological targets:* Tigers (*Panthera tigris*)

1.2.3 *Situation analysis conceptual model:* The conceptual model is outlined in Figure 31.

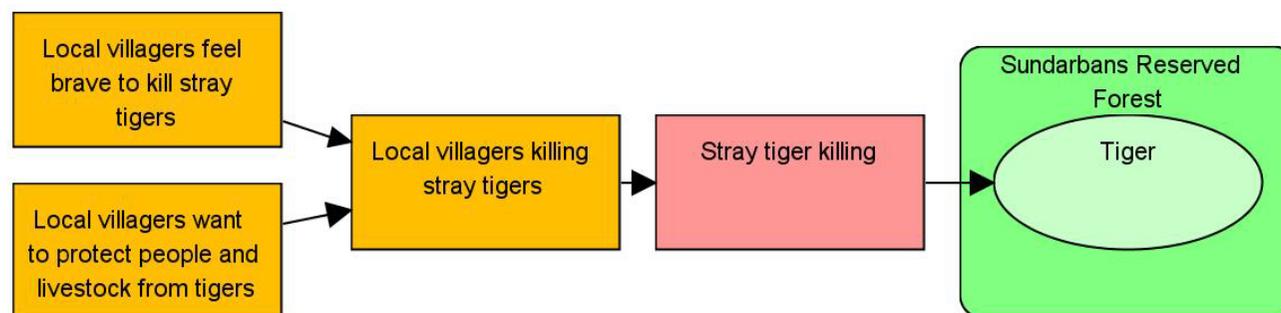


Figure 31. Situation analysis conceptual model.

1.2.4 *Threats assessment:* Information relating to the threats assessment is captured in Table 43.

Table 43. Threats assessment.

Threat	Scope	Severity	Irreversibility	Magnitude	Rating	Information source and rational for ranking
Stray tiger killing	Low	Medium	High	Low	Low	Scope: relatively low number of tigers affected according to human tiger conflict records Severity: Of those tigers affected approximately 1 in 2 stray tigers either killed or injured Irreversibility: Killing stray tigers deeply embedded into local culture

1.2.5 *Theory of change conceptual model:* The theory of change is outlined in Figure 32.

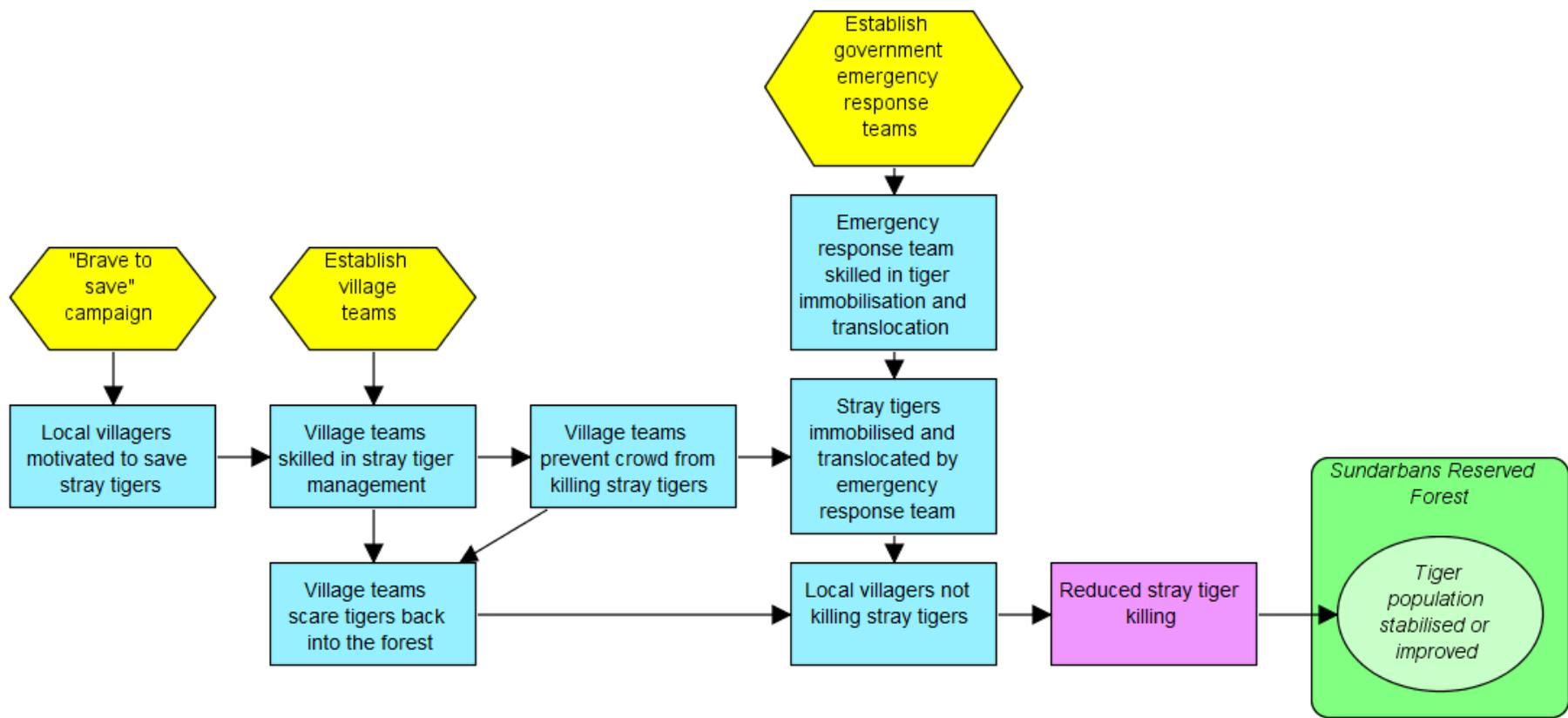


Figure 32. Theory of change conceptual model.

1.3 Monitoring strategy

The monitoring strategy is detailed in Table 44.

Table 44. Monitoring strategy.

Result	Objective	Objective tolerance	Indicator	Source of verification	Yearly indicator value targets			
					1	2	3	4
R-F1a-ii: Village teams skilled in stray tiger management	OB-F1a-ii: By 2020, 80% of existing village team members skilled in stray tiger management	-10% / +20%	I-F1a-ii: % of village team members passing stray tiger management skills assessment	Skills assessment report	0%	30%	80%	80%
R-E1a-ii: Village teams prevent crowd from killing stray tigers	OB-E1a-ii: By 2020, 60% of stray tigers not killed by crowd	-20% / +20%	I-E1a-ii: % of stray tigers killed by crowd	Government records of stray tiger killings	0%	0%	30%	60%

1.4 Lessons learned

Information relating to lessons learned is captured in Table 45.

Table 45. Lessons learned

Ref	Effect	Lesson learned	Recommendations
L001	Went well	Local leaders included in the training helped establish community support for the village team	Include at least 1 local leader in each village team training session
L002	Could have gone better	Ongoing turnover of village team members reduces number of active members experienced in stray tiger management	Keep a register of active village team members and associated skill levels Carry out refresher training every year to skill up new members

1.5 Communications strategy

Information relating to the communications strategy is outlined in Table 46.

Table 46. Communications strategy.

Group name	Group type	Means of communication	Notes
Forest department	A	Quarterly status reports Annual status reports	Deliver hard copies to head office
Local village committees	B	Annual status reports	Deliver through presentation and hard copy

1.6 Minimising negative impact strategy

Information relating to the Minimising negative impact strategy is captured in Table 47.

Table 47. Minimising negative impact strategy.

Negative impact	Source of negative impact	Mitigating actions
Some village team members may be injured	Village team members could be either injured by a fellow villager trying to kill a stray tiger, or by a stray tiger	Incorporate first aid into village team training Set up emergency fund to support village team members injured in the line of duty

1.7 Team strategy

The organisational chart is shown in Figure 33, and the team roster is shown in Table 48.

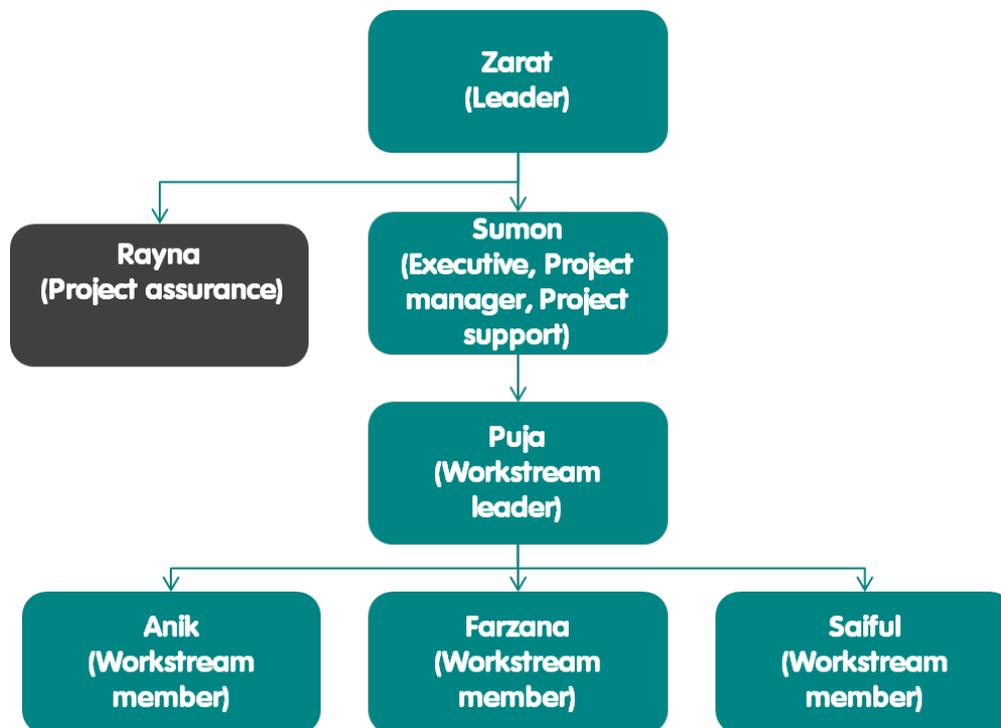


Figure 33. Organisational chart.

Table 48. Team roster.

Role	Name	Start date	End date
Leader	Zarafat	01/01/2017	01/01/2022
Executive	Sumon	01/02/2017	01/01/2022
Project manager	Sumon	01/02/2017	01/01/2022
Project support	Sumon	01/02/2017	01/01/2022
Project assurance	Rayna	01/08/2017	01/01/2022
Workstream leader	Puja	01/03/2017	01/11/2020
Workstream member	Anik	01/04/2017	01/11/2020
Workstream member	Farzana	01/04/2017	01/11/2020
Workstream member	Saiful	01/04/2017	01/11/2020

1.8 Risks and issues

Information relating to the risks and issues are captured in Table 49.

Table 49. Risks and issues.

Ref	Type	Workstream	Work package	Description	Cause	Effect	Impact					Approach	Mitigating actions
							Probability	Schedule	Budget	Results	Rating		
R001	Risk	Community empowerment team	Establish village teams	There is a risk that village team member skills are lost over time.	This is because of village team member turnover, and slowly forgetting skills over time.	This could result in a reduced % of village team members skilled in stray tiger management.	Likely	Low	Low	Medium	Medium	Avoid	Carry out refresher training each year
I001	Issue	Community empowerment team	"Brave to save" campaign	There is an issue regarding the supply of poster boards from Supplier.	This is because the Supplier is not delivering the ordered poster board on time.	This has resulted in a delay in exposing local people to the campaign messages.	Certain	Medium	Medium	Medium	Medium	Reduce	Cancel contract and secure new Supplier

1.9 Dependencies

Information relating to the dependencies is tabulated in Table 50.

Table 50. Dependencies.

Ref	Workstream	Work package	Dependency level	Incoming/outgoing	Description	Effect
D001	Community empowerment team	" <i>Brave to save</i> " campaign	Workstream	Incoming	" <i>Brave to save</i> " campaign live show activities dependent on gaining permission from local authorities for using school grounds as venues	If this dependency is not realised the impact will be that live shows in some villages may not be possible, which may impact the number of villagers exposed to the campaign messages
D002	Community empowerment team	" <i>Brave to save</i> " campaign	Project	Outgoing	Community forest guardians project dependent on Brave to save campaign for generating villagers' motivation for saving tigers	If this dependency is not realised the impact will be that the Community forest guardians project may not be able to obtain sufficient commitment from villagers to reach the project's desired results

1.10 Milestones

Information relating to the milestones is tabulated in Table 51.

Table 51. Milestones.

Workstream	Work package	Milestone	Delivery date
Community empowerment team	" <i>Brave to save</i> " campaign	2 x villagers skilled as campaign leaders in each of 20 villages	01/03/2018
Community empowerment team	" <i>Brave to save</i> " campaign	Campaign message poster boards deployed in 40 villages	15/06/2018
Community empowerment team	" <i>Brave to save</i> " campaign	Live shows complete in 20 villages	15/12/2018

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