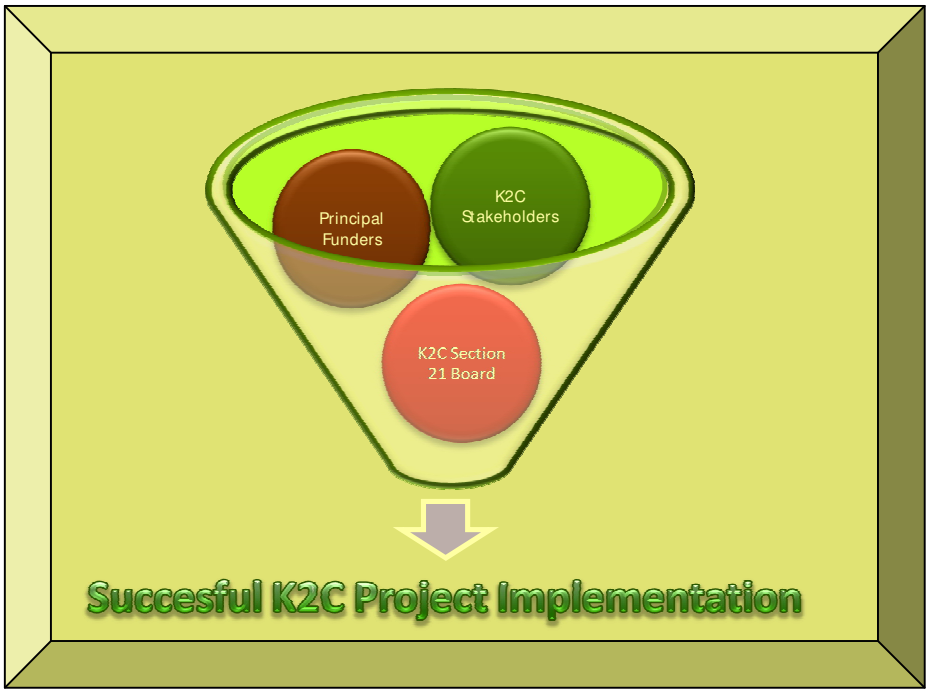
KRUGER TO CANYONS
BIOSPHERE REGION

Projects & Project Management in the K2C



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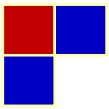

Background

In Feb 2010, a "lessons learnt" workshop was held on the successes and obstacles identified in the functioning and management of K2C and all project implemented to date.

As a result of this interactive workshop, a number of documents were identified as crucial and required in order to facilitate improved implementation and continuation of projects in the future. One of the problems identified was a direct result of a lack of formal communication, understanding and agreement of everyone roles and responsibilities in each project which in turn created potential misunderstandings as regards ownership and effective management of certain projects.

As a consequential decision, it was suggested that a complex document be drawn up to outline and describe the functioning and implementation of projects within K2C, that could act as a guideline and protocol for project interaction within K2C and in conjunction with K2C management body.

For further assistance and cliarification, the current Project Manager has subsequently put together a complex document that will not only guide and facilitate the interaction and implementation of projects directly linked to K2C, but can also assist emerging NPO's, Community Associations and other individuals/ organisations who wish to implement relevant projects successfully within the K2C region.

The resultant document gives a full description of projects, project management, project role players, project management tools etc. This document is aimed to be of benefit to anyone within the K2C region aiming to successfully initiate a project on their own or wishing to initiate interaction/ partnership with and/or support from K2C in project initiation and implementation.

Project Management

What is a Project?

A project is a series of activities (investments) that aim at solving particular problems within a given time frame and in a particular location. The investments include time, money, human and material resources. Before achieving the objectives, a project goes through several stages. Monitoring should take place at and be integrated into all stages of the project cycle.

The three basic stages include::

- Project planning (situation analysis, problem identification, definition of the goal, formulating strategies, designing a work plan, and budgeting);
- Project implementation (mobilization, utilization and control of resources and project operation); and
- Project evaluation

What is Project Management?

Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It is sometimes conflated with program management, however technically a program is actually a higher level construct: a group of related and somehow interdependent projects.

The Scope of a Project

The **Scope** Statement provides a common understanding of the project among stakeholders. A separate Scope Statement Document can be created or alternatively, it can also be included within the core Project Charter or Project Plan.

The preliminary Project Scope Statement specifies what should be the goals and objectives of the project and what needs to be accomplished for the project.
A project scope statement includes the following:

- Project and Product Objectives
- Product Acceptance Criteria
- Project Boundaries
- Assumptions and Constraints
- Project Requirements and Deliverables
- Initial Defined Risk
- Schedule
- Work breakdown structure

The Six "P" model of Planning

This is a simple but memorable model for planning any change process or new strategy. It consists of the three **guiding strategic** P's and the three **operational process** P's

Purpose
Principles
Parameters

Process
People
Programme

It represents the 6 questions that should be asked before any change is implemented or strategy agreed.

Purpose: Why are we doing this? What outcome will it achieve? What is the perceived benefit?

Principles: How will the change be carried out? What are the guiding principles including core values that will inform the process?

Parameters: What are the boundaries and limites of the change? What will it not include? What are the constraints of time, people, money, legislation, other directives etc?

Process: What is the process by which the change will be carried out? What is the project pan

People: Who are the key people with responsibility for managing the change, being consulted abut the change, deciding about the change and implementing the change?

Programme: What is the timetable for the change process? What will happen by when? How does ti link to other programme timings?

- Summary of Budget
- Configuration Management

Phases of a Project

Pre-Planning

In order to ascertain whether a project is feasible or applicable to a pre-identified region or stakeholder group, a Feasibility Study may often be required to be undertaken beforehand

A Feasibility Study can be defined as a detailed investigation and analysis of a proposed development project to determine whether it is viable technically, practically, ethically, socially and economically.

In its simplest form, a Feasibility Study represents:

- a definition of a problem or opportunity to be studied,
- an analysis of the current mode of operation,
- a definition of requirements,
- an evaluation of alternatives,
- and an agreed upon course of action.

As such, the activities for preparing a Feasibility Study are generic in nature and can be applied to any type of project.

There are basically six parts to any effective Feasibility Study:

The Project Scope which is used to define the development or environmental problem and/or opportunity to be addressed. The old adage, "The problem well stated is half solved," is very appropriate.

The scope should be definitive and to the point; rambling narrative serves no purpose and can actually confuse project participants. It is also necessary to define the parts of the project focus affected either directly or indirectly, including project participants and end-user areas affected by the project. The project sponsor should be identified, particularly if he/she is footing the bill.

The Current Analysis is used to define and understand the current situation. From this analysis, it is not uncommon to discover there is actually nothing wrong with the current system or product other than some misunderstandings regarding it or perhaps it needs some simple modifications as opposed to a major overhaul. Also, the strengths and weaknesses of the current approach are identified (pros and cons). In addition, there may very well be elements of the current situation that may be used in its successor thus saving time and money later on. Without such analysis, this may never be discovered.

Requirements - how requirements are defined depends on the object of the project's attention. For example, how requirements are specified for an environmental project is substantially different than requirements for a social or economic project. Each exhibits totally different properties and, as such, are defined differently.

The Approach represents the recommended solution or course of action to satisfy the requirements. Here, various alternatives are considered along with an explanation as to why the preferred solution was selected.

- Does the recommended approach satisfy the goals and objectives of the proposed project?
- Is it also a practical and viable solution

A thorough analysis here is needed in order to perform the next step...

Evaluation - examines the cost effectiveness (this include economical, environmental and social costs) of the approach selected. This begins with an analysis of the estimated total cost of the project as well as the sustainability of a project. In addition to the recommended solution, other alternatives are estimated in order to offer a viable comparison. For development projects, an estimate of labour and out-of-pocket expenses is assembled along with a project schedule showing the project path and start-and-end dates.

After the total cost of the project has been calculated, a cost and evaluation summary is prepared which includes such things as a cost/benefit analysis, return on investment, etc.

Review - all of the preceding elements are then assembled into an initial CONCEPT NOTE. This document can then be used to initiate a project, obtain initial consensus on possible funding and to initiate support and structure to a proposed project. The Concept Note and a formal review may be conducted by K2C Management body, potential funders and/or other relevant bodies. The review serves two purposes:

- to substantiate the thoroughness and accuracy of the initial concept note, and to make a project decision; either approve it, reject it, or
- ask that it be revised before making a final decision.

Project Planning

HOW TO INITIATE A PROJECT

Here are some steps you can undertake to properly initiate a project.

Identify the likely Sponsor

Usually the Sponsor is evident but it may not be so. The Sponsor needs to be committed to the project rather than just nominated to the position. If the Sponsor does not believe strongly in the project, what chance do you have for support when the going gets tough?

Identify the Key Stakeholders

With the help of the Sponsor identify who else is a stakeholder. Don't accept ruling a key stakeholder out because they don't support the project. Sometimes a person outside the project can sink the project more effectively than someone inside the project. It is better to understand why they are opposed to the project before you start.

Prepare a Questionnaire

Look at the four questions above, and put down some questions you would like to ask people about the project. Here are a few:

- Where do you think the project is up to at the moment?
- What do you expect will change in your area when the project is complete?
- What are the biggest hurdles we need to overcome?
- What differences of opinion exist regarding the project?
- What is the business problem the project is trying to address?
- Who will authorise requirements, changes etc.?
- What areas of the organisation are opposed to this project and why?
- What are the biggest risks to the project?
- Is there anything significant about the completion date?
- In your eyes, how will you judge the project as a success?

Interview the Key Stakeholders

Book half an hour to an hour with key stakeholders and work through the questions. At this stage you are information gathering. Don't try to resolve differences or you will not get through the interview. You also risk getting the person into an argumentative mood and they may be less than forthcoming. Remember to ask about who the other key stakeholders are. It is not unusual to unearth a few stakeholders you didn't know about. After you finish, document the discussion.

Project Planning is a crucial aspect of project initiation. Successful project implementation cannot occur without stable and suitable planning.

A project plan can be considered to be a formal and approved document, the purpose of which is used to guide both the project execution and the project control. Additionally, the primary uses are to document planning assumptions and decisions, facilitate communication among stakeholders as well as document approved scope, cost and schedule baselines. A project plan may be delivered in a summarized version or a complex detailed version.
A detailed project plan should contact 4 different aspects and these include a Situational Analysis, goal definition, the formulation of strategies and the designing of workplans, strategies and budgets.

Identify & Resolve Problems
Looking across all the interviews identify conflicts and differences. Make a list of these issues and discuss them with the Sponsor. They need to be either resolved prior to you developing a project charter, or the impact built into the project charter.
If a key business area says they will not have anyone available to work on the project for two months and you can't change their mind, build a project plan that delays the project two months. If the Sponsor disagrees, the Sponsor has to convince the business area to make people available earlier.
Conclusion
The cause of many project failures can be traced back to the early days of the project. What eventually causes it to come tumbling down is often visible from the start. The fault is that everyone hoped it would go away. It is the responsibility of the Project Manager to identify these problems, and either solve them, or escalate them to the Sponsor.
The Sponsor has a responsibility to the project. Part of that responsibility is, at any point in time, to decide if the project should continue. If there is a major success-threatening issue that the Project Manager cannot resolve, and the Sponsor cannot resolve, the Sponsor has the obligation to stop the project. On the other hand, if the Project Manager cannot solve the problem, and the Sponsor can, the Sponsor has an obligation to fix the problem.
Project initiation is about scouting around to find out if there are any problems that will impede progress and addressing them on day one. The further the project goes, the harder they are to fix. It also means that planning can be more effective because the project manager better understands the context of the project.
Project initiation and interviewing stakeholders is not about gathering requirements. It is about understanding if we have a project, does everyone see it as the same project and can it be a successful project.

Formation of a Steering Committee

The formation of a Steering Committee is a crucial step in any Biosphere related project. The purposes of this formation goes beyond the ability to be able to involve and benefit from a balanced and wide range of view points and knowledge base around the project, its stakeholders and other related components, but can also assist in promoting ownership and support of the project with necessary sectors, communities, organisations and other bodies. As the majority of Biosphere related projects will have some form of community involvement (whether it be a rural community or a land use community, such as agricultural community, research community, conservation community etc), and thus this will become a factor of concern in most Biosphere related projects.

A steering committee is, by definition, a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction. They do not take the place of a sponsor/ funder, but help to spread the strategic input and buy-in to a larger portion of the project/ focus area

A steering committee for a Biosphere related project should consist of all or some of the following:

- Individuals with direct and skilled knowledge base on project focus area
- K2C Management and/or Administrative Unit
- Landowners to be directly affected by project implementation
- Beneficiaries of project implementation
- Government bodies related to project focus (either local, district or provincial as identified by project scope and focus)
- Project Funders (dependant on contractual agreement with funding organisation)
- Additional parties as suitably identified by project initiators and/or project funders.

Once a steering committee has been established, the following steps within the planning phase can then be initiated:

Analysis of project feasibility, impact ability and technical achievability.

Before a project plan can be initiated, the proposed project needs to be analysed as to whether it will be feasible in general or within the identified community as well as whether it will be feasible financially and technically. Additionally full background information needs to be obtained so as to assist with further formulation of project goals, implementation strategies and confirmation of project focus areas.

There are two alternative tools that can be used to achieve this and to enable a complex evaluation of a project before detailed planning and implementation is undertaken. This includes the development of either a Situational Analysis or a Feasibility Study. Either of which are crucial to a successful project implementation phase and each of which can either be a brief document or a complex process, dependant on the individual complexities of the proposed project as a whole.

Situational Analysis

Situational Analysis is a form or preparatory research that is undertaken before a project is initiated. It basically asks 2 questions:

1. What is the current situation of the project focus / region or stakeholder group.
2. What direction is the project focus/ region or stakeholder group aiming to move into

As a result of answering the above two questions, it is also possible to then establish what needs to be done to move from question 1 to question 2.

One form of Situational Analysis is the more commonly known "SWOT" Analysis.

A "SWOT" Analysis will look at the current Strengths and Weaknesses of the current situation as well as identify the potential Threats and Opportunities for the project focus.

Aspects studied with in a Situational or SWOT analysis could be around the current environmental status, social status, political status, resource availability status, socio-economic status etc etc depending entirely on what the goal and focus of the project proposal is.

As a general process, 3 steps can be identified in a situational analysis:

1. Identify the stakeholders and /or environmental situation to be both involved in and beneficiaries of the proposed project as well as their current status of the focus area
2. Assess the impact of the proposed project – this can include impact on the stakeholders, their livelihoods, the environment etc or the impact required to achieve project goals.
3. Formulate strategies and identify goals of the proposed project to enable implementation of the project focus.

Information for a situational analysis should be collected with the involvement of the community members/ beneficiaries and/or stakeholders using several techniques. This is to ensure valid, reliable and comprehensive information about the community and/or project focus and its problems.

Some of the following techniques could be used:

- Documents review;
- Surveys;
- Discussions with individuals, specific groups and the community as a whole;
- Interviews;
- Observations;
- Listening to people;

- Brainstorming;
- Informal conversations;
- Making an inventory of community social resources, services and opportunities;
- Transect walks, maps; and
- Problem tree.

Situation analysis is very important before any attempts to solve the problem because:

- It provides an opportunity to understand the dynamics of the community;
- It helps to clarify social, economic, cultural and political conditions;
- It provides an initial opportunity for people's participation in all project activities;
- It enables the definition of community problems and solutions; and
- It provides information needed to determine objectives, plan and implement.

Situational analysis should be continuous, in order to provide additional information during project implementation, monitoring and re-planning. Situational analysis and problem identification should be monitored to ensure that correct and up dated information is always available about the community and/or project focus and its problems.

Feasibility Study

Alternative to a Situational Analysis, a Feasibility Study may also be considered the first and initial document to be drawn up in the project planning phase.

A feasibility study is a detailed evaluation of the proposed project to determine the difficulty in carrying out the required tasks. A feasibility study may be a short and brief document or may constitute a project all of its own (including its own funding and outsourcing to a tendered Service Provider), depending on the complexity of the proposed project and the related tasks and results. Generally, a feasibility study precedes technical development and project implementation. In other words, a feasibility study is an evaluation or analysis of the potential impact of a proposed project as well as the ability to achieve the project matched against the potential impact that the project may produce.

The details that will be included within a feasibility study will vary greatly and depend on the focus points involved in the proposed project.

Definition of the Goal

A goal is a general statement of what should be done to solve a problem. It defines broadly, what is expected out of a project. A goal emerges from the problem that needs to be addressed and signals the final destination of a project. Objectives are finite sub-sets of a goal and should be specific, in order to be achievable.

Goal setting asks the question, "Where do we want to go or what do we want to achieve?"

Before any attempts to implement a project, the planners, implementers and beneficiaries should set up goals and objectives.

The objectives of a project should be "**SMART**"

Specific: clear about what, where, when, and how the situation will be changed;
Measurable: able to quantify the targets and benefits;
Achievable: able to attain the objectives (knowing the resources and capacities at the disposal of the community)
Realistic: able to obtain the level of change reflected in the objective; and
Time bound: stating the time period in which they will each be accomplished.

Formulating Strategies

The next step in the process will then be to should decide on **HOW** a project is to be implemented, which is referred to as the strategy. Depending on the project being undertaken and the complexity of the stakeholder involvement, this may be done by the Project Initiators themselves, or this may be done after relevant project stakeholders have been identified and formed into a Steering committee. It should be noted that if this step is undertaken by the Project Initiators prior to the formation of a Steering Committee, the revision of the formulated strategy may be in order to include the viewpoints and knowledge base of stakeholders incorporated into the project Steering Committee.

Agreeing on the strategy involves determining all items (inputs, tasks, resources etc) that are needed to carry out the project, defining the different groups or individuals and their particular roles they are to play in the project. These groups and individuals that undertake particular roles in the project are generally called "actors", or more relvant to a biosphere related project – are often referred to as Stakeholders.

Generating the structures and strategies therefore involves:

- Discussing and agreeing on the activities to be undertaken during implementation;
- Defining the different actors inside and outside the community, and their roles; and
- Defining and distributing costs and materials necessary to implement the project.

Designing a Work Plan, and Budgeting

After establishing the appropriateness of the decisions, the Steering Committee should discuss and agree with all members as well as with the Biosphere Management Unit on how the project will be implemented.

This is called designing a work plan and can be summarized in the question "***How do we get what we want?***" A work plan is a description of the necessary activities set out in stages, with rough indication of the timing.

In order to draw a good work plan, the implementers and/or Steering Committee should:

- List all the tasks required to implement a project;
- Put the tasks in the order in which they will be implemented;
- Show allocation of the responsibilities to the actors; and
- Give the timing of each activity.

The work plan is a guide to project implementation and a basis for project monitoring. It therefore helps to:

- Finish the project in time;
- Do the right things in the right order;

- Identify who will be responsible for what activity; and
- Determine when to start project implementation.

Drawing up a Project Proposal/ Plan (PP)

A **project plan,** which in turn will act as the project proposal is a logical document that brings together the key information needed to start the project on a sound basis and to obtain final approval from all relevant parties – ie project funders, stakeholders, partners, initiators and implementers. It should be conveyed to all identified role players and agreed and signed off by the project funders. In short, this is the, "who, why, and what", part of the project. It defines all major aspects of a project and forms the basis for its management and the assessment of overall success.

This Document provides a reference point throughout the project for all parties (ie the Steering committee Members, the implementers, the funders etc).
A Project Initiation Document or the project proposal often contains the following

- Project Goals
- Scope
- Project Organization
- Business Case
- Constraints

How to write a Project Proposal

A project proposal is a reference document produced at the outset of a project. It contains a range of information pertaining to the project including it's background, deliverables and ownership. One of the most comforting things to have as a Project Manager is a full awareness of the full requirements, the deliverables and the knowledge that the project has strong foundations with both firm ownership and sound business case. Capturing and documenting key information such as this before a Project kicks off is an essential activity and a Project Initiation Document or Project Proposal provides a place to store it.

Detailed Project Proposals (PP's) are nothing new and are part of many formal Project Methodologies. Too often when projects have problems, attempting to understand what's going wrong and why can be difficult. In a poor project environment – things often go undocumented, and trying to unravel something that was agreed in conversation can be fraught. PP's are good practice as they capture key information that can be used for reference throughout a project for guidance or when clarification is required. They also provide a method of communicating the benefits and business case that prove a project should be commenced in the first place.

Producing the PP at the right time is essential – the PP should be produced while the Project is being started. It can be authored by a mix of the Project Initiator, the Project Funder, the Steering Committee and the Project Manager (or any combination of the prior) and should ultimately summarize your project in one document. As Projects can be big/small, simple/complicated the actual construction of PP's may vary from Project to Project but there are some fundamentals that you should consider including in your PP.

Project Goals

Layout in simple terms the goals of the project – this should include reference to the rationale behind the goal – for example – a project goal could be to reduce the alien vegetation within a given eco-system. Notice there is a difference between Goals/Objectives and Deliverables.

Deliverables

What will the project Deliver? – for example is the project to deliver a written report, is the delivery of a report or possible a series of training workshops or the physical construction of a building/ borehole or other entity etc – ensure that the deliverables are measurable, so it can be proved beyond reasonable doubt that tasks have been completed

Scope

What is the scope of the project – for example is the scope "implement alien vegetation eradication within the 100 year flood line along the Olifants River". Note this should clearly explain who or where the project will be done to and anything that is excluded.

Financial Business Case

The business case should contain details of the expected costs of the Project. The Business Case should also indicate any savings that may result from the project – some business cases take a multi-year approach (e.g. 5 years) looking at the long term impact of the financial commitment. For community development related projects, this also needs to include the financial feasibility of the proposed project

Project Roles and responsibilities

A clear part of the Project Proposal is clearly outlining the authorities within a project. The Project Proposal should outline the Project structure e.g. sponsor, steering team, project manager, Project team and their levels of responsibilities – you may even consider drawing up job descriptions for the people within the team. The PP should define the resource requirement for running the project – for example does the Project require a team of 10? If it does explain why. Additionally, any project initiated in conjunction with K2C will need to sign a project MoA (Memorandum of Agreement) that clearly outlines the roles and responsiblities of each of the parties involved within the interim of the project timeline (a generic example of this Memorandum of Agreement can be found in **Appendix 1: Generic MoA)**

Risks

Consider any risks that may affect the Project – their likelihood of their occurrence and their possible impact. Include mitigation against the risks that you've identified.

Assumptions/ Constraints

Are there any assumptions or constraints that you need to make about the Project? for example an assumption of commitment and participation from community members or government officials, or perhaps an assumption on certain resources that may or may not be available during the project timeline?

Project Controls

Project controls, help schedule and measure projects - think about whether the Project requires Key Performance Indicators?

Reporting framework

Consider what information channels will be required during the project – will a monthly summary report to the Greater Stakeholder group suffice? Additionally, include reporting requirements as laid out by the Project Funder. It is also important to lay out different communication channels between the various government depts if required or between the various stakeholders/ the steering committee, the Project Manager and other Project Roleplayers.

Summary

A valuable summary of the entire PP needs to be included to allow for quick reference and understanding of the project and its scope, goals and objectives.

Project Implementation/ Execution and Management Phase

Project Execution and Management Phase follows the Project Planning Phase and ideally starts once the Project Plan/ Proposal has been approved and baselined. Project Execution is characterized by the receiving of funds and the initiation of actual work on the tasks planned. Additionally project Management involves the comparison of the actual performance with the planned performance and taking appropriate corrective action to get the desired output.

During this phase, **Project Team is responsible** for the following activities:

- Team Members execute the tasks as planned by the Project Manager.
- Project Manager is responsible for performance measurement which includes finding variances between planned and actual work, cost and schedule.
- Project manager is responsible for providing Project Status Report to all key stakeholders to provide visibility.
- The Steering Committee or Project Key stakeholders (if no steering committee has been formed) or the are responsible for the review of the matrices and variances.
- The Steering Committee or Project Key stakeholders (if no steering committee has been formed) are responsible for taking necessary action of the variances thus determined so as to complete the project within time and budget.

The **basic processes** of the Project Execution and Management can be:

- Project Plan Execution.
- Review of Matrices and Status Reports.
- Change Control Process. This defines the procedures to handle the changes that are introduced during Project Execution and Management.

The **facilitating processes** during Project Execution and Management can be:

- Quality Assurance and Quality Control.
- Performance Monitoring.
- Information Distribution or Status Reporting.
- Project Administration.
- Risk Monitoring and Control.
- Scope Control.
- Schedule and Cost Control.
- Contract Administration.

Project Execution and Management Phase has a direct correlation to project progress and stakeholder's expectations. Even the minor issues, if unnoticed, can cause major impact on cost, schedule and risk and potentially deviate the project from the Project Plan, thus emphasizing the importance for the Project Execution and Management Phase.

Monitoring & Evaluation Phase

Monitoring implementation asks the fourth key question ***"What happens when we do?"***

Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers (spearheaded by the steering committee, project funders or K2C Management Authority) should identify their strength and weaknesses (internal forces), opportunities and threats (external forces).

The strength and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them.

Monitoring is important at this implementation phase to ensure that the project is implemented as per the schedule. This is a continuous process that should be put in place before project implementation starts. As such, the monitoring activities should appear on the work plan and should involve all stake holders. If activities are not going on well, arrangements should be made to identify the problem so that they can be corrected.

Monitoring is also important to ensure that activities are implemented as planned. This helps the implementers to measure how well they are achieving their targets. This is based on the understanding that the process through which a project is implemented has a lot of effect on its use, operation and maintenance.

When implementation of the project is not on target, there is a need for the project managers to ask themselves and answer the question, "How best do we get there?"

The implementers and planners have to agree on monitoring indicators. Monitoring indicators are quantitative and qualitative signs (criteria) for measuring or assessing the achievement of project activities and objectives. The indicators will show the extent to which the objectives of every activity have been achieved. Monitoring indicators should be explicit, pertinent and objectively verifiable.
Monitoring Indicators are of four types, namely;

- Input indicators: describe what goes on in the project (eg number of bricks brought on site and amount of money spent);
- Output indicators: describe the project activity (eg number of classrooms built);
- Outcome indicators: describe the product of the activity (eg number of pupils attending the school); and
- Impact indicators: measure change in conditions of the community (eg reduced illiteracy in the community).

Writing down the structures and strategies helps in project monitoring because they specify what will be done during project implementation. Planning must indicate what should be monitored, who should monitor, and how monitoring should be undertaken.

Report Back Phase

Many aspects and details of the required report back process will be outlined by the funders and/or Management Authority of a project. It is an important step in the process and is invariably established and agreed upon at the very start of a process/ project. The content, format and frequency might vary from project to project as well as as the project moves through its life cycle but regular reports will happen and will be required throughout the entire project.

Project reports are also known as Status Reports. A Status report is required at regular intervals throughout the project (intervals vary according to agreements with project funders/ administrators). The frequency and the format will be negotiated and agreed upon beforehand.

The level of detail to be included is an important consideration also to be negotiated beforehand and many funders have very specific outlays, wording requirements and sections to be covered and these need to be covered "to the letter".

Essentially the status report summarises the following:

- **Background:** - outlining background to the project
- **Schedule/ Process to date** - original approved completion date, authorized changes and current estimated completion date
- **Budget** - original approved budget, authorized changes and current estimated budget
- **Issues** - any issues or risks triggered that have resulted in approved changes to scope, schedule, budget, quality or functionality.

A final report will be far more inclusive and detailed than interim reports and will entail all final and required information in the final report.

Exit & Sustainability Plans

Exit and sustainability planning is thinking about what outputs should live on after the project implementation ends and how, and which ones simply need a good "resting place" or are only required in order to ensure the completion of a project.

Sustainability is about what lives on after the project and how. Some project outputs will live a useful life during the project and simply need a good 'resting place' at the end. Some project outputs will live on after the project ends (e.g. establishment of a research programme or of a community service etc). Some project outputs will be taken up by other organisations/ departments/ stakeholder groups etc and may be used as is or may be slightly transformed in order to suite their own direct goals and strategies.

The steering committee/ management authority of a project must develop a sustainability strategy to ensure that the benefits of the project or the project itself, will continue "*ad-infinitum*" as is necessary. This will give some consideration as to the outputs that are most likely to be sustainable in the long term in the context of the project's objectives and the outcomes it envisages and will be realistically achieved. A Sustainability Strategy will consider the processes necessary to ensure financial stability and continuance, as well as the ability of the project to be adopted/ taken-up by the relevant community to ensure ownership and continued care, commitment and maintenance to the implemented ideals/ goals.

The continuation of any long term project usually occurs in the form of 2 processes:

- Adoption of project by government department
- Adoption of a project by a civil organisation/ community association/ structure

Adoption of Project by a Government Department

The adoption of a project by a government department may result in a set budget to run and maintain continual running of a successful project for a pre-agreed or an open ended time span. Although this form of adoption has its own security of potential income and budget, it is also layered with complex bureaucracy and can often take the focus of a project away from the core ideals and establish a need to focus on administrative and bureaucratic process in order to sufficiently comply to the "red tape" needs.

Additional benefits that may be obtained through adoption of a project by a Government Department are the links and benefits that may be obtained through networking and resources of additional and linked government departments.

Adoption of a Project by a Civil Organisation/ Community Association/ Structure

The adoption of a project by a civil organisation/ community association/ structure will result in, if nothing more, than a secure pool of commitment, passion and voluntary assistance. The majority of such organisations that may adopt a project are in themselves constantly sourcing for potential income through grants, donations, sponsorship and other funding avenues and thus cannot always result in a reliable and trustworthy form of income generation.

In such instances, it is recommended that an IGO (Income Generating Opportunity be established within the project or organisation.

Income Generating Opportunities

IGO's are an acceptable entity within an NPO structure as approved by the Dept of Social Development. An IGO within a project needs to be linked to the ideals of the project itself or the management/ implementing organisation. Any funds obtained through an IGO cannot be distributed amongst the directors, management committee as income and dividends but must be used within the project and management organisation to further the ideals and goals identified and outlined in official documentation. Competitive and Equitable Salaries and operational costs may however be covered from income generated within an IGO.

As many grants and funders are only willing to find projects and implementation aspects and not salaries or operational costs, for many organisations and or/ project to be sustainabile, IGO's need to be created within the scope of the project and can be a vital and important component of any project development.

The presence of an IGO within a project plan, may often add as an encouraging factor to funders and increase the chances of funding and support as they are therefore ensured greater potentials of the project continuing at the end of the implementation or initial funding phase and most funders would prefer to fund something that had a strong chance of continuing into the future, than a potential project that will lapse at the immediate or short interim after the termination of their support.

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Project Participants and Participation

Project Initiators

Project Initiators will refer to the original instigators of the project. This will occur where a person or representative group have the initial idea and thoughts as to a project and begin the initial steps and processes involved in initiating the project and bringing relevant parties together where required.

Project Initiators should be included on management/ advisory boards throughout the full interim of the project and should be awarded full Intellectual property recognition in all documents produced throughout the project phases.

K2C as Project Initiators

Where K2C are the project initiators, they retain the right to have full representation on all management and/or advisory boards established throughout and related to the project. All background and/ or introduction sections of all reports (including concept notes, project proposals, interim reports, final reports and project summaries are to clearly outline initiation of a project by k2C and K2C representative staff.

All media and press releases highlighting details on the project are also to clearly outline and acknowledge intellectual property and initiation rights to K2C. In addition to this, K2C reserve the right to include the term k2C within the permanent and agreed name of the project, ie The K2C Renewable Energy Establishment Project.

K2C are to be deemed initiators when a project has been identified by them as a suitable project for the region that falls within the guidelines of the Biosphere principles. This action is then to be followed by initial steps in initiating the project and can involve any one or all of the following steps:

- Drawing up of the initial concept note and/or project proposal
- Sourcing of potential funding for any phase of the project
- Implementing the establishment of a Feasiblity Study
- Establishment of a steering committee to oversee and manage the initiation/ implementation/ management of the project.

K2C cannot be deemed project initiators when they have not been responsible for any of the above steps and have come on board at a very early stage, however, the project and process was initiated by an outside or third party.

Non-K2C Organisation as Project Initiators

In situations where an additional organization or third party have been responsible for the initiation of the project, however, K2c have been requested to assist at an early stage, K2C is unable to claim "ownership" as project initiators and all above aspects are due to the relevant party.

External Project initiators are recommended to enter into agreements with all partners and project role players that will clearly outline the above issues as and when required.

Project Funders

Project Funders refers to the organisation/ body/ individual who will supply the required money and funding in order to successfully implement and complete the proposed project.

In the majority of instances – specifically as regards intergovernmental funding, the funders are not involved in a management role of the project, however they may elect to have a position on the management board/ steering committee of the project in order to have input and say into the management and roll out of the actual project.

In instances where principal funders are actively involved in the project, they will inevitably require a leading role in the management body/ steering committee of the project.

In both of the above scenarios, their logo will inevitably be required on all media and press release material as well as on all documents produced throughout the project from such time as the contractual agreement is entered into between the funders and the project management body. Many funders have additional requirements that will include large signboard acknowledgement outside any physical structures and buildings that are implemented as part of the project phase.

K2C as principal funders

In projects where K2c are the principal funders and suppliers of funding, the following aspects need to be agreed upon and assured beforehand:

- K2C to have full representation on the management body/ steering committee
- K2C logo to be clearly displayed on all written material published in relation to the project whether it be a process document or a media/ press release
- K2C are free to negotiate the inclusion of the term K2C within the name of the project.

K2C as support funders

In projects were K2C may not necessarily be the principal funders but will be financially supporting part of or a certain aspect of the project, the following aspects need to be agreed upon and assured beforehand:

- K2C to have proportional representation on the management body/ steering committee
- K2C logo to be clearly displayed on all written material published in relation to the project whether it be process document or a media/ press release.
- K2C are free to negotiate the inclusion of the term k2C within the name of the project

Principal funding obtained by external party

In projects initiated by K2C or additional group/ organisation within the K2C region where the project falls within and adheres to MaB principals, and where K2C is not the principal or support funder, the following aspects need to be agreed upon and assured beforehand:

- It is recommended that k2C have representation on the management body/ steering committee
- K2C logo may be (and preferably) used on all printed material – however, it remains at the decision of the management body/ steering committee as to whether it would be of benefit or not. Two options remain within area:
    - If K2C has representation on the management body/ steering committee, the logo is free to be used on all material

  - If k2C has no representation and therefore no or limited influence on the project, its effectiveness and adherence to MaB principles, the wording "situated within..." is to be used with the logo.
- Management body/ steering committee free to decide upon the inclusion of the term "K2C" within the name of the project (eg. Improving K2C biodiversity project)

Project Implementers

Project Implementers refers to the body that will be responsible for the actual work aspect of the project. This does not include any hired Service Providers. The Project Implementers can include an administrative body, project manager, project assistants and other personnel as required.

Implementing Staff from within K2C organisation

This refers to projects where the implementing staff are sourced and employed from within the realms of K2C administrative and organizations body and has been expressly done so for the purposes of ensuring k2C principles, involvement and adherence throughout the project development. In such situations the following aspects are to be taken into consideration and agreed upon beforehand:

- The K2C logo is to be used on all reports, printed material and press releases
- K2C Name is to be included within the project title
- K2C to have full representation on management body/ steering committee in addition to the employed project implementation/ management staff.
- K2C has final say and decisions in any stalemate decisions within the management body/ steering committee.

Project Management Body

The project management body refers to the advisory and decision making board/ body that will be formed with the express purpose to establish policies enable decisions and facilitate management over implementation of the project. The Project Management Body should be formed with the intention of obtaining as wide a body of experience, skill, and valued input as possible. As a result, it is recommended that a steering committee be established comprising of between 5 and 15 members with representations from as many relevant and varied sectors related to the project as possible.

Any project within the K2C region that wishes to use the K2C logo as an establishing and validating logo (ie without the inclusion of the words "situated within") as well as any project within the region that wishes to use the term K2C within the name of the project as a validating process is to have K2C representation on the Project Management Body/ Steering Committee in addition to any potential implementation staff. This is to ensure that k2C principles, ideals and policies are implemented, adhered to and included in all activities within a project bearing validation from the use of the K2C name.

Project Partners

In various project situations, it may be necessary for K2C (or any other body/ organisation within K2C) to take on Project Partners in order to successfully achieve the objectives of the project outlined. The formation of partnerships with K2C can be the result of a proactive process (ie K2C

actively seeks out and approaches additional bodies to partner with K2C in the project), or it can be as a reactive process (ie K2C is approached by an organisation/ body to partner with them for the successful completion of a project).

If the new partners (whether obtained through a proactive or reactive process) fall within any of the above listed categories, all aspects, conditions and requirements listed above will apply.

If, however, they do not fall into any of the categories listed above, they may then apply purely as project partners. In such instances the following aspects needs to be taken into consideration:

- Agreement is to be reached beforehand on the nature of the partnership with relevant roles and responsibilities to be clearly outlined and agreed upon by both parties. This is to be done through the official signing of an MoA (Memorandum of Agreement) that clearly outlines all relevant issues and aspects to be entered into and agreed on by the partnership.
- Agreement is to be reached beforehand on the authorization, roles and responsibilities of each party within the partnership as well as within the successful management of the project and to be outlined in the MoA.
- "ownership of the project" needs to be discussed and agreed upon by both parties before hand and should be clearly outlined within the MoA.
- The use of logo's etc within all printed material needs to be discussed and agreed upon beforehand, not forgetting to take into consideration the requirements of principal funders and other bodies that may need to be included in the project planning and implementation process and needs to be included in the MoA.
- Methods and responsibilities for management of the project need to be discussed and agreed upon beforehand by both/ all partners in the project for both planning, implementation and monitoring phases and needs to be included in the MoA.
- Monitoring and reporting needs to be discussed and agreed upon and should be clearly outlined in the MoA
- Handling of marketing and media (eg press releases) for the project needs to be discussed and agreed upon by all partners and should be clearly outlined in the MoA. This is to include individuals responsible for producing articles/ marketing media, methods of media and marketing, frequency, focus of media attention, required approval before printing/ distribution and any other marketing or media aspects identified that are relevant to the specific project.
- Communication channels and frequency between partners needs to be discussed and agreed upon and should be clearly outlined in the MoA.

K2C Stakeholders

K2C Stakeholders refers to all individuals/ groups/ organizations/ land uses/ structures living and operating within the K2C region.

Stakeholder groups may be invited to participate in a project as project partners if and where relevant, or may be invited to participate on the steering committee as identified stakeholders. This is more likely to occur where a specific stakeholder group will be either directly or indirectly affected by the implementation of a project or where the specific skills and knowledge base of a particular stakeholder group is able to offer guidance/ assistance and valuable input into a specific project irrelevant of whether they may be directly or indirectly affected.

In such instances, a Stakeholder MoA should be entered into between K2C and the relevant stakeholder group. The MoA should clearly outline:

- The name of the project

- The purpose of the project
- The identification of the stakeholder group being identified and invited for participation
- The purpose of the identification and inclusion of this specific stakeholder group
- Representation of the stakeholder group within the project process and resultant structures
- Responsibilities expected from the inclusion of this specific stakeholder group representation as regards planning and implementation of the project
- Responsibilities expected from the inclusion of this specific stakeholder group representation as regards the reporting back of the project to the larger stakeholder group
- Specific requirements/ limitations etc as may have been identified for the handling of sensitive information where and when required.
- Description of the project institutional structure and identification of all relevant role players.
- Channels and frequency of communication within the planning, implementation and monitoring phase of all role players within the project structure

Please note that the use of stakeholder logo's within all printed documentation is not normally required or included and if it is required in specialized circumstances, agreements will have to be sought by all relevant management bodies/ partners/ principal funders within each specific project.

Non-K2C Stakeholders

Non K2C Stakeholders (such as legal NGO's, national governmental bodies etc) may be brought into projects in any one of the roles listed above. Inevitably they will be fulfilling one of the roles already discussed and outlined above and in each of these instances the already listed requirements and considerations should be included and adhered to.

Project Support

Project Support may come through the contributions of a generous individual, organization or body, who may not necessarily fulfill any of the above listed roles and responsibilities, however, through their specific area of expertise or knowledge base, are able to offer guidance and assistance to the project manager, the stakeholder groups affected, or the steering committee/ management authority.

In such instances, clearly documented acknowledgements and words of thanks should be included into all reports relevant to the information received.

Table 1: Summary of Project Roles and Recommendations

Project Role Players		Description	Recommendations/ Suggestions
Project Initiators	K2C as Project Initiators	K2C are to be deemed initiators when a project has been identified by them as a suitable project for the region that falls within the guidelines of the Biosphere principles.	• K2C to have full representation on all management and/or advisory boards. • All background and/ or introduction sections of all reports and documents are to clearly outline initiation of a project by k2C and K2C representative staff. • All media and press releases to clearly outline and acknowledge intellectual property and initiation rights to K2C. • In addition to this, K2C reserve the right to include the term k2C (or any other elected reference) within the permanent and agreed name of the project
	Non K2C Organisation as Project Initiators	K2C cannot be deemed project initiators when they have not been responsible for any initiating steps and have come on board at a very early stage, however, the project and process was initiated by an outside or third party.	• K2C to have full representation on all management and/or advisory boards • Negotiate inclusion of K2C in initial participation in all background and introduction sections of reports and documentation • All media and press releases to clearly outline and acknowledge inclusion and support of K2C in project development • K2C reserves the right to negotiate the inclusion of the term k2C (or any similar reference) within the official project name with the project initiators/ final management body
Project Funders	K2C as principle funders	In projects where K2c are the principal funders and suppliers of funding,	• K2C to have full representation on the management body/ steering committee • K2C logo to be clearly displayed on all written material published in relation to the project whether it be a process document or a media/ press release • K2C are free to negotiate the inclusion of the term K2C within the name of the project.
	K2C as support funder	In projects were K2C may not necessarily be the principal funders but will be financially supporting part of or a certain aspect of the project,	• K2C to have proportional representation on the management body/ steering committee • K2C logo to be clearly displayed on all written material published in relation to the project whether it be process document or a media/ press release. • K2C are free to negotiate the inclusion of the term k2C within the name of the project

	Funding obtained from external source	In projects initiated by K2C or additional group/ organisation within the K2C region where the project falls within and adheres to MaB principals, and where K2C is not the principal or support funder.	• It is recommended that k2C have representation on the management body/ steering committee
			• K2C logo may be (and preferably) used on all printed material – however, it remains at the decision of the management body/ steering committee as to whether it would be of benefit or not. Two options remain within area:
			  ○ If K2C has representation on the management body/ steering committee, the logo is free to be used on all material
			  ○ If k2C has no representation and therefore no or limited influence on the project, its effectiveness and adherence to MaB principles, the wording "situated within.." is to be used with the logo.

			• Management body/ steering committee free to decide upon the inclusion of the term "K2C" within the name of the project (eg. Improving K2C biodiversity project)
Project Implementers	Implementing Staff from within K2C organisation	Project Implementers refers to the body that will be responsible for the actual work aspect of the project.	• The K2C logo is to be used on all reports, printed material and press releases • K2C Name is to be included within the project title • K2C to have full representation on management body/ steering committee in addition to the employed project implementation/ management staff. • K2C has final say and decisions in any stalemate decisions within the management body/ steering committee.
Project Management Body		The project management body refers to the advisory and decision making board/ body that will be formed with the express purpose to establish policies enable decisions and facilitate management over implementation of the project	• The Project Management Body should be formed with the intention of obtaining as wide a body of experience, skill, and valued input as possible. • it is recommended that a steering committee be established comprising of between 5 and 15 members with representations from as many relevant and varied sectors related to the project as possible. • Any project within the K2C region that wishes to use the K2C logo as an establishing and validating logo as well as any project within the region that wishes to use the term K2C within the name of the project as a validating process is to have K2C representation on the Project Management Body/ Steering Committee in addition to any potential implementation staff.
Project Partners	Project partners not falling within above listed categories	If any potential project partners do not fall into any of the above listed categories then the alongside listed aspects need to be taken into consideration	In such instances the following aspects needs to be taken into consideration: • Agreement is to be reached beforehand on the nature of the partnership with relevant roles and responsibilities to be clearly outlined and agreed upon by both parties and formalized in signing of official MoA. • Agreement is to be reached beforehand on the authorization, roles and responsibilities of each party within the partnership as well as within the successful management of the project and to be outlined in the MoA. • "ownership of the project" needs to be discussed and agreed upon by both parties before hand and should be clearly outlined within the MoA. • The use of logo's etc within all printed material needs to be discussed and agreed upon beforehand and needs to be included in the MoA. • Methods and responsibilities for management of the project need to be discussed and agreed upon beforehand by both/ all partners and needs to be included in the MoA. • Monitoring and reporting needs to be discussed and agreed upon and should be clearly outlined in the MoA • Handling of marketing and media (eg press releases) for the project needs to be discussed and agreed upon by all partners and should be clearly outlined in the MoA. • Communication channels and frequency between partners needs to be discussed and agreed

			upon and should be clearly outlined in the MoA.
	K2C Stakeholders	K2C Stakeholders refers to all individuals/ groups/ organizations/ land uses/ structures living and operating within the K2C region.	Stakeholder MoA should be entered into between K2C and the relevant stakeholder group. The MoA should clearly outline: • The name of the project • The purpose of the project • The identification of the stakeholder group being identified and invited for participation • The purpose of the identification and inclusion of this specific stakeholder group • Representation of the stakeholder group within the project process and resultant structures • Responsibilities expected from the inclusion of this specific stakeholder group representation as regards planning and implementation of the project • Responsibilities expected from the inclusion of this specific stakeholder group representation as regards the reporting back of the project to the larger stakeholder group • Specific requirements/ limitations etc as may have been identified for the handling of sensitive information where and when required. • Description of the project institutional structure and identification of all relevant role players. • Channels and frequency of communication within the planning, implementation and monitoring phase of all role players within the project structure
	Non-K2C Stakeholders	Non K2C Stakeholders (such as legal NGO's, national governmental bodies etc) may be brought into projects in any one of the roles listed above. .	Inevitably they will be fulfilling one of the roles already discussed and outlined above and in each of these instances the already listed requirements and considerations should be included and adhered to
Project Support	Project Support may come through the contributions of a generous individual, organization or body, who may not necessarily fulfill any of the above listed roles and responsibilities, however, through their specific area of expertise or knowledge base, are able to offer guidance and assistance to the project manager, the stakeholder groups affected, or the steering committee/ management authority.		In such instances, clearly documented acknowledgements and words of thanks should be included into all reports relevant to the information received.

Project Management Tools

Forms of Management

Linear Management

Linear Management is the application of reductionism (understanding or achieving complex tasks by reducing them to the interactions of their parts or to simpler, more fundamental individual tasks/ aspects) to management problems, often relying on the ability to predict, engineer and control outcomes by manipulating the component parts of a business (organization, operation, policy, process and so on). However, it can be argued that such an approach - treating organizations as machines to be engineered in this way - simply doesn't work. Community related projects are too complex and too unpredictable and as a result creative and non-linear management is often required in such related projects and activities.

Non-linear Management

Nonlinear Management (NLM) is a superset of management techniques and strategies that allows order to emerge by giving organizations the space to self-organize, evolve and adapt, encompassing responsive, adaptive and forward thinking approaches. Key aspects of NLM, including holism (the ability to see, take in and consider "the bigger picture"), evolutionary design or delivery, and self-organization are diametrically opposite to linear management thinking.

Operational Management

Operations management is an area of business concerned with the production of goods and services, or the achievement of project goals and ideals, and involves the responsibility of ensuring that business/ project operations are efficient in terms of using as little resource as needed, and effective in terms of meeting identified goals, ideals and requirements. It is concerned with managing the process that converts inputs (in the forms of materials, labour and energy) into outputs (in the form of project goals and results).

Operational management is crucial in the implementation phase of a project to ensure that identified goals and ideals are achieved within the initial as well as within the dynamic and changing resources available within a project focus and life span.

Project Plan

As discussed in earlier sections, a project plan is a vital component of any project, not only to ensure the receipt of potential funding, but also to effectively manage and monitor implementation and achievement of goals and objectives.

A project plan encompasses

> "...a formal, approved document used to guide both *project execution* and *project control*. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among *stakeholders*, and document approved scope, cost, and schedule *baselines*. A project plan may be summarized or detailed

At a minimum, a project plan answers basic questions about the project:

- **Why?** - What is the problem or value proposition addressed by the project? Why is it being implemented/ initiated?
- **What?** - What is the work that will be performed on the project? What are the major goals/deliverables?
- **Who?** - Who will be involved and what will be their responsibilities within the project? How will they be organized?
- **When?** - What is the project timeline and when will particularly meaningful points, referred to as milestones, be complete?

Management Plan

In addition to a Project plan that will be drawn up at the outset of a project and, the project manager will need to draw up a Management Plan can comprise different aspects:

- Gantt Charts
- Task Analysis
- Work Breakdown Structures

Gantt Chart

A **Gantt chart** is a type of bar chart that illustrates a project schedule. Gantt charts illustrate the start and finish dates of the terminal elements and summary elements of a project. These in turn comprise the work breakdown structure of the project. Some Gantt charts also show the dependency (i.e, precedence network) relationships between activities. Gantt charts can be used to show current schedule status using percent-complete shadings and a vertical "TODAY" for quick reference.

Although now regarded as a common charting technique, Gantt charts were considered revolutionary when they were introduced. In recognition of Henry Gantt's contributions, the Henry Laurence Gantt Medal is awarded for distinguished achievement in management and in community service. This chart is used also in Information Technology to represent data that has been collected.

Gantt Charts are a core aspect of programmes such as Microsoft Project – designed specifically for Project Management Purposes.

Task Analysis

Task analysis is the analysis of how a task is accomplished, including a detailed description of both manual and mental activities, task and element durations, task frequency, task allocation, task complexity, environmental conditions, necessary clothing and equipment, and any other unique factors involved in or required for one or more people to perform a given task. Task analysis emerged from research in applied behaviour analysis and still has considerable research in that area.

Information from a task analysis can then be used for many purposes, such as personnel selection and training, tool or equipment design, procedure design (e.g., design of checklists or decision support systems) and can also be vital tools in monitoring and evaluation as to the successful implementation of a project.

Work Breakdown Structures

Work Breakdown Structures (WBS) are a tool that defines a project and groups the project's discrete work elements in a way that helps organize and define the total work scope of the project. A Work breakdown structure element may be a product, data, a service, or any combination. WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control of all implementation aspects and phases within a project time frame.

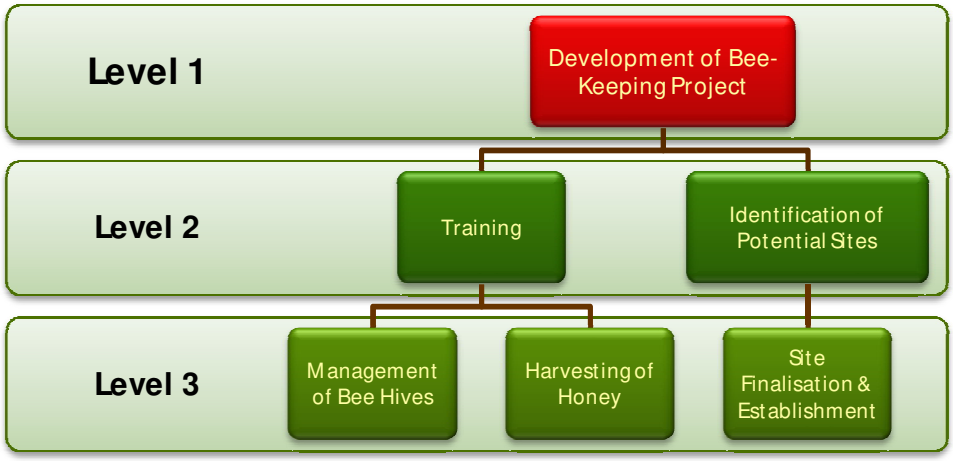

Figure 1: - Example of Work Breakdown Structure

Lesson's Learnt Document

A "Lessons Learnt" document is a vital tool for the identification of successes and gaps within the management of a current organisation as well as the assistance of further related projects or it can be offered to partnership organizations who may be wanting to implement the same or a similar project within the immediate or neighbouring region.

A lesson's learnt document is drawn up through a consultative process will all parties involved in the final project completion and the following aspects should be included:

- Background – background to the project/ process that is being focused on
- Information on the process that was used to obtain the information generated in the lessons learnt workshop
- Details as regards each of the issues focused on within the "lesson's learnt workshop/ interactive process"
- Comments and results obtained through the workshop/ interactive process from participating individuals/ organizations
- Suggestions and recommendations based on the input received.

Summary

Project Implementation and Management is a crucial core aspect to the successful operations and presence of Kruger to Canyons Biosphere within the region, however, without proper planning, documentation, communication and understanding from the very start of a project to its successful end, too many misunderstandings, pitfalls and problems can arise and thus this documents aims to outlined and address as many of these as possible with the intention of ensuring successful project implementation both by K2C and in conjunction with K2C as well as by external and unrelated organizations who thorugh their activities will still be fulfilling and implementing Biosphere principles and making this a better region both for the people and for the environment.

- Understanding Project Management is crucial to successful project implementation
- Understanding and addressing the correct phases of a project is crucial to ensuring the correct activities are addressed at the correct time
- Planning is crucial in ensuring a successful project outcome
- Communication and official agreement of roles and responsibilities prior to the start of a project is crucial in maintaining successful relationships throughout a project
- Monitoring and evaluation is crucial to ensure the successful outcomes and continual flow of the project as per identified goals and ideals.
- Correct recording and reporting is crucial to successful completion and approval of the project by all parties and in particular project funders
- The sustainability of a project is vital to its successful continuation and maintenance with or without continual funding.
- Acceptable understanding of roles and responsibilities between various role-players can avoid miscommunications and potential project collapse in the future.
- Knowledge of project management tools can be valuable and assist in successful project management.

Appendices

Appendix 1: Generic MoA

KRUGER TO CANYONS
BIOSPHERE REGION

Insert Organisation's Logo

MEMORANDUM OF AGREEMENT

between

_____

And

Kruger to Canyons Biosphere Region (K2C)

The **Kruger to Canyons Biosphere Region** and **_____**

Collectively, they are hereinafter referred to as "the project roleplayers",

Recalling the objectives of UNESCO biosphere reserves as expressed in the Madrid Action Plan (MAP UNESCO 2008), namely "biodiversity conservation and socio-economic development for human well-being", and their function as "learning sites for policy professionals, research and scientific communities, management practitioners and stakeholder communities to work together to translate global principles of sustainable development into locally relevant praxis."

Recalling *also* that biosphere reserves are in this sense to be actively used for demonstrating trade-offs and balance amongst ecosystem services and functioning, human-environment interactions and well-being, in the framework of the UN-Decade for Education for Sustainable Development (DESD), i.e. demonstrating approaches to enhance co-operation amongst academic, political, practitioner and stakeholder communities to address and solve context specific problems to improve environmental, economic and social conditions (MAP UNESCO 2008),

Recalling further that biosphere reserves as part of a World Network of Biosphere Reserves (WNBR) are to be used for the sharing of experience and knowledge within the network and that cooperation (twinning programmes) between BRs which share specific issues are to be fostered (MAP UNESCO 2008),

Recalling further that MAB UNESCO 2008 calls upon biosphere reserves to create and strengthen partnerships with businesses, develop and promote markets and fair trade for goods and services in BRs and to support management and communication relating to BRs,

Recognizing the vision of the Kruger to Canyons Biosphere to be a leading demonstrator by example in maintaining a balance between conservation of biodiversity, fostering economic development and social development through the provision of an integrated, sustainable and equitable service to all stakeholders; the fostering of good relations amongst within and outside the K2C Biosphere Region; through assisting communities within K2C Biosphere Region in developing viable and sustainable development projects; the promotion of sustainable biodiversity conservation; and lastly, through creating awareness of and encourage compliance with all environmental laws and policies,

Have agreed as follows:

Article 1
Objective of cooperation

The objective of the cooperation is to [outline a summary of the purpose of the partnership and the goals of the project being initiated] Through the following actions:

- ……
- ……
- …… [list all activities identified as regards the goals of the project]

Article 2
Fields of cooperation

The project partners will collaborate in the implementation of the project _____ [include official name of the project to be entered into] and will focus on the following fields:

a. ……
b. ……
c. ……
d. …… [list all activities to be undertaken within the partnership cooperation].

Article 4
Roles and Responsibilities of cooperation

Kruger to Canyons Biosphere will enter into the partnership under the role of _____ [enter the identified role of K2C as listed in the above document]. Herewith the following aspects have been agreed upon:

a. ……..

b. ……..
c. ……..
d. …….. [list all recommended aspects to be agreed upon as is listed in this document as well as any additional aspects that may be identified within the project scope]

_____ [enter name of partnership organisation] will enter into the partnership under the role of _____ [enter the identified role of K2C as listed in the above document]. Herewith the following aspects have been agreed upon:

a. ……..
b. ……..
c. ……..
d. …….. [list all recommended aspects to be agreed upon as is listed in this document as well as any additional aspects that may be identified within the project scope]

Article 6
Entry into Force, Amendment and Termination

1. This memorandum will be initiated upon signature by representatives from each project partner.

2. The project partners may, by mutual agreement, review and amend this Memorandum.

3. This Memorandum may be terminated by either partner giving a three-month written notice.

Signed this _____ day of _____ 20___ at _____

For **Kruger to Canyons Biosphere Region**

_____
Chairperson/ S21 CEO

For _____

_____
Organisation CEO

Appendix 2 – Checklist on viability for a potential project within K2C

The following table can be used to ascertain the viability of a project within the concepts and principles of a Biosphere Reserve/ Region as set out by UNESCO in their MaB (Man and the Biosphere) Programme

Yes	No	Unsure	Criteria
			Core criteria
			A. Does the project further the purposes of K2C and the MaB principles? (ie Consevation of Biodiversity, Sustainable Development or Research and Environmental Education)
			B. Does the project promote enhance and generate greater awareness and understanding of sustainable development?
			C. Does the project demonstrate innovation or best practice?
			D. Does the project have the support and involvement of the community?
			E. Does the project link two or more of the following: community, environment, economic and cultural issues?
			F. Does the project demonstrate imagination and creativity?
			Desirable criteria: Environmental
			A. Does the project conserve and/or enhance biodiversity?
			B. Does the project reduce, reuse, or recycle waste?
			C. Does the project encourage energy efficiency?
			D. Does the project minimize pollution to air/water/land?
			E. Does the project reduce the need for fossil fuel based transport?
			F. Does the project use traditional and/or local materials?
			G. Does the project achieve aesthetic improvement to the built or natural heritage
			Desirable criteria: Social
			A. Does the project encourage / demonstrate community engagement, empowerment, ownership and/or involvement?
			B. Does the project involve young people?
			C. Does the project address local social needs?
			D. Does the project have community structures in place to manage it?
			E. Does the project conserve and promote aspects of community heritage and culture?
			F. Has a local feasibility or appraisal been carried out?
			Desirable criteria: Economic

Yes	No	Unsure	Criteria
			A. Does the project generate its own income?
			B. Does the project help the local economy?
			C. Does the project contribute to employment, training, or volunteering?
			D. Does the project have a business plan?
			E. Does the project fully explore opportunities for levering in funds and/or support in kind from other sources?
			F. Is the project cost effective?
			Desirable criteria: other
			A. Does the project demonstrate a partnership approach?

Give a 1 point score for each "yes" answer and a 0 for each "unsure" answer and a -1 for any "No" answers. Add up the total per criteria and list in the table below

Relative Score of project against criteria

	1 low / poor	**2** below average	**3** medium / high	**4** above average	**5** high/excellent
Core					
Environmental					
Social					
Economic					
Total score					

The following notes give guidance on what is looked for when completing the sustainability appraisal of potential projects.

Core Criteria

The Kruger to Canyon Biosphere purposes

Whereas the United Nations Education, Scientific and Cultural Organization) **(hereafter referred to as the UNESCO)** has through the launching of the Man and Biosphere Program **(hereinafter referred to as the MaB Program)** introduced a way for conserving the diversity of plants, animals, micro-organisms and landscapes which fall within the biosphere and maintain healthy natural systems whilst at the same time be able to meet the developmental needs and aspirations of the increasing population. The Vison of the K2C is to be a leading demonstrator by example in maintaining a balance between conservation of biodiversity, fostering economic development and social development, through the following potential activities and focus areas:

- Recreation ('the demand for recreation should be met insofar as this is consistent with the conservation of biodiversity and/or the principles of Sustainable Development)
- ***Conservation of Biodiversity****:* Contributing to the ***conservation*** of landscapes, ecosystems, species, biodiversity and genetic variation,
- Sustainable development ('particular regard should be paid to promoting sustainable forms of social and economic development that in themselves conserve and enhance the environment')
- Socio-economic ('account should be taken of the needs of agriculture, forestry, other rural industries, and the economic and social needs of local communities')
- The ***building*** of ***local capacity*** for research, monitoring, education and training activities related to the promotion of conservation and sustainable development.

Sustainable Development

Sustainable Development: The fostering of sustainable development, which refers to development that is socially culturally , economically and ecologically sustainable.

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Achieving sustainable development requires meeting four main goals at the same time:

- Social progress which meets the needs of everyone;
- Effective protection of the environment;
- A diverse and prosperous rural economy;
- Prudent use of natural resources.

Individual projects can place particular emphasis on any one of these four goals, should seek to make progress on all, and must demonstrate no negative impact on any.

The K2C S21 Board will be seeking to ensure that the cumulative impact of project's focus areas is a balanced achievement of the four main goals of sustainable development.

It is recommended that projects should clearly demonstrate the benefits of the project can be sustained for a minimum of five years from completion, and have long term benefits beyond this time.

Innovation and best practice

Innovation: Projects that demonstrate the use of new ideas, unique design and have thought beyond the usual "constraints" will be preferred.

Best Practice: Projects where possible should build upon what is considered to be best practice in the particular area of work. Knowledge of what has been done elsewhere should inform but not constrain the planning and design of the project.

Support and Involvement of Community:

Ideally community projects must have achieved some kind of consensus from and / or involvement of people living within the local community. An integral aim of the K2C is to encourage individuals, communities, and businesses to develop and test new ways of living more sustainably withinin the region.

Linking Community, Environmental, Economic, and Culture:

Projects linking two or more of these aspects will be preference.

Imagination and Creativity:
These are associated with sustainability in the sense that a sustainable community is thought to be one that liberates, harnesses and celebrates these qualities in its inhabitants. Sustainable development requires an imaginative and creative approach that encourages lateral thinking and the unorthodox.

Desirable criteria

Environment Criteria:

A. Biodiversity: means the ecological richness and diversity of a place (or places) as reflected in the number of species and range of habitats. The rarity of the species and habitats protected or created and their quality, would improve the biodiversity score.
***B. Reduce, reuse, recycle*:** can be applied to any resource consumption e.g. from water to wood. An approach that reduces consumption of something is usually more sustainable than one that **reuses**, which in turn is more sustainable than one that **recycles**.
C. Energy efficiency: sustainable projects seek to minimise the energy consumption, and efficiency of use of energy, over all aspects of the project, e.g. using efficient products (in use and manufacture), conserving heat and reducing electricity use, minimising transport.
D. Minimise pollution to air/water/land: using products and processes that have a minimal impact on the environment be it peat-free products, low water extraction or minimising the release of gases that contribute to climate change.
E. Sustainable transport means having as smaller an impact on fossil fuel based transport as possible and limiting the impact of traffic in the K2C Region. This also includes transport distances for goods used in the project.
F. Traditional materials: may not always be appropriate but in general the use of materials such as wood, slate or local stone is likely to enhance its aesthetic appeal and aid sustainability.
G. Aesthetic improvements: refers to projects which improve the quality of the local environment though visual/artistic improvements to the built (historic or contemporary), or natural environment. This can help to promote better quality of life, as well as conservation, enhancement and better understanding of natural beauty in the AONB.

Social Criteria:

***A. Participation/support and ownership*:** refers to the degree to which local people and/or people who use or work in a place or service have been involved in planning and implementing the project being put forward for funding. As with the local appraisal, a high degree of participation and ownership will only come if it has been consciously sought and encouraged.
***B. Local Social Needs*:** projects are preferential if they alleviate gaps or support community needs across K2C such as; the provision of services or amenities, opportunities for 5-18 yr olds, health issues, elderly, and disadvantaged or minority groups.
***C. Community structures*:** is a term used to describe the degree to which locally run organisations are in place to manage and develop the project over the long term.
Something imposed from outside, paternalistically or by a well-meaning individual is less likely to be sustainable than one owned and controlled by a local organisation or partnership.
***D. Community heritage and culture*:** refers to engaging communities in exploring, enjoying and conserving their local history, heritage and traditions. This is linked to developing a greater sense of involvement and ownership in a local area, and ensuring heritage and history are enriched rather than lost.

E. Local appraisal/feasibility: is a term that describes a consultative process designed to draw out the views of people living in a local community. There are numerous ways of undertaking an appraisal, from a public meeting to a sophisticated questionnaire. The more rigorous and involving the appraisal, the more weight can be placed on its results.

Economic Criteria:

A. Generates own income. The ability to create a resource, service or activity for which there is a demand and a willingness to pay, improves its long-term sustainability.

B. Helps local economy**:** A sustainable community is considered to be one in which there is a diverse range of economic activities, which actively trade with each other. This enables it to be more stable and less vulnerable to destabilizing external influences. Local sustainable developments should help diversify the local economy and use local products and services.

C. Jobs, training, volunteering**:** refer to the degree to which a resource, service or activity creates or supports paid or voluntary jobs, and training opportunities. If voluntary tasks are of a good quality and linked to training they can enable people to move into paid work.

D. Business plan**:** this is a written document that is 'owned' by those who have responsibility for long-term management. It should clearly state the business objectives of those involved in the management of a resource, service or activity, and the way in which financial and human resources will be found and applied to achieve those objectives.

Other Criteria

A. Partnership working: applications that work with other relevant organisations to develop and deliver the scheme or project will be given preference as this helps demonstrate wider support for the idea and helps improve long term benefits.

Appendix 3: - Sustainability Assessment Guide

A useful definition of 'sustainability assessment' is: ***'An assessment of activities, projects programmes, plans and/or policies which applies social and economic sustainability criteria as well as environmental ones, and considers the integration and reconciliation of these different criteria'***

What sustainability assessments are is a means of informing the decision making process. The expected outcome of the assessment is that a broad overview about the impact of any project or activity can be made and any opportunities to make the activity more 'sustainable' can be quickly identified.

Identifying sustainability issues and acting upon them will assist in enabling sustainable development to be addressed as part of any process, particularly at the outset. For each statement assess if the activity in question contributes in a positive or negative way. If the effect is positive tick 'Yes', if the effect is negative tick 'No', if it is not applicable tick 'N/A'. However, further investigation may be needed to clarify issues before an overall assessment of impact can be determined.

On the final page of the checklist show how any planned improvements will enhance the project/activity, making it more sustainable. Whenever a 'No' is recorded consider possibilities for changing some aspect of the process to provide a more sustainable service. The reasons for a 'No' response should also be justified. For any improvements please supply a completion date.

To summarise, when completing the checklist consider the following:

- *It is better if a small team of people does the assessment. These will be closely involved with the work to be appraised, although it may be worth bringing in an individual not directly involved;*
- *try not to take more than an hour to complete the assessment;*
- *consider the potential impacts and opportunities, not just the direct impact of the activity;*
- ***identify the impacts** – work through the statements, identify those relevant to the assessment. Not every statement may be relevant to the programme under review;*
- ***determine significance** – is it a positive or negative impact? This may not be apparent at the outset, further data may be needed;*
- *finally, Sustainability Assessment is not a rigid system but a practical approach to ensure that significant impacts of a programme are considered. It is important not to labour over it.*

SUSTAINABILITY CHECKLIST

What is the main aim of your project/activity?			
DOES THIS PROJECT BENEFIT THE FOLLOWING AREAS?	**Yes**	**No**	**N/A**
1. COMMUNITY PARTICIPATION			
a) encourage local action and decision making			
b) involve your community in developing the proposal			
c) take account of under represented groups			
2. ECONOMY AND WORK			
a) provide opportunities for local businesses			
b) increase employment/vocational training opportunities			
c) assisting low income/disadvantaged groups			
3. HEALTH			
a) reduce factors that contribute to ill health (poverty, diet, lifestyle, etc)			
b) improve health facilities			
c) provide healthy and safe working environments for staff			
4. EQUALITY & OPPORTUNITY			
a) increasing opportunities for life-long learning			
b) increasing facilities for: the young elderly or disabled			
c) promoting citizenship, eg. Racial and religious understanding			
5. TRANSPORT			
a) encourage walking or cycling			
b) promote the use of public transport			
c) encourage appropriate vehicle use, thereby reducing emissions levels.			
d) promote efficient transport systems/routes to support rural and/or urban areas			

6. POLLUTION			
a) reduce local pollution, eg noise, air, water, land etc.			
7. ENERGY			
a) reduce energy use			
b) generate energy from renewable sources or waste. For example, the use of biofuels			
8. WASTE & RESOURCES			
a) reduce the amount of waste produced, or reuses existing products			
b) encourage recycling or use recycled products			
9. BUILDINGS AND LAND USE			
a) ensure the protection of historic sites and buildings			
b) avoid building on greenfield sites			
c) use sustainable construction techniques, eg low impact building materials or the efficient use of materials and land.			
10. ENVIRONMENT			
a) create quality green spaces for community use			
b) benefit plant and animal life, e.g. protecting or enhancing wildlife habitats.			
c) protect/promote Norfolk's cultural heritage			
d) promotes the protection/enhancement of existing landscape or townscape character			
e) consider environmental issues when purchasing goods and services			

Substantiate The Statements

	COMPLETION DATE
1. COMMUNITY PARTICIPATION	
2. ECONOMY & WORK	
3. HEALTH	
4. EQUALITY OF OPPORTUNITY	
5. TRANSPORT	
6. POLLUTION	

7. ENERGY	
8. WASTE & RESOURCES	
9. BUILDINGS & LAND USE	
10 ENVIRONMENT	

The first step to lowering carbon emissions is to understand your carbon footprint. This tool helps you to estimate your household CO2 emissions and shows how different lifestyle choices, household features and new technologies affect the size of your footprint

- Food & Trees For Africa Carbon Calculator - using Global Greenhouse Gas Reporting Protocols

- Project 90x2030 - personal household carbon footprint calculator
- Food and Trees for Africa - carbon calculator
- CO2balanace - carbon dioxide emission calculators
- BP - non-flash carbon footprint calculator
- Forum for Economics and Environment - CO2 calculator

Several international online carbon footprint calculators are also available:

- UK government initiative
- Calculator endorsed by the World Resources Institute, a US-based centre for policy research and analysis
- European Commission's initiative

There is currently no universally-agreed principle and/or standard to base calculations on and online carbon footprint calculators are based on different standards and guidelines and with different scopes. However in the South African context, the South African National Standard (SANS) 14064-1:2006 edition 1, especially part 1 ("Specifications with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals"), should guide the design of any online carbon footprint calculator.

The applicability and accuracy of an online carbon footprint calculator will also depend on the conversion factors that it uses, some of which might differ between countries. Therefore, it is recommended to use an online carbon footprint calculator which uses conversions factors relevant to your country.

However, an online carbon footprint calculator can be a very useful tool, mainly for individuals, NGOs and small companies, to evaluate in a cost-effective and user-friendly way their average carbon footprint related to specific activities and to enable them to take the necessary actions to reduce their Greenhouse Gas emissions. It is a tool which is favoured for the compilation of a voluntary carbon footprint, and it is generally considered more as an awareness tool than a management tool per se. It should not be used to quantify the reductions associated with Greenhouse Gases mitigation projects for use as offsets or credits.