**Illegal Wildlife Trade (IWT) Challenge Fund**

**Final Report**

To be completed with reference to the “Project Reporting Information Note”: (<https://iwt.challengefund.org.uk/resources/information-notes/> ).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

**Submission Deadline: no later than 3 months after agreed project end date.**

***Submit to:***[BCF-Reports@niras.com](mailto:BCF-Reports@niras.com) *including your project ref in the subject line.*

# IWT Challenge Fund Project Information

|  |  |
| --- | --- |
| Project reference |  |
| Project title |  |
| Country(ies) |  |
| Lead Partner |  |
| Project Partner (s) |  |
| IWTCF grant value |  |
| Start/end dates of project |  |
| Project Leader’s name |  |
| Project website/blog/social media |  |
| Report author(s) and date |  |

**Note:**

* **Please remove the blue guidance notes from all sections before submission.**
* **If there is any confidential or sensitive information within the report that you do not wish to be shared on our website, please ensure you clearly highlight this.**

The Final Report is expected to act as a stand-alone document. It should not be necessary to refer to Annual Reports to obtain evidence of progress or impact.

All Final Reports are reviewed by an independent Monitoring and Evaluation (M&E) consultant. They will use your agreed application including the logframe (or the most recent approved logframe) as a basis of their review. Therefore it is important that you refer back to this document when writing this report. The review acts as an independent viewpoint of whether the project has made the impacts it states based upon the report and associated evidence submitted. Therefore it is strongly recommended that you submit the means of verification listed in your logframe to support your assertions of progress. You may have already submitted this material with your Annual Report but please re-submit since this Final Report is expected to act as a stand-alone document.

When making statements of progress or impact please ensure you refer as much as possible to sources of evidence including the indicators and means of verification outlined in your project logframe. For example, when reporting training events, some measure of effectiveness is required in addition to the number of participants and duration. In order to comment on quality of work it is useful to share with the reviewer project documentation such as training manuals, meeting reports, training feedback etc.

**Please note:** Major changes in the logframe (e.g. Output and Outcome level changes) should have been approved through the submission of a Change Request form which is available from [here](https://iwt.challengefund.org.uk/resources/reporting-forms-change-request-forms-and-terms-and-conditions/).

Submission of changes to the project design in the annual report does not constitute notification. Changes requiring formal approval include: a delay in project implementation causing underspends and carry forwards; staff changes (relating to CVs provided at application stage); changes in Outputs or Outcome; project termination. If not clear whether a change requires formal approval please check with [BCF-Reports@niras.com](mailto:BCF-Reports@niras.com).

**Report formats:** This report should be sent in MS Word only (if you have concerns about layout you may submit a PDF but this is in addition to a Word version). If you have already answered a question in one section, do not repeat the information in another section, but refer back to the section number.

Each section contains questions to guide the completion of the report.

Not all questions have to be answered - Project Leaders should exercise judgement as to those most relevant to the project.

The assumption is that project partners will play an active role in writing the Final Report.

# Project summary

* Briefly describe the location (with a map if possible) of the project.
* Please describe the problem your project was trying to address.
* What specific aspects of the illegal trade in wildlife was the project designed address?
* What poverty challenge was the project designed to address?
* Why are these challenges relevant and for whom? How did you identify these problems?
* What was the project designed to do to address these challenges?

# Project Partnerships

IWT Challenge Fund projects are required to be collaborative.

Please describe the support or engagement between all formal partners and key stakeholders and this project, and how this has developed over the life of the project. You should focus on:

* The extent to which all partners were involved in project planning and decision making, including whether partnerships were based on demand stemming from the host country/ies.
* The roles of the various partners in the project. Were they all involved in writing/preparing this Final Report?
* Particular achievements, lessons, strengths or challenges with the partnership(s), and how the latter has been addressed.
* Whether the partners are likely to maintain a relationship after project completion.

Please also describe how relevant local institutions (including, where relevant, British Embassies and high commissions), local communities and technical specialists who are not formally partners in the project have been involved as appropriate.

Please support all comments with evidence.

# Project Achievements

**Please fill in Annex 2 - summary of progress against the project logframe**

This section (3.1- 3.4) is the main narrative report on project achievement and should be a flowing paragraphed presentation written in a formal style. Sub-sections reflect the progress against the project’s logic and offer the opportunity to provide some narrative to complement the logframe. We do not require a summary at the start, just clear reporting under 3.1 to 3.4.

## Outputs

Did the project achieve its intended Outputs? Address each output in turn, identifying the baseline condition, change recorded to project end, and the source of evidence for this change. You should consider:

* What Outputs did you set in your application?
* Did the project achieve its Outputs as laid out in the logical framework? Use the indicators in your logframe to demonstrate progress/success for each Output. Concentrate on the actual changes achieved rather than listing a series of activities undertaken. Activity does not necessarily mean a change has occurred.
* Did the project encounter problems, either anticipated or unexpected, in achieving the Outputs? If so, had you identified these in the assumptions of your original logframe? How were they resolved?

Please support all comments with evidence and refer to progress against logframe indicators.

## Outcome

* Did the project achieve its intended Outcome (as laid out in the original logframe unless a change has been approved)?
* What evidence/indicators can you present to support this? Please reference the agreed indicators in the logframe and means of verification as listed in the logframe in addition to any other sources of evidence used to support your comments.
* If your project did not fully achieve the project Outcome what was the reason for this? Was it due to factors outside your control? If so, had you identified these in the assumptions of your original logframe? If it was due to factors outside your control, please comment on what actions you took to recover from this?

Please support comments with evidence and refer to progress against logframe indicators.

## Monitoring of assumptions

Monitoring of critical conditions (risks and assumptions) is crucial to project success. For this section, consider the following;

* Were Outcome and Output level assumptions monitored throughout the course of the project?
* If there were changes in assumptions, how did the project meet or manage these?

# Please support comments with evidence.

## Impact: achievement of positive impact on illegal wildlife trade and poverty reduction

The Impact is not intended to be achieved solely by the project. This is a higher-level situation that the project will contribute towards achieving. All IWT Challenge Fund projects are expected to contribute to tackling the illegal wildlife trade and supporting poverty reduction.

* What impact was in your agreed application form?
* What contribution is your project making to a higher-level impact on illegal wildlife trade?
* What contribution is your project making to a higher-level Impact on human development and well-being (poverty reduction)?

Please support all comments with evidence.

# Contribution to IWT Challenge Fund Programme Objectives

Section 4 should be concise and ideally no more than 3 pages long. Please support comments with evidence and report against IWT Challenge Fund Standard Indicators (see Annex 3 for details). It is unlikely that each IWT Challenge Fund project will have made contributions to all of these higher level Programme objectives, therefore please only concentrate on those to which your project has made significant contribution. Please do not use this section to merely report on the activities carried out by the project – try to consider the Impact and Outcome of these activities instead. We do not require a summary at the start, just clear reporting under 4.1 to 4.4.

## Thematic focus

The intended impact of the IWT Challenge Fund is to provide innovative and scalable solutions to reduce pressure on wildlife from illegal trade and, in doing so, contribute to poverty reduction. Projects must align to one or more of the four project themes – listed below – which align with the pillars of action agreed and reconfirmed by global leaders at the IWT Conference Series.

1. Reducing demand for IWT products
2. Ensuring effective legal frameworks and deterrents
3. Strengthening law enforcement
4. Developing sustainable livelihoods to benefit people directly affected by IWT

Is there evidence that the project has supported one, or more, of these objectives?

## Impact on species in focus

Please describe the impact your project had on the species in focus. Please support all comments with evidence with reference to indicators from your logframe.

## Project support to poverty reduction

IWT Challenge Fund projects are required to contribute to a reduction in poverty. Projects working in Upper Middle Income Countries must clearly demonstrate how they:

* advance knowledge, evidence and impact in Least Developed or Low-Income Countries, or
* contribute to the global public good, for example by advancing understanding and/or strengthening the knowledge base related to biodiversity conservation/sustainable use and poverty reduction, or
* contribute to serious and unique advancements on a critical issue as a result of specific circumstances of the Upper Middle Income Country that could not be made elsewhere.

Describe how your project contributed to a reduction in poverty. When writing this section, consider the following:

* How did the project contribute to improved human development and wellbeing?
* Who were the project beneficiaries and what benefits did the project generate for them? If any, what were the direct poverty impacts from this project (e.g. improved personal security for community members/rangers, increased household/community income etc.)?
* If indirect only, what evidence is there that the project will contribute to poverty in the long-term (e.g. improved ecosystem services, increased awareness about the value of wildlife, improved community governance etc.)?

Please support comments with evidence and refer to progress against logframe indicators.

The Biodiversity Challenge Funds’ Darwin Initiative has produced an [Information Note on Poverty](https://www.darwininitiative.org.uk/assets/uploads/Information-Note-Poverty-and-the-Darwin-Initiative-2019-FINAL.pdf) which may help IWTCF projects understand the multi-dimensional aspects of poverty that can be reported on.

## Gender equality and social inclusion

All projects are required to promote equality between persons of different gender and social characteristics. Describe how your project has proactively contributed to ensuring individuals achieve equitable outcomes and how you have engaged participants in a meaningful way.

If there has been any notable achievements of the project please include these within your response.

Please support all comments with evidence and use any relevant indicators from your logframe.

|  |  |
| --- | --- |
| Please quantify the proportion of women on the Project Board[[1]](#footnote-2). |  |
| Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women[[2]](#footnote-3). |  |

# Monitoring and evaluation

Please record any major changes in the project design, especially approved changes to the logframe. Annex 1 is the full final logframe, including means of verification and indicators, Annex 2 provides for a narrative report against the final logframe).

Looking back over the life of the project, was the M&E system practical and helpful to provide useful feedback to partners and stakeholders?

During the project period, has there been an internal or external evaluation of the work or are there any plans for this? Note succinctly the key findings from any evaluation and whether these were useful for the project.

# Actions taken in response to Annual Report reviews

For those that have received feedback from Annual Reports, have you responded to all issues raised in the reviews of your annual reports? Please use this section as an opportunity to comment on any outstanding issues.

Have you discussed the reviews with your partners and other collaborators?

# Lessons learnt

What lessons learned/or failures/challenges from this project could be used to improve/inform future IWT Challenge Fund projects or the wider IWT Challenge Fund programme?

Consider issues such as:

* What worked well, and what didn’t work well?
* If you had to do it again, what would you do differently?
* What recommendations would you make to others doing similar projects?
* What key lessons have been learnt as a result of this project? (including administrative, management, technical, M&E).

# Risk Management

* Have any new risks arisen in the last 12 months that were not previously accounted for?
* Has the project made any significant adaptations to the project design to address changes to risk?

# Sustainability and legacy

Discuss the profile of the project within the country/ies and what efforts have been made during the lifetime of the project to promote the work.

* Are the intended sustainable benefits post-project still valid given the project is now running, or have you made changes to what was originally proposed?
* What will happen to project staff and resources now the IWT Challenge Fund funding has ceased?
* What is the profile of the project within the country/ies and what efforts have been made to promote the work? What evidence is there for increasing interest and capacity resulting from the project? Please describe any action you have taken as part of the project’s open access plan. Please comment on which project achievements are most likely to endure. Has there been any impact on policy in the host country/ies at regional/national/transboundary level?

# IWT Challenge Fund Identity

* What effort has the project made to publicise the IWT Challenge Fund, e.g. where did the project use the IWT Challenge Fund logo and promote funding opportunities or projects?
* How has the UK Government’s contribution to your project’s work been recognised?
* Was the IWT Challenge Fund funding recognised as a distinct project with a clear identity or did it form part of a larger programme?
* To what extent is there an understanding of the IWT Challenge Fund within the host country and who is likely to be familiar with it?
* If you have a Twitter/Instagram/Flickr/Blog/YouTube etc. account, is this effective and have you linked back to the IWT Challenge Fund / Biodiversity Challenge Funds social media accounts?

# Safeguarding

Biodiversity Challenge Funds are committed to supporting projects develop and strengthen their safeguarding capabilities and capacity to prevent, listen, respond and learn. Defra will not automatically penalise projects where safeguarding concerns are identified, but will help projects respond and learn from the experience.

|  |  |  |
| --- | --- | --- |
| Has your Safeguarding Policy been updated in the past 12 months? | | Yes/No |
| Have any concerns been investigated in the past 12 months | | Yes/No |
| Does your project have a Safeguarding focal point? | Yes/No [*If yes, please provide their name and email]* | |
| Has the focal point attended any formal training in the last 12 months? | Yes/No [*If yes, please provide date and details of training*] | |
| What proportion (and number) of project staff have received formal training on Safeguarding? | | Past: % [and number]  Planned: % [and number] |
| Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses. | | |

# Finance and administration

This section seeks information about the finances of your project **since the last Annual Report**.

Please amend the financial years in the tables to suit the reporting period and add/remove rows in the sub-tables if necessary. If you need to provide information for more than one Financial Year (FYs), please copy the table below and amend the FYs as required. You should not mix reporting of different FYs. If all receipts have not yet been received, please provide indicative figures and clearly mark them as Draft. The Actual claim form will be taken as the final accounting for funds.

## Project expenditure

Complete the expenditure table below, providing a breakdown of salaries, capital items and explanations of ‘Other’ costs. If the budget was changed since the project started, please clarify the main differences. **Explain in full** any significant variation in expenditure where this is +/- 10% of the approved budget lines**.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project spend (indicative) since last Annual Report** | **2022/23**  **Grant**  **(£)** | **2022/23**  **Total actual IWTCF Costs (£)** | **Variance**  **%** | **Comments (please explain significant variances)** |
| Staff costs (see below) |  |  |  |  | |
| Consultancy costs |  |  |  |  | |
| Overhead Costs |  |  |  |  | |
| Travel and subsistence |  |  |  |  | |
| Operating Costs |  |  |  |  | |
| Capital items (see below) |  |  |  |  | |
| Others (see below) |  |  |  |  | |
| **TOTAL** |  |  |  |  |

|  |  |
| --- | --- |
| **Staff employed**  **(Name and position)** | **Cost**  **(£)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** |  |

|  |  |
| --- | --- |
| **Capital items – description** | **Capital items – cost (£)** |
|  |  |
| **TOTAL** |  |

|  |  |
| --- | --- |
| **Other items – description** | **Other items – cost (£)** |
|  |  |
| **TOTAL** |  |

## Additional funds or in-kind contributions secured

Please confirm the additional funds raised for this project. This will include funds indicated at application stage as confirmed or unconfirmed, as well as additional funds raised during the project lifetime. Please include all funds relevant to running the project as well as levered funds for additional work after the project ends.

Were any additional in-kind contributions secured during the project?

|  |  |
| --- | --- |
| **Source of funding for project lifetime** | **Total**  **(£)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** |  |

|  |  |
| --- | --- |
| **Source of funding for additional work after project lifetime** | **Total**  **(£)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** |  |

## Value for Money

Provide comment on the value for money provided by this project.

* Was the project good value for money?
* What evidence can you provide to support this?

Value for money doesn’t mean we are looking for the cheapest things, but focuses on the economy, efficiency and effectiveness with which desired outputs were achieved.

# OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here).

In this section you have the chance to let us know about outstanding achievements of your project that you consider worth highlighting to the Biodiversity Challenge Funds Secretariat. This could relate to achievements already mentioned in this report, on which you would like to expand further, or achievements that were in addition to the ones planned and deserve particular attention e.g. in terms of best practice. It may also include figures or case studies related to particular IWT Challenge Fund Programme Objectives such as support to conventions, agreements or treaties, poverty reduction or gender equality. We may use material from this section to promote the achievements of the IWT Challenge Fund and the knowledge generated by IWT Challenge Fund projects. This may include publication in the Defra Annual Report, IWT Challenge Fund promotion material, including to the Biodiversity Challenge Funds social media platforms, or on the Biodiversity Challenge Funds’ or GOV.UK websites.\* **Please limit text to 400 words.**

Please also include *at least* one engaging image, video or graphic\*\* that you consent to be used alongside the above text in Defra communications material. Please ensure that:

* you have left the above agreement clause to indicate your consent. Text without this will not be used
* any images or videos are sent as separate files and not embedded in the body of the report
* the file location and / or name of these files is clearly stated, and that the file name includes your project reference number
* you provide a short descriptive caption for each photograph, video or graphic, including the location (country) and photo or video credit
* you list any accounts that you would like tagged in online posts. This can include project pages, partners’ pages or individuals’ accounts for any of the following platforms: LinkedIn, Facebook, Twitter, or Instagram.
* please also ensure that any people in the images or videos you share have consented to having their photograph taken.

\* Please don’t hesitate to let us know if you have other materials, besides content for Outstanding Achievements, that you would like us to share via our platforms. For example, if you have content that was created in the course of the project, such as explanatory videos or impact graphics for reports, these can also be used for promotional purposes.

\*\* Projects that do not provide an image, video or graphic to accompany the text are less likely to have their texts selected for the purpose of publication. However, if you have no photos for reasons of sensitivity, then do please state that clearly and the Defra Comms team can work to create an alternative graphic.

Image, Video or Graphic Information:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **File Type (Image / Video / Graphic)** | **File Name or File Location** | **Caption, country and credit** | **Online accounts to be tagged (leave blank if none)** | **Consent of subjects received (delete as necessary)** |
|  |  |  |  | Yes / No |
|  |  |  |  | Yes / No |
|  |  |  |  | Yes / No |
|  |  |  |  | Yes / No |
|  |  |  |  | Yes / No |

# Annex 1 Project’s original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert application logframe.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project summary** | **Measurable Indicators** | **Means of verification** | **Important Assumptions** |
| **Impact:** | | | |
| **Outcome:** |  |  |  |
| **Outputs:**  **1**. Add more Outputs as necessary | 1.1  1.2  1.3 etc. | 1.1  1.2  1.3 |  |
| **2**. | 2.1  2.2 | 2.1  2.2 |  |
| **3**. | 3.1 | 3.1 |  |
| **Activities** (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1) | | | |

# Annex 2 Report of progress and achievements against final project logframe for the life of the project

|  |  |  |
| --- | --- | --- |
| **Project summary** | **Measurable Indicators** | **Progress and Achievements** |
| **Impact**  Insert original project Impact statement | | (Report on any contribution towards positive impact on illegal wildlife trade or positive changes in the conditions of human communities impacted by illegal trade e.g. steps towards alternative and sustainable livelihoods) |
| **Outcome** Insert **agreed** project Outcome statement | Insert **agreed** Outcome level indicators | Report on progress towards achieving the project Outcome, i.e. the sum of the outputs and assumptions |
| **Output 1**. Insert **agreed** Outputs with Activities relevant to that output in lines below | Insert **agreed** output level indicators) | Report general progress and appropriateness of indicators, and reference where evidence is provided e.g. *Evidence provided in section 3.2 of report and Annex X* |
| Activity 1.1 Insert Activities relevant to this Output | | Report completed or progress on activities that contribute toward achieving this Output |
| Activity 1.2. Etc. | |  |
| **Output 2**. Insert **agreed** Output | Insert **agreed** Output level indicators | Report general progress and appropriateness of indicator |
| Activity 2.1. | |  |
| Activity 2.2. Etc. | |  |
| **Output 3.** Etc. |  |  |

Annex 3 Standard Indicators

The Biodiversity Challenge Funds (BCFs) use high quality and accessible Monitoring, Evaluation and Learning (MEL) to enable scaling, replication and increase the impact of the funds and the projects we support.

By asking project teams to align indicators with the IWT Challenge Fund Standard Indicators, we aim to increase our contribution to the global evidence base for activities that support biodiversity conservation, poverty reduction and capability & capacity.

The tables below are provided to assist project teams in reporting against Standard Indicators. Please report against the Standard Indicators that you have selected specifically for your project in Table 1 below. Refer to the Standard Indicator Guidance & Menu available on the [IWT Challenge Fund website](https://iwt.challengefund.org.uk/resources/reporting-forms-change-request-forms-and-terms-and-conditions/) for guidance on how to select indicators, as well as how to disaggregate reporting within your chosen indicators.

We recognise that our menu cannot cover all the potential monitoring needs for all projects – where necessary you can select indicators from other sources or develop your own. See our BCF MEL guidance on best practices for selecting and developing indicators.

### Table 1 Project Standard Indicators

| **IWTCF Indicator number** | **Name of indicator using original wording** | **Name of Indicator after adjusting wording to align with IWTCF Standard Indicators** | **Units** | **Disaggregation** | **Year 1 Total** | **Year 2 Total** | **Year 3 Total** | **Total to date** | **Total planned during the project** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| IWTCF-A01 | E.g. People who attended training on skills related to agricultural practices. | E.g. Number of community members who received training on skills related to agricultural practices. | People | Men | 20 |  |  | 20 | 60 |
| IWTCF-D12 | E.g. Articles published by members of the project team | E.g. Number of papers published in peer reviewed journals | Number | None | 1 |  |  | 1 | 4 |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

In addition to reporting any information on publications under relevant standard indicators, in Table 2, provide full details of all publications and material produced over the last year that can be publicly accessed, e.g. title, name of publisher, contact details, cost. Mark with an asterisk (\*) all publications and other material that you have included with this report.

### Table 2 Publications

| **Title** | **Type**  (e.g. journals, manual, CDs) | **Detail**  (authors, year) | **Gender of Lead Author** | **Nationality of Lead Author** | **Publishers**  (name, city) | **Available from**  (e.g. weblink or publisher if not available online) |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Annex 4 Supplementary material (optional but encouraged as evidence of project achievement)

This may include outputs of the project, but need not necessarily include all project documentation. For example, the abstract of a conference would be adequate, as would be a summary of a thesis rather than the full document. If we feel that reviewing the full document would be useful, we will contact you again to ask for it to be submitted.

It is important, however, that you include enough evidence of project achievement to allow reassurance that the project is continuing to work towards its objectives. Evidence can be provided in many formats (photos, copies of presentations/press releases/press cuttings, publications, minutes of meetings, questionnaires, reports etc.) and you should ensure you include some of these materials to support the Final Report text.

If you are attaching separate documents, please list them here with an Annex reference number so that we can clearly identify the correct documents.

# Checklist for submission

|  |  |
| --- | --- |
|  | Check |
| **Is the report less than 10MB?** If so, please email to [BCF-Reports@niras.com](mailto:BCF-Reports@niras.com) putting the project number in the Subject line. |  |
| **Is your report more than 10MB?** If so, please discuss with [BCF-Reports@niras.com](mailto:BCF-Reports@niras.com) about the best way to deliver the report, putting the project number in the Subject line. |  |
| If you are submitting photos for publicity purposes, **do these meet the outlined requirements (see section 10)?** |  |
| **Have you included means of verification?** You should not submit every project document, but the main outputs and a selection of the others would strengthen the report. |  |
| **Do you have hard copies of material you need to submit with the report?** If so, please make this clear in the covering email and ensure all material is marked with the project number. However, we would expect that most material will now be electronic. |  |
| If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 13)? |  |
| Have you involved your partners in preparation of the report and named the main contributors |  |
| Have you completed the Project Expenditure table fully? |  |
| Do not include claim forms or other communications with this report. | |

1. A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project. [↑](#footnote-ref-2)
2. Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities. [↑](#footnote-ref-3)