

PROJECT SELECTION – Worked Example

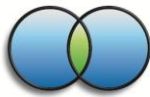
PURPOSE

- This worked example is to be used by Project Managers conducting rodent and cat eradication projects based on the PII Resource Kit for Rodent and Cat Eradication.
- The worked example demonstrates how to use the Project Selection process to score and prioritize a set of project ideas.

1. SELECTION CRITERIA

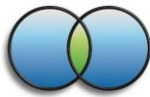
- National Parks and Conservation Department (NPC) of the Republic of Pacifica is the Implementing Agency. NPC's mandate is to protect the biodiversity of the Republic of Pacifica. A central strategy of NPC is to focus on the restoration of the endemic threatened species on the numerous offshore islands dotted around the Republic.
- NPC have 2 eradication project ideas and wish to select which of the projects to undertake first. The NPC eradication team is small and can only undertake one project at a time.
- Previously, NPC has undertaken three successful rat eradication projects on small islands. The projects have been limited to one island at a time.
- The NPC Management team have agreed that they are looking for a project that reflects their emphasis on conserving the biodiversity of the Republic of Pacifica, while also hoping to improve the economic outlook for the communities of the islands. As the three previous projects have been successful, NPC now wish to undertake a larger project. However, as NPC experience is still limited they would favour the project that is more straightforward and could be completed using the existing technical skills and experience of the team without the need to learn new eradication techniques. The NPC budget for eradication projects is limited so some preference would be given to the cheaper project.
- Based on the above, the NPC Management team, in collaboration with the eradication project manager, and advice from an independent technical advisor agreed the set of criteria and weightings to use in the selection process:

Criteria	Benefit-Feasibility	Weighting	Description
Biodiversity	Benefit	100	The project will contribute to conserving biodiversity of the islands



			of the Republic of Pacifica. Projects scoring maximum points in this criteria will be eradicating the main cause of decline for highly threatened species which have very limited distribution.
Livelihood	Benefit	40	The project will contribute to the socio-economic wellbeing of local communities of the Republic of Pacifica. Projects scoring maximum points in this criteria will be solving a major problem the local community faces in health, food production or their economy.
Technical Feasibility	Feasibility	100	The eradication techniques are well understood and there is a high degree of confidence of successfully eradicating the target species and preventing re-invasion. Projects scoring maximum points in this criteria will be proposing a technique that has already been successfully used to eradicate the same invasive species at a site of very similar characteristics to the suggested site.
Capacity	Feasibility	80	The skills and expertise to undertake the project are available or can be made available. Project scoring maximum points in this criteria will be possible with the existing skills of NPC
Cost	Feasibility	20	Preference will be given to cheaper projects. The lower the cost of the project to NPC the higher the project will score. Projects scoring maximum points in this criteria would be fully funded by an external body. Projects that cost the total NPC eradication budget would score zero.

- The weightings reflect the greater importance of the biodiversity benefits and technical feasibility (both have a weighting of 100) to NPC. Capacity is the next most important selection criteria with a weighting of 80. This reflects NPC's wish to use eradication techniques they are more familiar with. The two least important selection criteria are livelihood benefits (weighting of 40) and cost (weighting of 20).



2. SCORING THE PROJECT IDEAS

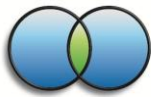
- NPC have 2 project ideas to choose from. This section steps through the scoring process to demonstrate how to complete the Project Selection scoring template and score each project.
- **Project 1: Leeward Island Project.** A single large island on the west coast of Republic of Pacifica infested with the Pacific rat. The island has a tourist hotel and the hotel staff live on the island. Escaped domestic cats have formed a large feral cat population. Aswell as causing damage to the endemic seabirds the rats and feral cats pose a health problem to the hotel. The objective of the project would be to eradicate the rats and cats from the island. The Pacific Economic Fund (PEF) have offered to fully fund the Leeward Island Project to support the tourist industry.
- **Project 2: Windward Islands Project.** A group of 4 small uninhabited islands on the east coast of Republic of Pacifica. The Pacific rat is present on each of the islands, but is thought to be the only invasive species. The presence of the rats is threatening a number of endemic species.

1) Prepare the Scoring spreadsheet.

The Resource Kit provides a template of the spreadsheet to use in the Project Selection Stage: Project Selection spreadsheet - Template.xls

Make a copy of the spreadsheet and include as many columns as required for the number of project ideas you will score; in this example we will score 2 project ideas.

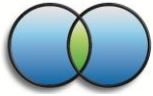
			Leeward Island Project		Windward Island Project	
Selection Criteria		Weighting	Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100				
Livelihood	Benefit	40				
Technical Feasibility	Feasibility	100				
Agency capacity	Feasibility	80				
Funding available	Feasibility	20				
Project Total Score						



2) For each criteria score each project. The table below shows the 'Biodiversity' criteria score for only Leeward Island Project in the highlighted box.

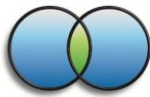
Selection Criteria		Weighting	Leeward Island Project		Windward Islands Project	
			Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100	9			
Livelihood	Benefit	40				
Technical Feasibility	Feasibility	100				
Agency capacity	Feasibility	80				
Funding available	Feasibility	20				
Project Total Score						

High scores for the Benefits show that the project would produce large improvements. In this case, a score of 9 reflects the Leeward Island Project having a major impact on safe guarding the at risk sea bird populations.



- 3) Calculate the weighted-score by multiplying the score with the weighting. In the example below only the weighted score for the 'Biodiversity' criteria for Leeward Island Project is shown in the highlighted box, a score of 9 is multiplied by the weighting of 100 to give a weighted score of 900.

Selection Criteria		Weighting	Leeward Island Project		Windward Islands Project	
			Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100	9	900		
Livelihood	Benefit	40				
Technical Feasibility	Feasibility	100				
Agency capacity	Feasibility	80				
Funding available	Feasibility	20				
Project Total Score						



- 4) Repeat the scoring for 'Biodiversity' criteria for Windward Islands Project. A score of 8 (highlighted below) reflects a high benefit on the biodiversity but slightly less biodiversity benefit than from the Leeward Island Project.

Selection Criteria		Weighting
Biodiversity	Benefit	100
Livelihood	Benefit	40
Technical Feasibility	Feasibility	100
Agency capacity	Feasibility	80
Funding available	Feasibility	20

Leeward Island Project	
Score (0 to 10)	Weighted score
9	100

Windward Islands Project	
Score (0 to 10)	Weighted score
8	

Project Total Score

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- 5) Calculate the 'Biodiversity' criteria weighted-score for Windward Islands Project by multiplying the score (8) with the weighting (100) to give a weighted score of 800 (shown in the highlighted box below)

Selection Criteria		Weighting
Biodiversity	Benefit	100
Livelihood	Benefit	40
Technical Feasibility	Feasibility	100
Agency capacity	Feasibility	80
Funding available	Feasibility	20

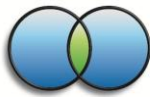
Leeward Island Project	
Score (0 to 10)	Weighted score
9	900

Windward Islands Project	
Score (0 to 10)	Weighted score
8	800

Project Total

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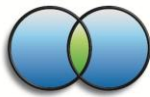
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Score

- 6) Repeat the scoring for each of the remaining criteria to give a full set of weighted scores for each project. Leeward Island Project weighted scores are highlighted below.

Selection Criteria		Weighting	Leeward Island Project		Windward Islands Project	
			Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100	9	900	8	800
Livelihood	Benefit	40	4	160	2	80
Technical Feasibility	Feasibility	100	4	400	9	900
Agency capacity	Feasibility	80	5	400	8	640
Funding available	Feasibility	20	10	200	5	100
Project Total Score			<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>



7) Calculate the Project Total score by adding up the five weighted scores. Project total for Leeward Island Project is shown highlighted below.

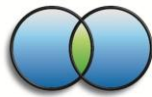
Selection Criteria		Weighting	Leeward Island Project		Windward Islands Project	
			Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100	9	900	8	800
Livelihood	Benefit	40	4	160	2	80
Technical Feasibility	Feasibility	100	4	400	9	900
Agency capacity	Feasibility	80	5	400	8	640
Funding available	Feasibility	20	10	200	5	100

Project Total Score	2060	
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8) Finally, calculate the Project Total for Windward Islands Project (highlighted below)

Selection Criteria		Weighting	Leeward Island Project		Windward Islands Project	
			Score (0 to 10)	Weighted score	Score (0 to 10)	Weighted score
Biodiversity	Benefit	100	9	900	8	800
Livelihood	Benefit	40	4	160	2	80
Technical Feasibility	Feasibility	100	4	400	9	900
Agency capacity	Feasibility	80	5	400	8	640
Funding available	Feasibility	20	10	200	5	100

Project Total Score	2060	2520
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CONCLUSION.

- NPC to undertake the Windward Islands Project first.
- Conclusion based on Windward Islands Project scoring a higher total score (2520) than the total score for the Leeward Island Project (2060).
- Looking in detail at the scores you can see that while the Leeward Island Project will deliver greater biodiversity and livelihood benefits than Windward Islands Project (Leeward Island Project 900 + 160; Windward Islands Project = 800 + 80) it will be a much harder project (see the score of 400 for Technical Feasible for Leeward Island Project) to undertake than Windward Islands Project (900 for Windward Islands Project). Notice, even though Leeward Island Project scored maximum in the Funding criteria, because the importance of this criteria is relatively low (weighting of only 20) Leeward Island Project's high score in this criteria did not mean it received the highest Project total score.
- Based on the selection criteria, Windward Islands Project is a better fit for the priorities and current capability of NPC and should be the project that is selected to move to the Feasibility Study Stage.
- Completing the Project Selection Process will allow NPC to explain to stakeholders why the Windward Islands Project is being undertaken before the Leeward Island Project.