# Criteria for prioritizing projects and activities

**When to use these criteria?** These criteria are designed as a guide in the process of developing internal proposals for new CESR projects or activities or in deciding how to respond to external proposals for new projects or activities.

**How to use these criteria?** There is obviously no magic formula for deciding whether or not to take on a new project or activity. It's ultimately a judgment call. That said, gathering as much evidence as possible to help answer these questions—through consultations internally and with external stakeholders for example—is strongly encouraged. These criteria are designed to prompt discussion in the team about how to weigh up the arguments for or against taking on a new project or activity, and to ensure all those involved have had the opportunity to express their views on each of the questions, and that these are taken into account by those responsible for determining the course of action.

### Rationale for the project or activity

1. What is strategically significant about the project or activity? How directly does it advance our objectives?
2. What concrete outcomes is the project or activity expected to have in the short to medium term? How can we communicate these?
3. How likely is the project or activity to achieve these outcomes, considering relevant contextual factors? How do we know?
4. Does the project or activity respond to a specific need or demand among partners and other stakeholders? How do we know?
5. Is CESR uniquely positioned to respond to this specific need or demand, and does it have the competencies to do so?

### Feasibility of the project or activity

6. What risks related to the project or activity's successful implementation (e.g. technical, operational, financial, governance) have been identified? How will these be mitigated?
7. What human resource implications (both programmatic and operational) will the project or activity have? How will other projects be impacted?
8. What funding implications does the project or activity have? Has funding been secured to carry out some or all of it?
9. How firm is the timeframe for the project or activity? What variables might shift it?
10. Is there a clear end date or exit strategy for the project or activity?