**Protected Areas Learning and Research Collaboration**

**Open Standards Short Course**

Exercise: Project Roadmaps (Result Chains)

Summary: Each team will develop one Project Roadmap (Result Chain). Each team will select a priority strategy from the previous exercise. The team’s task is to develop a credible results chain for the strategy. Participants will get experience with why results chains are helpful and necessary when developing and implementing strategies, and for checking how their plan is going.

# Instructions:

1. Set yourself up with plenty of room. Make a ‘sheet’ for developing your roadmap by sticking together 2-3 sheets of flip chart paper. Overlap the sheets a little before you stick them together
2. Choose a priority **Strategy** from the previous step
3. “Bookend” the Roadmap
   * On a sticky note (yellow), write the **Strategy** and stick it to the paper on the far left
   * On a different colored sticky note (green), write down one **Target** that the strategy is supposed to be helping and stick it to the paper on the far right (not near Trump).
   * Write the **Goal** for the Target on another sticky note, and put it below the Target
   * If there is a **Threat** to the target, write that on a sticky note (purple) and put it on the left hand side of the target
4. Discuss the **Activities** that you will do to implement the strategy. These can be taken directly from the strategy descriptions developed in the previous session, or from your work plan if you have one already, or from your understanding as a group of what you have been doing.
5. Write the **Activities** on smaller yellow sticky notes, and place them between the **Strategy** and the **threat** in order of the time they would happen – first thing first, then second etc.
6. As a team, discuss the outcome you need to achieve to address your **Threat** and write a **Threat Goal.** Remember to make it SMART and to describe a change from Very High / High
7. With the **Strategy**, **Actions**, and **Goals** in place (i.e., the bookends), “walk” from one end to the other:
   * **If this is a familiar strategy** that you know well, go from *Left to Right* in a series of “if-then” statements to the Goal (eg “**if** I see this result here, **then** I can move to this result” etc)
   * Write what you say for “*then this is the result*” on a sticky note. Use the actions to help you think of the results.
   * **If this is an unfamiliar strategy** that you do not know well, go from *Right to Left* in a series of “if-then” statements to the Strategy (eg “**if** I want to reach this result **then** this I need this result first”)
   * Write what you say for “*then I need this result*” on a sticky note. Use the actions to help you think of the steps.
8. Every time you add a new step, go back and **read** **aloud** the series of if-then statements all the way through and see if anything is missing. By repeatedly going back to the beginning each time a new step is created, you will have a clear understanding of the strategy and its logic.
9. After everyone has completed one results chain, we will pair up teams to review and edit the other results chain. One person from each team will describe the results chain to the review team. Reviewing teams should use the criteria for a good results chain (below) to evaluate and make suggestions for improvement. Write suggested changes on sticky notes for review later

**CRITERIA FOR GOOD RESULTS CHAINS:**

1. **Results oriented**: Boxes only contain desired results (e.g., reduction of hunting), and not activities (e.g., conduct a study).

2. **Connected in a “causal” manner**: There are clear connections of “if…then” between each pair of successive boxes.

3. **Demonstrates change**: Each box describes how you hope the relevant factor will change (e.g., improve, increase, or decrease).

4. **Relatively complete**: There are sufficient boxes to construct logical connections but not so many that the chain becomes overly complex.

5. **Simple**: There is only one result per box.

A general roadmap will look something like this (but probably with more steps)

