4 Project Implementation and Monitoring

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4. Implementation and Monitoring

This section of the Project Guidelines and Standards outlines the processes, tools and guidance related to project implementation and monitoring, covering everything that happens during the life of the project from the time that the project contract is signed through to closure of the project (Figure 1). This section also outlines guidelines for project portfolio monitoring, programme monitoring, as well as project closure.

This assumes that all aspects of the project (including means and results, and budgets) have been planned and approved internally and by the donor and that risk has been assessed and mitigation measures are in place and that the project contract has been signed with the donor.

Implementation refers to a cycle of steps taken to deliver activities, outputs, results and impact while managing finances and for risk.

Monitoring is a management tool for improving project and programme performance, both to improve organizational delivery and control for risk. Monitoring is the continuous collection and analysis of information used by management and partners to assess performance (progress on implementation of activities, delivery of outputs, achievement of results and impacts and use of resources). Monitoring is an essential pre-requisite for results-based management, evaluation and learning. The logframe and the monitoring plan are the basis for project implementation and monitoring.

![Figure 1 Project Implementation and Monitoring](image)

The steps in project implementation include:
- Setting up the project for implementation, including the establishment of a project team and the creation of a milestone plan (usually annual).
• Implementation of activities, which includes managing the activities themselves, providing technical inputs to the project and if applicable, managing risks under an Environmental and Social Management Plan.
• Monitoring and Reporting, including the deployment of supervision missions as well as technical reporting covering the delivery of results and impacts. Monitoring activities (e.g. survey, assessments, remote sensing, etc., are important monitoring activities that will be implemented).
• Updating the milestone (action) plan based on the results of monitoring and other management decision making.

IUCN undertakes monitoring at three levels:
• **Project**: to assess progress in implementation of the project in terms of activities and outputs and if required, the Environmental and Social Management Plan; delivery of results and impacts; and use of resources;
• **Portfolio**: to assess the overall health of a group of projects in both financial terms and progress on implementation; controlling for risk;
• **Programme**: to gather evidence of delivery of results and impacts as defined in the IUCN Programme 2013-16.

This section primarily covers tools for project monitoring, but does cover topics of portfolio and programme monitoring.

### 4.1 Project Implementation

Project implementation covers three of the four steps outlined in Figure 1:
• Setting up the project implementation
• Development of the work plan
• Implementation of activities
• Updating the work plan

#### 4.1.1 Setting up project implementation

Normally, project teams are formed during the development of the project proposal, however, as the start date for implementation approaches, it is important to have a number of aspects sorted out to ensure a smooth start to project implementation.

The **project team** should be finalized with a project manager, a Chief Technical Advisor (if appropriate), field staff and all other technical advisors. It is important for all positions to be supported with a clear **Terms of Reference** outlining roles and responsibilities for managing and implementing the project. Normally a project is attached to one IUCN Programme (Regional or Global Thematic). In some cases, responsibility for the project is shared, or technical expertise is sourced from another Programme. In these cases, a clear **internal agreement** that outlines roles and responsibilities for implementation is essential, including the deployment of budgetary resources. Experts from the IUCN Commissions or consultants may also be engaged to support implementation and each must be included with a **specific contract and Terms of Reference**.
Most IUCN projects are implemented in partnership with other organizations. During the planning phase (conceptualization and development) IUCN works with partners to plan the project. Often these partners include IUCN Members. Each partnership must be supported through a specific contractual agreement that includes provision for financial management and fiduciary oversight in addition to clear roles and responsibilities for implementation.

Each Terms of Reference, internal agreement and partner contract must be kept in the project’s filing system, available for management and audit oversight. Examples of each type of agreement are available on request.

4.1.2 Development of the work plan

The work plan is the most important element in project implementation. It serves to effectively organize the work of the team and for monitoring and reporting purposes. It is normal to prepare an annual work plan, updating this plan once every quarter or six months as necessary. Bringing the project team together to reflect on progress and reflect on next steps is a good way of keeping the project team focused.

A work plan is usually planned using a matrix that translates longer term outputs and results into manageable activities and sub-activities. This can also be linked to forecasted budget expenditure. Tool 4.1 provides one example of how to do this planning and another tools is available as an Excel spreadsheet (Tool 4.2). Other planning tools such as Gantt Charts are popular and there is also specialized project management software such as Microsoft Project.

Using an annual planning tool is relatively straightforward. Planning will need to be done for each project result. Start with one result and identify one or more milestones for the year. This is where the project team would like to be after one year. A milestone may be an output, a part of an output or an event which will help deliver the result. Then, identify the activities and sub-activities that will need to happen to achieve the milestone, as well as the responsible parties, the budget previewed and spent per outcome and finally an explanation of the progress towards outputs (monitoring framework). If a Gantt Chart (a chart that illustrates a project schedule) is being used, it is possible to identify when during the year activities are expected to occur and when the achievement of the milestone is expected. If the milestone plan is attached to a budget, then expenditure forecast can also be included.

In some cases, the planning of subsequent activities is dependent on the results of activities that will be implemented. For example, often activities are planned only after consultation workshops have already occurred with stakeholders. If this is the case, the activity of the consultation workshop can already be planned, but the subsequent activity will need to be updated in the plan once the exact activity is clear.

4.1.3 Implementation of Activities

The day to day and month to month implementation of a project involves the implementation of activities and expenditure of budget. The steps in implementing activities is highly specific to the activity in question, and for IUCN staff will involve management of logistics, coordination of partners and their work and provision of technical inputs.
Expenditures made in the field through projects will be reported on monthly and entered into the accounts of the programme. Specific guidance on project finance, including budgets, expenditure and reporting is covered in the Project Budget Manual. IUCN staff provides technical inputs to the implementation of projects. The provision of technical inputs is planned at the time of project conceptualization and design and is an important part of any project budget. In essence, IUCN staff sells their time to the project and receive income in return. Technical inputs can also be received from partners and consultants under contract to the project.

All projects are expected to have communications and monitoring activities, which must be in the project plan and budget and implemented during the life of the project. Communications activities can include (but are not limited to) the creation of communications products (website, films, brochures, etc.), and communication activities (press releases, events, etc.). Monitoring activities can include (but are not limited to) assessments, surveys, remote sensing, etc.

4.1.4 Updating the work plan

Writing a work plan can be a speculative exercise, subject to the rate of implementation and factors outside of the control of the project. Some activities and milestones are achieved quickly and easily while others encounter delays. Updating the work plan will allow the project team to make adjustments while keeping the overall project plan in view.

The project team should:
- Plan to update the work plan as a group regularly, normally quarterly or every six months;
- Use the results of supervision missions and monitoring to make adjustments to the work plan.

4.2 Project monitoring

Project monitoring tracks and reports on progress in implementing the project during its life. Projects are typically planned on annual cycles and are adjusted every six months based on monitoring data collected either by the project team or through a supervision mission. This section describes the project monitoring process, including supervision missions.

Project monitoring entails:
- Collecting data on the implementation of activities and outputs, according to the annual work plan (see Tools 4.1 and 4.2);
- Collecting data on the delivery of results and impacts according to the indicators identified in the logical framework/monitoring and evaluation plan in the project proposal (see Tool 4.4);
- Collecting data on the indicators specified in the Environmental and Social Management Plan (see Annex 1 for examples of commonly used ESMP indicators);
- Reviewing the financial situation of the project.

Most projects of a significant size are monitored through supervision missions (CHF 500K+) and for all Global Environmental Facility funded projects, supervision missions are mandatory.
Each type of monitoring has its specific roles and responsibilities and approval processes, captured in the IUCN Roles and Responsibilities along the Project Cycle.

The workflow and approval processes are outlined in the next three sections on project monitoring, portfolio monitoring and programme monitoring.

### Monitoring and Tracking Tools for Global Environment Facility funded projects

The GEF has developed its own tracking tools, use of which is mandatory three times during the lifecycle of a project: at CEO endorsement, at project mid-term and at project completion. Links are provided below.

- Biodiversity Tracking Tool
- GEF IW Tracking Tool
- GEF CC Mitigation Tracking Tool
- GEF CC Adaptation Tracking Tool
- GEF Persistent Organic Pollutants (POPs) Tracking Tool
- GEF LD Tracking Tool
- GEF Sustainable Forest Management (SFM) / REDD + Tracking Tool

The fourth step in the GEF project cycle consists of implementation supervision, monitoring, and final evaluation. Streamlining the GEF project approval process will be accompanied by more robust result verification mechanisms. As part of its monitoring responsibilities, the Secretariat will conduct an Annual Monitoring Review, which will be based on the submission of Project Implementation Reports by the Agencies. The key issues to be monitored will include: implementation progress, Focal Area strategic objectives’ performance indicators, projects at risk, actions to achieve sustainability and duplication, stakeholder involvement, and cofinancing status.

### 4.2.1 Monitoring progress of implementation

Projects should be monitored by the project teams (members of supervisory missions may also find these tools useful). Based on the project logical framework in the project document, project teams typically undertake annual planning exercises to define activities, outputs and milestones that are expected to occur during the annual implementation called the annual work plan (see Tools 4.1 and 4.2).

The project work plan should be updated with monitoring data once every quarter by the project team and monitoring through a supervisory mission once every six months. In total, the project milestone plan should be monitored and updated once each quarter.
4.2.2 Supervision missions

IUCN uses supervision missions with overall and specific objectives of all major field projects (and all GEF funded projects as appropriate).

Supervision missions are normally expected to once per year, unless there is a reported issue with implementation or a complaint has been filed under the grievance mechanism. Reporting is provided to the responsible project manager, the relevant programme manager (Programme Director or Head or Regional Technical Coordinator) and their line managers (Global Directors, Regional Programme Coordinators and Regional Directors).

Responsible project managers are expected to respond (in writing) and implement recommendations made by the reports of supervision missions.

The primary criteria for selecting members of supervision missions will be technical (see sample criteria below). Suitable technical expertise may be sourced from the Global or Regional Programme under which the project is being implemented in normal cases. In the case of GEF funded projects, members of supervision missions must be completely independent of the programme under which the project is being implemented. In all cases, members of the supervision mission must be free of conflict of interest. Suitable expertise may be drawn from the Secretariat, Member organizations or IUCN Commissions.

Sample Terms of Reference for a Supervision Mission

The supervision mission of PROJECT NAME will occur between DATE and DATE addressing the following overall and specific objectives. Methods, qualifications of the members of the supervision mission team and reporting requirements are outlined below.

**Overall objectives**
- To verify that all aspects of the project are on track, according to agreed plans and schedules
- To verify the data collected through monitoring for reporting purposes
- To review the effectiveness of project and financial management
- To make recommendations aimed at improving project implementation

**Specific objectives**

Verifying that the project is on track:
- To verify that the project team has produced an annual workplan with clear milestones and deliverables
- To verify that the ESMS considerations, including any studies or assessments and/or implementation of mitigation plans as specified in the ESMP, are being adequately implemented and that threats are being mitigated.

Verifying monitoring and reporting
- To assess the suitability of monitoring indicators, methods for data collection and quality of reporting;
• To verify that data being reported is correct;

Reviewing effectiveness of project and financial management
• To verify that the management and governance of the project is effective;
• To verify that the partnership arrangements are suitable and effective;
• To verify that the budget expenditure is on track and appropriate (i.e. free of fraud, reconciling money received and disbursed, review of invoices and other payment requests, review of record keeping on procurement and other aspects)

Making recommendations
• To make recommendations on improving technical aspects of the project’s implementation, project and financial management and monitoring and reporting.

Audience and intended use

The primary audience of the supervision mission is (a) the project manager and team, including implementation partners (b) the donor(s) and (c) the project manager’s supervisory structure, including programme and directors (regional or global).

The project manager will be expected to produce a management response to each and every recommendation of the supervision mission, the implementation of which will be reviewed at subsequent supervision missions.

Methods

Supervision missions will used mixed methods, including:
• Review of documentation, including project planning documents, technical outputs and monitoring reports;
• Review of documentation related to the management of the project and its financial management;
• Interviews with project staff and implementing partners;
• Interviews with stakeholders and beneficiaries;
• Field observation and interpretation of physical and/or biological change

Qualifications of members of supervision mission teams

The primary criteria for selecting members of supervision missions are technical, but also must include capacity to undertake a management and financial review. Normally, the supervision mission will require the expertise of a biologist and a social scientist, provided one or both have extensive experience in managing and reviewing field projects from the management and financial perspectives.

Technical qualifications:
• The expert must have demonstrated expertise in the thematic area or biome of the project under implementation;
• The expert must have demonstrated expertise and experience in sociological or anthropological aspects related to stakeholder participation;

Management and financial qualifications
• The expert must have demonstrated experience in both managing and reviewing all aspects of project implementation;
• The expert must have demonstrated experience in reviewing financial aspects (including controls) of the project.

Tool 4.3 is used as a template for preparing the supervision mission report.

4.2.3 Monitoring for project results and impacts

Project-level monitoring will be required for all projects. As part of IUCN’s commitment to Results Based Management, monitoring and reporting tools have been developed to measure progress in the delivery of results and impact.

Project teams are responsible for putting in place a Monitoring Plan (Tool 3.3) with a set of result and impact indicators that includes:

• Specific, Measurable, Attributable, Relevant, Time-bound indicators: one or more per result and impact;
• Baseline and Target measurements: for each result and impact indicator reflecting the measure at the start of the project and what it aims to achieve;
• Methods, resources and assigned responsibilities for monitoring: to ensure that data will be collected;
• Capacity for measuring biological and social results and impacts: to ensure that the data collected is scientifically valid and reliable, in that the measurement reflects what is being measured and can be applied consistently over time.

Progress in the implementation of a project is measured by the achievement of milestones. A milestone is defined as “a scheduled event representing progress toward the achievement of project outputs, results or impacts.” Each output of a project will have one or more milestones.

All projects are expected to contribute data to one or more results and impact indicators as outlined in the IUCN Programme 2013-16 (see section 4.3 on Programme monitoring). IUCN has created a Progress Monitoring Template (Tool 4.4) that will be completed every six months.¹ This template includes the monitoring of Impact, Results and Outputs at the project level. Donor-funded projects will also need to consider their specific tools and schedules for data collection and reporting.

The Progress Monitoring Template is accompanied by a Progress Monitoring Report (Tool 4.5), which assesses progress in the delivery of outputs and outcomes, project expenditure and partners’ implementation. These tools will be also used to monitor the progress on ESMP. IUCN will also assess periodically the quality of the reporting using the Appraisal Checklist for Project Monitoring and Reporting (Tool 4.6).

Workflow and approvals for supervisory missions, monitoring progress of implementation and monitoring for project results and impacts are in the section after financial monitoring.

¹ There are two versions of Tool 4.4. Please use the one that suits you the best.
4.2.4 Project financial monitoring

Financial Monitoring at the project level focuses in assessing project income and expenditure compared to budget. This topic is covered in the IUCN Project Budgeting Guidelines.

4.2.5 Workflows and approvals for project monitoring

Project monitoring follows a set schedule throughout the year in order to monitor progress, control for risk and ensure that data related to results and impacts are captured.

Figure 2 outlines the steps, as well as who is responsible for doing the work and approving the reports.

In the case of Global Environment Facility Projects, all monitoring reports covering implementation and financial aspects will be formally reviewed and approved by the Project Review Committee and discussed in Global Management Team.

4.3 Project portfolio monitoring

IUCN monitors the performance of project portfolios (groups of projects) by programme unit for implementation and financial performance. The objective of portfolio monitoring is to allow managers to assess performance and control for risk in the portfolio.

Portfolio monitoring is undertaken by programmatic unit and is comprised of analysis from two tools:

- The ABC list and summary (see Tool 4.7 in Excel)
- The quarterly narrative (see Tool 4.8)

The ABC list is IUCN’s portfolio management and planning tool that captures financial data. Projects are listed according to secured (C), developed and under negotiation with a donor (B) and identified, but not developed nor under negotiation (A). Secured income under C is

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2 Further information on project income and expenditure is included in IUCN’s Budget Procedure.
combined with projected income (at a percentage probability) to give the overall financial picture of the programmatic unit. The ABC list is organized by year (to see the income and project expenditure for multi-year projects for that particular year) and is updated quarterly.

Portfolio monitoring uses a series of indicators to assess financial health and control for implementation risk at the portfolio level, including:

- Number and total value of secured projects in the pipeline (ABC list);
- Diversity of project size (ABC list);
- Diversity of donors (ABC list);
- Projected income and expenditure for the year (ABC list);
- Projected cost recovery to the programmatic unit from management fees and staff time (ABC list);
- Ratio of secured to project income and cost recovery (ABC list);
- Project delays (narrative)
- Project implementation interruptions (narrative)

Results are aggregated by programmatic unit into a report based on Tool 4.7 and 4.8. Tool 4.8 is a narrative analysis that includes the following elements:

**Implementation** (Disaggregated by project and provide mitigation measures)

- Delays in start of project
- Interruptions in project implementation

**Project portfolio and pipeline**

- Number of projects in the pipeline
- Total value of the project portfolio
- Diversity of donors

**Cost recovery and income**

- Proposed B list cost recovery as a percentage of total income
- Cost recovery as a percentage of total project expenditure

**Project expenditure**

a) Level of project expenditure achieved in the first 6 months vs. budget
b) Forecast level of project implementation for the year
c) Actual realized cost recovery income for the first 6 months vs. budget
d) Forecast level of cost recovery for the year

Reports are prepared for review and management action by the Programme Director (Global or Regional). Reports from Regional and Global groups are reviewed by the Chief Financial Officer and Head, Planning, Monitoring and Evaluation (the Programme Portfolio Monitoring Group). Significant issues are raised in Global Management Team for further management action where required.
4.4 Programme Monitoring

Each project is expected to contribute data which will aid in the measurement of the results and impacts of the IUCN Programme 2013-16. A monitoring plan should have been prepared during project development using Tool 3.3. Tool 4.2 can be used to collect monitoring data from a portfolio of projects for programme monitoring and reporting (attached as an Excel file).

4.3.1 IUCN’s Global Results indicators – a organisational monitoring framework

IUCN achieves its results through influence on policies and institutions at all levels (Figure 2). With its extensive network of regional and national offices and Members and Commissions all over the world, IUCN is, in effect, also a field-based organization. Impact on the ground in the form of biodiversity conservation and use of nature-based solutions, to the benefit of people and nature, is the ultimate rationale of IUCN (see the results chain for IUCN below). IUCN delivers outputs under its control and aims to influence results that also depend on many other factors, the sum of which impact on biodiversity conservation and human wellbeing.

Figure 3 A simplified results chain for IUCN

Ultimately, the IUCN Programme aims to secure the use of the terrestrial and marine areas of this planet in a way which conserves nature and sustain people’s livelihoods. This requires a network of connected protected areas, covering the most important areas for biodiversity, and integrated into healthy and resilient landscapes and seascapes. Even when IUCN’s influence goes via policies and institutions, the impact of IUCN operations has a geographical dimension: species and their habitats, protected areas, key biodiversity areas, ecosystems, sustainably managed biomes, people’s dependence on natural resources, and nature-based solutions to climate change, food security, etc.

This enables a common focus in impact monitoring across IUCN programmes: IUCN outputs and results shall contribute to improved and sustainable interaction of nature and people in protected areas and healthy landscapes and seascapes.

Table 4.1 below summarizes the impact, the common impact indicators, the global results and the results indicators of the three Programme Areas. Some of the indicators need refinement and development, e.g. those based on the IUCN Red List of Ecosystems, which is not yet in operation. The outputs and results of the IUCN Secretariat’s global thematic and regional programmes must contribute to the three global results shown. The results indicators will be developed to assist these programmes in monitoring and reporting on their results on an annual basis.
<table>
<thead>
<tr>
<th>Impact</th>
<th>Global results and results indicators</th>
<th>Common impact indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuing and conserving nature</td>
<td><strong>Credible and trusted knowledge for valuing and conserving biodiversity leads to better policy and action on the ground</strong></td>
<td>The proportion of the most important areas for biodiversity effectively managed for the conservation of species, ecosystems and genetic diversity</td>
</tr>
<tr>
<td>The conservation status of species and ecosystems is improved</td>
<td>Indicators: 1. Extent, representativeness and connectivity of effectively managed protected areas 2. Proportion of identified key biodiversity areas within and outside protected areas 3. Number of exports of data from the IUCN Red List 4. Extent to which IUCN advice and positions are followed in CBD, CITES and WHC</td>
<td></td>
</tr>
<tr>
<td>Effective and equitable governance of nature's use</td>
<td><strong>Improved governance arrangements over natural resources deliver rights-based and equitable conservation with tangible livelihoods benefits</strong></td>
<td>Increased contribution from sustainably managed natural resources to household members</td>
</tr>
<tr>
<td>Effective, just, gender-responsive and equitable conservation yields tangible livelihoods benefits</td>
<td>Indicators: 1. Enhancement of institutional and governance arrangements based on a new IUCN natural resource governance framework 2. Extent of protected areas managed in accordance with the IUCN’s natural resource governance framework 3. Area (in ha.) of agriculture, fisheries and forestry managed according to IUCN’s natural resource governance framework 4. Extent of high seas administered in accordance with the ecosystem approach and IUCN’s natural resource governance framework</td>
<td></td>
</tr>
<tr>
<td>Deploying nature-based solutions to global challenges in climate, food, development</td>
<td><strong>Healthy and restored ecosystems make cost-effective contributions to meeting global challenges of climate change, food security and economic and social development</strong></td>
<td>Trends in benefits that people derive from selected ecosystem services (e.g. gender-differentiated changes in security of water access and food)</td>
</tr>
<tr>
<td>Global challenges (climate, food, development) are addressed through the use of nature based solutions</td>
<td>Indicators: 1. Extent of incorporation of nature-based solutions in policies on climate change, food security and economic and social development at international, national and corporate levels 2. Extent (in ha.) of resilient and diverse landscapes sustainably managed, protected or restored for food, climate change or economic benefit 3. Number of governments and public/private companies that have incorporated biodiversity values into planning and/or accounting systems</td>
<td></td>
</tr>
</tbody>
</table>
To the extent possible, the impact indicators will be measured by IUCN once every four years to show how IUCN’s influence is contributing to changes on the ground, without claiming direct attribution. The impact indicators are common to IUCN’s three Programme Areas and can also be used by IUCN Members, components\(^3\), partners and Multilateral Environmental Agreements. They will be the basis for measuring change across all IUCN programmes and projects and need to be incorporated into project monitoring where appropriate and feasible:

- **The proportion of the most important areas for biodiversity effectively managed for the conservation of species, ecosystem functions and genetic diversity:** This impact indicator is based on two data sets – Key Biodiversity Areas and the World Database on Protected Areas. The impact is measured through The IUCN Red List Index which can demonstrate genuine changes in conservation status of sets of species as a result of conservation action. It can also be disaggregated to show trends in regions, ecosystems, habitats, and taxonomic groups. It is already adopted as one of two biodiversity indicators for the Millennium Development Goals (MDGs). The IUCN Red List of Ecosystems, once developed, will be able to be used to develop an index to measure the risk of losing critical ecosystem functionality, to show changes in ecosystem status over time.

- **Increased contribution from sustainably managed natural resources to household members:** This is a proxy indicator that measures changes in gender-differentiated benefits and services flowing from ecosystems and management of natural resources. The indicator serves as a means of showing how conditions are improving when rights are secure for specific populations (rural and coastal populations are suggested) and also as a signal that nature based solutions are delivering economic solutions.

- **Trends in benefits that people derive from selected ecosystem services (e.g. gender-differentiated changes in security of water access and food):** This is an indicator that serves as a proxy for measuring benefits from nature-based solutions to climate change and food security. Water access and food security can serve as an indication of changes due to climate change adaptation.

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\(^3\) The IUCN Statutes (Article 15) describe the components of IUCN as: (a) the World Conservation Congress; (b) the Council; (c) the National and Regional Committees and Regional Fora of Members; (d) the Commissions; and (e) the Secretariat.
4.5 Project Closure

Every project eventually ends or transitions into a new phase, and there are specific steps to be taken at the end of a project or phase:

- Closure of implementation and financial aspects (including contracts, fixed assets, etc)
- Reflect and gather lessons
- Prepare a Project Completion Report (Tool 4.9)

4.5.1 Ending activities, budget expenditure and contracts

At the end of a project, all activities are ended and with that come a number of administrative tasks which include ending contracts with project staff, consultants and partners, disposal of fixed assets and closing the financial books.

All of these topics are covered in the IUCN Project Budgeting Guidelines.

4.5.2 Reflect and gather lessons

At the end of the project, the project team and key partners should meet to reflect on the achievements (intended and unintended) of the projects and any lessons which have been learned that might help the design and implementation of future projects. The project’s achievements should then be documented in a Project Completion Report (Tool 4.9).

An exercise to reflect and gather lessons is best accomplished in a workshop setting, facilitated by someone with experience in harvesting lessons. The workshop can follow a “brainstorm and norm” process whereby the participants brainstorm on areas of success (intended and unintended), areas for improvement and then agree on the most important, forming lessons for future project teams.

Lessons can often be found in annual technical reporting and evaluations which were completed during the life of the project. A summary of these reflections and lessons should be presented to the working group.

4.5.3 Prepare a Project Completion Report

The final step in closing a project is producing a Project Completion Report and deciding which documentation from the project to maintain in permanent archives.

A key part of this process will be to determine which documents to archive permanently. This list should include:

- The project concept and project proposal documents, along with any documentation related to appraisal and approvals;
- All technical and financial reports produced during the life of the project;
- Workshop reports and minutes of important meetings
- Any publications (books, scientific articles) and other communications materials (websites, films, brochures, etc.) that were produced;