UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG).

CAMILLE SOLEYN

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Kingstown, St. Vincent and the Grenadines

16th March 2020

UNIVERSITY FOR INTERNATIONAL CORPORATION (UCI)

This Final Graduation Project was approved by the University as partial fulfillment of the requirements to opt for the Master in Project Management (MPM) Degree

Carlos Castro
_____
Full name must be written
TUTOR

Osvaldo Martínez
_____
Full name must be written
REVIEWER No.1

Evelyn Hernández Rojas
_____
Full name must be written
REVIEWER No.2

Camille A. M Soleyn
_____
Student full name
STUDENT

DEDICATION

To my son Ennis who consistently prayed for me, cheered me on and kept my company throughout this journey. Now we can finally have “our family time” back. I trust that this process will be a constant inspiration to you as you forge ahead with your intellectual journey.

ACKNOWLEDGMENTS

My sincerest gratitude goes out to those who assisted me in one way or another during this journey. To the UCI administrators particularly Gaby and my Tutor Carlos Castro, for our support and patience. My fellow colleagues, this was a wonderful experience because of you.

My family and friends, thanks for your persistent encouragements, love and understanding during this process. To Phillip and Mrs. Jack, for sharing your skills to review my work. Thank you Lord, for sustaining me and the reminders in your promises that reminded me I can do all things through faith.

INDEX OF CONTENTS

INDEX OF FIGURES

INDEX OF CHARTS

ABBREVIATIONS AND ACRONYMS

- Central Supplies Tenders Board (CSTB)
- Food and Agriculture Organisation (FOA)
- Government of Saint Vincent and the Grenadines (GoSVG)
- Master's in Project Management (MPM)
- National Authorizing Officer (NAO)
- Participatory Rapid Appraisal (PRA)
- Project Management Body of Knowledge (PMBOK)
- Project Management Institute (PMI)
- Project Management Plan (PMP)
- Saint Vincent and the Grenadines (SVG)
- United States Dollars (USD)
- Universidad para la Cooperación Internacional (UCI)
- Work Breakdown Structure (WBS)

EXECUTIVE SUMMARY (ABSTRACT)

Land in St. Vincent and the Grenadines has and continues to be viewed as an important resource because of the small size of the island and the growing population. For many years the Agriculture sector, particularly banana farming, dominated the market and was touted as the lifeblood of the country's economy. However, recent data from the Ministry of Agriculture show that the number of farmers has diminished and farm lands are vulnerable to competing land uses for tourism, commerce and housing. This is as a direct result of the problems in the banana industry and poor road infrastructure. These changes in land use may lead to a crisis situation with irreversible negative consequences on the country's food security and environment.

Today, farms remain idle and farmers, some 30% of whom are female, have lost their main source of income. Compounded by the loss of the protected banana market, the government is pressured to develop more efficient options to ensure the survival and competitiveness of bananas and other agricultural products on the international market.

This Project Management Plan forms part of the bigger picture for the Final Graduation Project, to develop a Land Banks Project for St. Vincent and the Grenadines. It would chart the way forward and provide a blue print or framework for the development of the final graduation project; detailing how the project would be implemented, monitored and controlled.

The general objective of the Final Graduation Project (FGP) was to develop a Project Management Plan for the creation of a National Land Banks Project in St. Vincent and the Grenadines to promote food and nutrition security and support sustainable management of rural lands, in particular idle and underutilized lands. The specific objectives were: to develop a Project Charter so as to define the key elements of the project management plan, to detail how the project scope will be define, developed and verified in the Scope Management Plan, to develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework, to develop a cost management plan that ensures proper budget allocation and disbursement of

funds throughout the project life cycle, to ensure quality standards are met through the project quality management plan, to create a resources management plan for assigning resources to ensure that the most appropriate person(s) are identified and managed effectively for the project to be completed successfully, to develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged. To develop a risk management plans to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized, to develop a procurement management plan to acquire the products, services or results required for the completion of the project and to detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan.

The research methodologies used to develop the FGP were analytical and descriptive methods. A combination of interviews, review of minutes of meetings, questionnaires technical reports and literature reviews, provided a review of the various key components needed in the development of the project management plan. In cases where the information was not readily available for use in the analytical method, historical files and folders were physically perused and assembled for analysis. Moreover, interviews were conducted with the experts on the project.

The Project Management Plan developed using the PMBOK® Guide 6th Edition provided a new methodology for the ministry and project coordinating unit to create a thorough project management plan for other future projects, to improve the way they would manage a project. Additionally, it provides the blueprint or guideline on the development of systematic and comprehensive processes that allow stakeholders to appreciate the different aspects and impact of the project. It is recommended that the Ministry use the Project Management Plan as a basis to provide the project team with the necessary tools and techniques to be able to manage the project execution using best practices; and ensure that the project team is familiarized with the templates provided in each plan in order to use them appropriately.

1 1. INTRODUCTION

This current work presents a Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG), herein after refer to as the Land Bank Project. The Land Bank Project was proposed by the Government of SVG to support the National Economic and Social Development Plan that covers the period 2013-2025 and the United Nation Sustainable Development Goals. The agenda of both documents speak to achieving food security and improved nutrition and promote sustainable agriculture; ending poverty in all its forms and to protect, restore and promote sustainable use of terrestrial ecosystems and inter alia, reverse land degradation.

Background

St. Vincent and the Grenadines (SVG) is 390 km2 in size, 18% of which are arable land. Land is viewed as an important resource because of the small size of the island and the growing population. Of the 96,000 acres of land, about 32% is available for agriculture. According to the Agricultural Census (2000), 67% of the agricultural land is under permanent crops, of which banana cultivation accounts for 63%. The remaining 33% is in annual crops. Forestry accounts for 47% of the land space. However, recent data from the Ministry of Agriculture Forestry and Fisheries shows that the amount of forested land may be considerably less than reported as a result of squatting. It is estimated that forest reserves have declined from 47% between 1985 and 1986 to 29% in 2004. Similarly, the area under banana cultivation has declined drastically.

At present, these lands are rapidly being threatened by competing land use for tourism, commerce and housing, since a substantial portion of the farmland has been abandoned by famers due to problems in the banana industry and poor

infrastructure of the feeder roads. These changes in the pattern of land use, if unchecked, may lead to a crisis situation with irreversible negative consequences on the country's food security and environment.

For many years, the banana industry was the lifeblood of the agricultural sector of SVG. It accounted for over 35% of total exports from the islands and was an important source of employment, savings and government revenue. Today, because of trade liberalization, agriculture has declined to less than 10% of the GDP and continues on a downward trend. Bananas now account for less than 5% of total agricultural production. Despite these declining trends, agriculture is still considered an important sector in the island's economy because of its role in food security, rural development, agro-tourism linkages and natural resource management.

To survive, some banana farmers have adopted more efficient systems of production while others have diversified and are growing other commodities. While others farmers have abandoned their holdings and have sought other sources of income. Consequently, some of the banana lands are now idle or underutilized. The government, desirous of putting this valuable land resource to good use in support of national food security, and safeguarding it from being transferred to nonagricultural purposes, are seeking to establish national land banks. This mechanism would help to ensure that lands are leased to landless persons who are genuinely interested in agriculture. In particular, it has the potential to be a driving force for the involvement of youth in agriculture and rural development. The land bank will also contribute to sustainable land management and good governance of land tenure through improved land administration in SVG. It must be noted that a similar project would be implemented in Grenada and St. Lucia with assistance from the FAO. However, the focus of this plan would be specific to SVG.

1.2 Statement of the Problem

The loss of the protected banana market has put increased pressure on SVG to develop a more efficient approach to farming to ensure the survival and competitiveness of bananas and other agricultural products on the international market. This is compound by the competing land use for tourism and other developments, since farmers have deserted the farmlands in search of more lucrative alternative livelihood. According to the Chief Agricultural Officer this situation if left unchecked may lead to irreversible negative consequences on the country's food security and environment.

The idle lands are an important resource, not only for the government, in the case of state lands; but also, for private landowners and farmers. They represent loss of income and financial stability; a wasted resource if left in their present unproductive state. There is also the risk that prime agricultural land may be used for housing or industrial development if systems are not put in place to ensure that they are used for agricultural purposes.

The development of a land bank project has many dimensions that need to be addressed at different levels. For this and other reasons, it is critical that a proper Project Management Plan be in place to guide the processes through the project life cycle. In light of this, a Project Management Plan will be created for the development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines. This may be used as a blueprint for similar development since this is the first of its kind in the country.

1.3 Purpose

This Project Management Plan forms part of the bigger picture for the Final Graduation Project, to develop a Land Banks Project for St. Vincent and the Grenadines. It would provide a blueprint or framework for the development of the final graduation project; detailing how the project would be implemented, monitored and controlled.

The Project Management Plan includes all the project management knowledge areas – Integration Management, Project Scope Management, Project Schedule and Cost Management, Project Quality Management, Project Resources Management, Project Communication Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management.

1.4 General objective

To develop a Project Management Plan for the creation of a National Land Banks Project in St. Vincent and the Grenadines to promote food and nutrition security and support sustainable management of rural lands, in particular idle and underutilized lands.

1.5 Specific objectives

1. To develop the project charter so as to define the key elements for the project management plan.
2. To develop a change management plan in order to create a process to make the project changes that integrate all the project areas and make them more effective.
3. To detail how the project scope will be defined, developed and verified in the Scope Management Plan, in order to allocate the right amount of work necessary to successfully complete the project.
4. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.
5. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle. This would also allow the project to be completed with the budget constraints.
6. To develop a quality management plan to ensure that the quality standards are met through the Project.

7. To create a resource management plan for assigning resources to ensure that the most appropriate person(s) is/are identified and managed effectively for the project to be successfully completed.
8. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information thus ensuring that all stakeholders are engaged and their needs are met.
9. To develop a procurement management plan to acquire the products, services or results required for the completion of the project
10. Develop a risk management plan to identify how the risks will be itemized, categorized and prioritized throughout the project life cycle, so as to be eliminated or minimized and exploit the positive risk.
11. To develop a procurement management plan to acquire the products, services or results required for the completion of the project.
12. To detail and identify how all stakeholders would be actively engaged and managed as part of the Stakeholder Management Plan.

2 2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

MAC Project Management Inc. is a locally-based project management and consultancy company with over fifteen years' experience in the development and execution of complex initiatives and projects. We deliver value for money by providing the highest standards of project management, utilising our experienced project managers to realise business benefits and deliver projects to time, cost and quality. The members of our team are professional engineers, architects and project managers, with extensive domestic and international experience, who managed and maintained some of the most prominent projects in the West Indies and the greater Caribbean.

Our most notable success project, is a similar Land Bank Project developed for the government of Grenada. This among other successful project delivery, has given

us an edge over other project management companies in the region and has given the company a vast competitive edge about the competitions.

2.1.2 Mission and vision statements

Mission

MAC Project Management INC. is devoted to contribute to the success of the initiatives of our clients, foster long term partnerships by providing the best services and applying our expertise and experience to exceed the expectation of our customers.

Vision

To be synonymous with excellence in project delivery and ultimately the project management and consultancy company of choice.

2.1.3 Organizational structure

The roles and responsibilities for the land bank project is laid out in figure 1.

The following project team roles and responsibilities have been established:

Board of Directors:

Direct the company's affairs and make sure that the interests of the stakeholders are being met. The members also direct the strategic affairs of the company. The Board is composed of The Permanent Secretaries (PS) of the Ministry of Agriculture etc. and the Ministry of Housing etc. and a representative from the technical sponsor. Other officers from the Ministry of Finance and the Project Implementation Unit in the Ministry of Planning would make up the Board of Directors.

Project Coordinator:

The Project Coordinator was assigned by the Government of SVG through the PS and has experience in working on similar projects. This person is charged with the

responsibility of delivering a quality project to the Board of Directors by successfully managing the project team.

Consultants:

Short term consultancy would be given to specialists in the various fields as listed below and in the organizational chart.

Land Bank Management Specialist:

- Review existing institutional arrangements within the Ministries of Agriculture, the Lands and Surveys Departments and other relevant Ministries and Departments, to determine a suitable location for the Land Bank and make recommendations on an Institutional Framework (including staff arrangements) for operating the Land Bank in each country.
- Review existing information on idle and abandoned lands and land ownership and assist the database management specialist in deriving a suitable structure for the database, including types of data to be entered, forms and reports to be generated, systems of data entry, collection, monitoring and reporting etc.
- Train the staff designated by the Ministry of Agriculture or other relevant Ministry in the procedures for management and operation of the Land Bank

Market Analysis Specialist

- Conduct a detailed analysis of the overall market opportunities for the various commodities produced by farmers who use the land bank, where possible provide data that can be used to make decisions on future investment opportunities.
- Determine the local demand for the various products by supermarkets, hotels, school feeding program, etcetera
- Identify appropriate distribution channels and product requirements for marketing the produce.

- Conduct an analysis of the basic business support services needed to strengthen the market system in support of producers, thus identifying possible existing service gaps that need to be filled.

Legal and Land Tenure Expert

- Review existing legislation on Land Tenure in his/her respective country to identify any gaps and the issues that are likely to affect the leases to be administered under the Land Bank. In particular, the issues outlined in the Background and Justification must be addressed.
- Make recommendations on possible changes to policy and legislation, which are likely to affect the operation of the Land Bank.
- Make recommendations to government on possible mechanisms to enforce the legislation.
- Assist the International Legal and Land Tenure/Cadastral Expert in preparing draft lease agreements for various scenarios e.g. sharecropping, government acting on behalf of private land owners, and agreements for private land owners, etcetera.
- Prepare legal and land tenure information for the databases.
- Participate in the inception workshop, consultation meetings and workshops as needed.
- Prepare a national report of the findings and recommendations.

Technical Team:

The team comprises of specialized officers which would be seconded form the various ministries based on their areas of expertise as listed in the organization chart.

Communication:

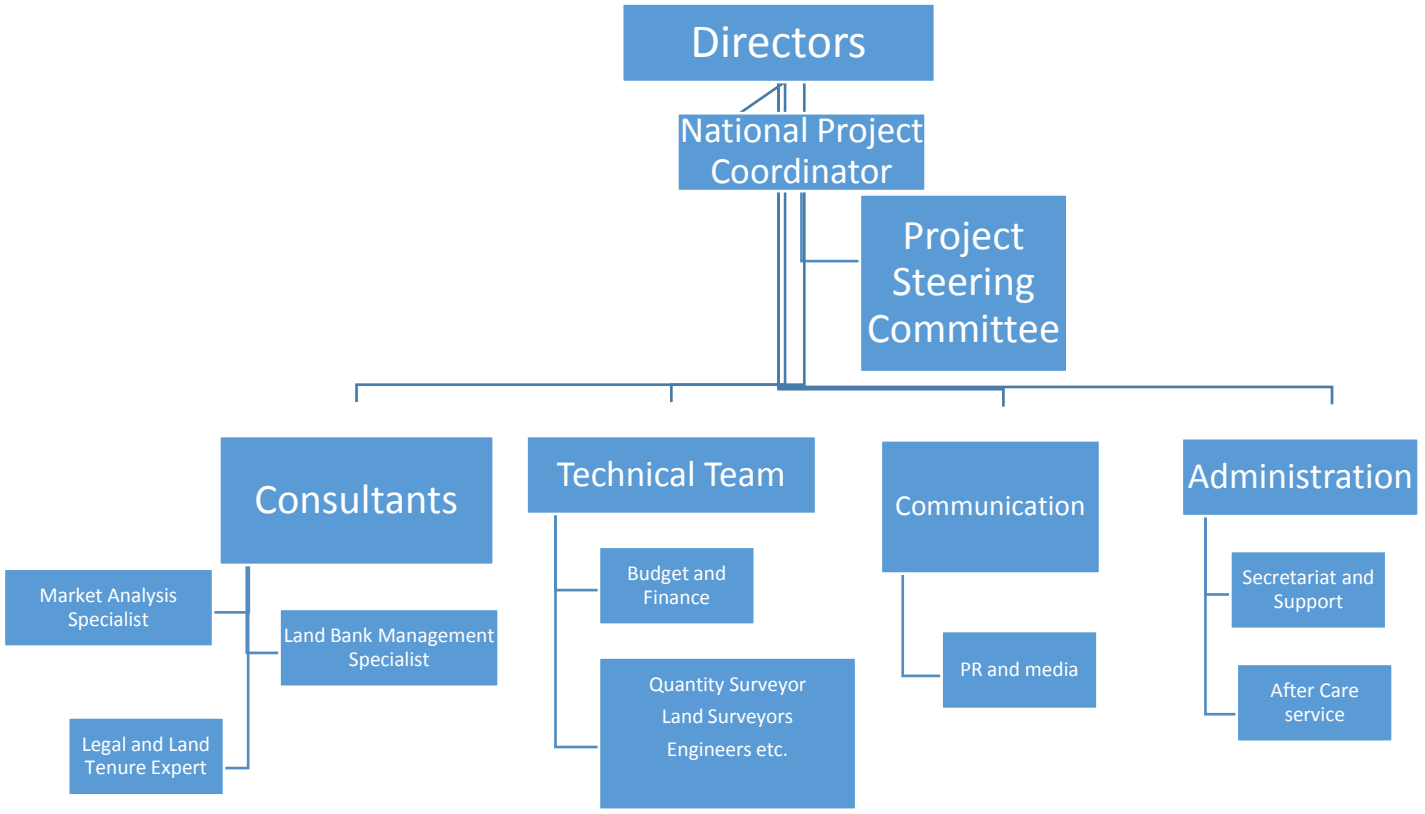
The team would work along with the project steering committee under the direct supervision of the National Coordinator, to develop a communication plan inclusive

of public and stakeholders' relations, public awareness campaign particularly targeting young farmers and private land owners, prepare brochures, press releases videos etcetera. to sensitize the public about the land banks.

Administration:

This team would also work along with the project steering committee as a secretariat to deal with all administrative matters, customer service and after care service of the project.

Figure 1 Organisation Chart for the Development of Land Bank Project



Source: (C. Soleyn; author of study,2019)

2.1.4 Products offered

MAC Project Management Inc. has a wide product offering to cater to any project management initiatives. The Team offers professional expert services ranging from engineering, architectural, surveying and constructions services to project management and consultancy services. We are aptly poised with the right balance of project management skills sets that are critical for the success of this chosen Project Management Plan.

2.2 Project Management concepts

2.2.1 Project

The Project Management Institute defines a project as “a temporary endeavor undertaken to create unique product, service, or result” (Project Management Institute, 2013, p.3). It further identifies that projects have a definite start and end date. The end of the project is when the objectives have been achieved or upon the termination of the project. Against this background, we can say this holds true for the development of the National Land Banks Project. It is a temporary endeavor with a predetermined start and end date.

2.2.2 Project Management

Project Management is the “application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” and realized through meticulous application and incorporation of the project management processes, which are categorized into five Process Groups.” (“PMBOKGuideAgilePG.pdf,” n.d., p.10).

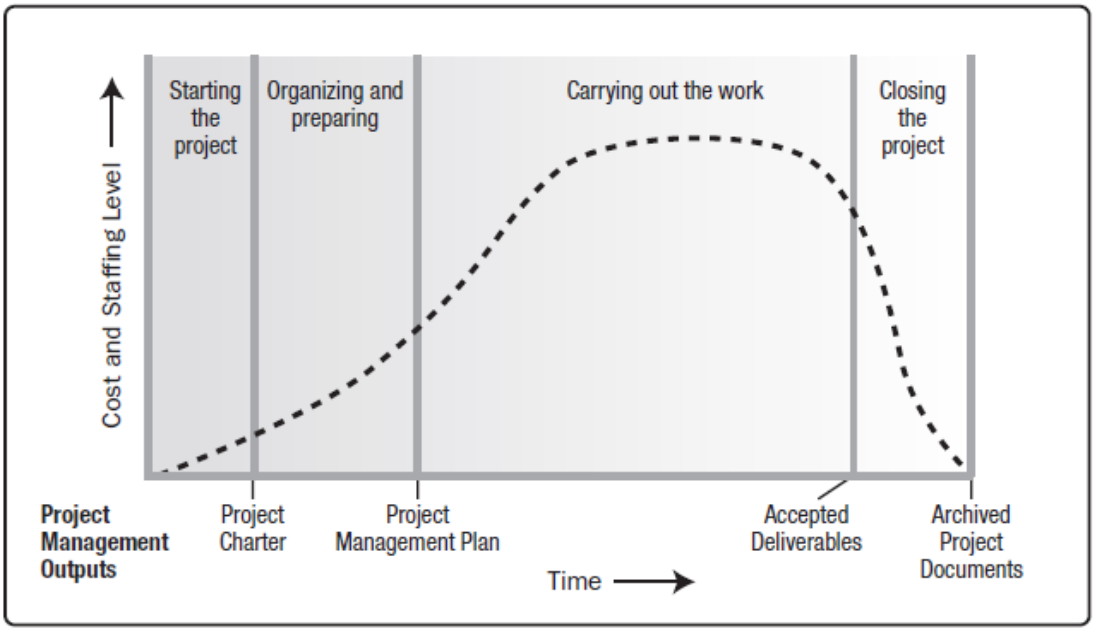
The reference methodology, which would be applied to this Final Graduation Project (FGP), is provided mainly by the study guide, the Project Management Body of Knowledge (PMBOK® Guide) and Project Management Institute (PMI).

This Methodology focuses on the processes that a project goes through namely initiation, planning, executing, monitoring and controlling, and closing. These processes make the most complex project easy to be managed by breaking it down into smaller more manageable work packages which, when initiated and implemented can be easily monitored and controlled to obtain the desired results within the triple constraints of time, cost and quality.

2.2.3 Project life cycle

The project life cycle is defined as the series of phases that a project passes through from its initiation to its closure (Project Management Institute, 2013, p. 38). These phases are generally sequential, and it provides the basic framework for managing the project, irrespective of the work involved. The four main stages in the generic life cycle begins with, starting the project, organizing and preparing, carrying out the project work, and ends with closing the project. See figure 2 below.

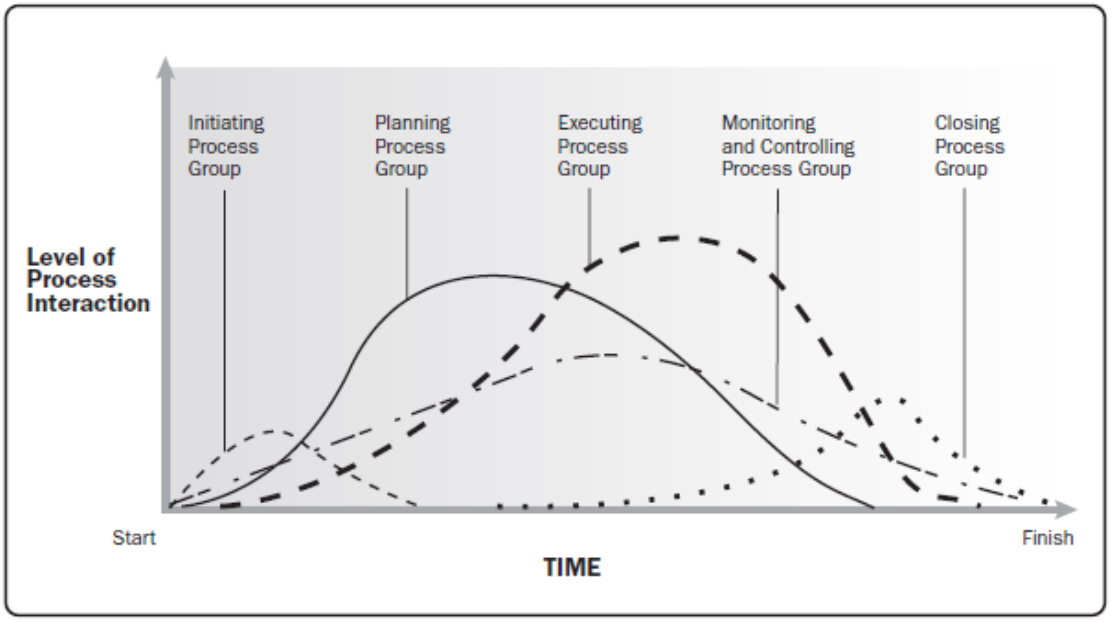
Figure 2 Generic Life Cycle of a Project



(Source: Project Management Institute, 2013)

It must be noted that contained within each phase of the life cycle, are process groups that interact. Figure 3 below gives visual of this scenario.

Figure 3 Process Initiation Phase



Source (the Project Management Body of Knowledge, sixth edition (PMBOK, 6))

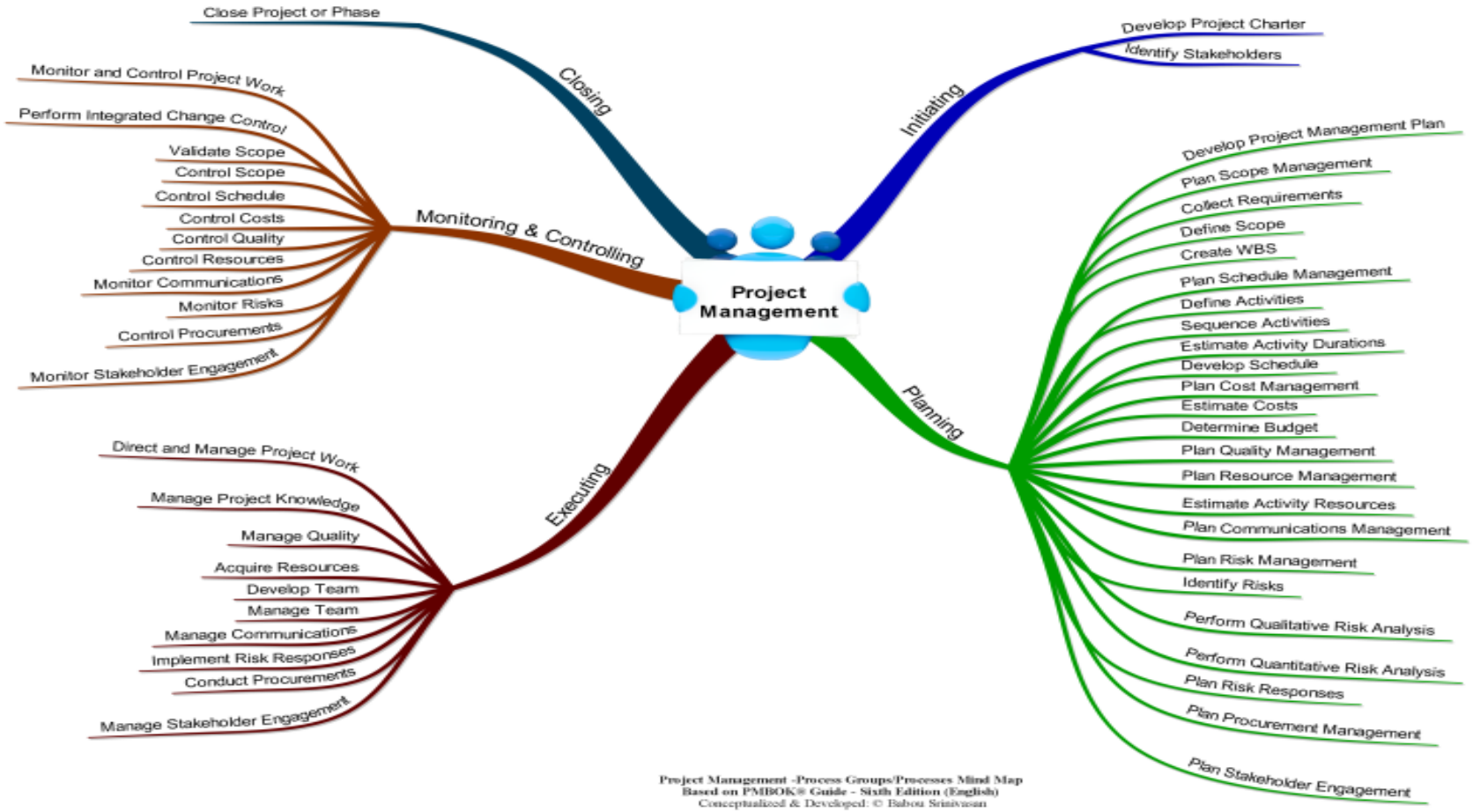
2.2.4 Project management processes

According to the PMBOK Guide sixth edition, the project life cycle is managed by executing a series of project management activities known as project management processes Groups (“PMBOKGuide 6, p.22). The book further postulates that “every project management process produces one or more outputs from one or more inputs by appropriate project management tools and techniques.” Figures 4 and 5 below show the five (5) processing groups and the forty-nine project management processes respectively. These processes perform interrelated actions to achieve a specified set of products, results, or services: In the case of the Land Banks Project, all three outcomes would be achieved.

Figure 4 Five Process Group

(Source: Project Management Institute, 2013)

Figure 5 Project Management Process Group Mind Map



(Source: Project Management Institute 2013 - PMBOK® Guide – Sixth Edition).

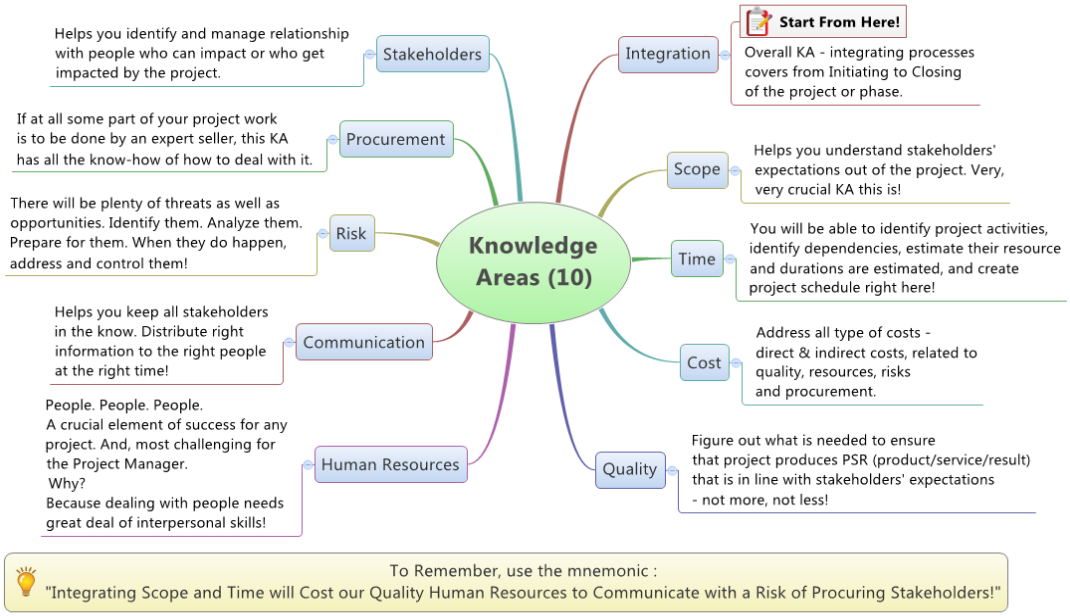
2.2.5 Project management knowledge areas

According to the Project Management Body of Knowledge, sixth edition (PMBOK,6), the process groups are the chronological phases that the project goes through, and the knowledge areas occur anytime during the process groups. The process groups are horizontal, and the knowledge areas are vertical. They are the core technical subject matter of the project management profession, and they bring the project to life. This knowledge area contains the tasks that hold the overall project together and integrate it into a unified whole. (PMBOK® Guide – Sixth Edition (2017)).

Project Management Institute cited that a knowledge area represents "a complete set of concepts, terms and activities that make up a professional field, project management field, or area of specialization". (Project Management Institute, 2013, p. 59).

Figure 6, shows the 10 Project Management knowledge areas and the elements which each area addresses.

Figure 6 PMI Knowledge Management Areas



(Source: https://www.pinterest.com/pin/488007309598235282/ (PMBOK® Guide – Sixth Edition).

3 3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is the various means by which information is recorded for use by an individual or an organization. It is the means by which a person is informed about something or knowledge is availed to someone, a group of people or an organization (karibouconnections.net/). Therefore, information source is anything which informs a person about something on or provide knowledge to somebody. This may be through speeches, pictures, documents, observations etcetera.

Types of information sources:

Different epistemologies have different views regarding the importance of different kind of information sources. Empiricism regards sense data as the ultimate information sources, while other epistemologies have different views (Kragh 1989). The various types of information sources can be divided into two broad categories, (see figures 7 and 8):

A) Documentary Sources B) Non-Documentary Sources

Figure 7 Types of Information Sources

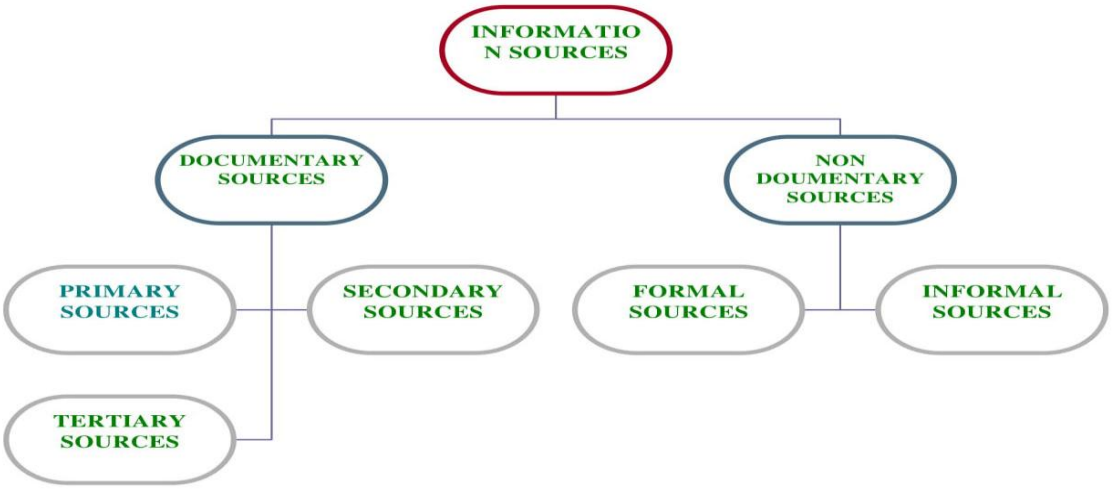


Figure 8 Documentary

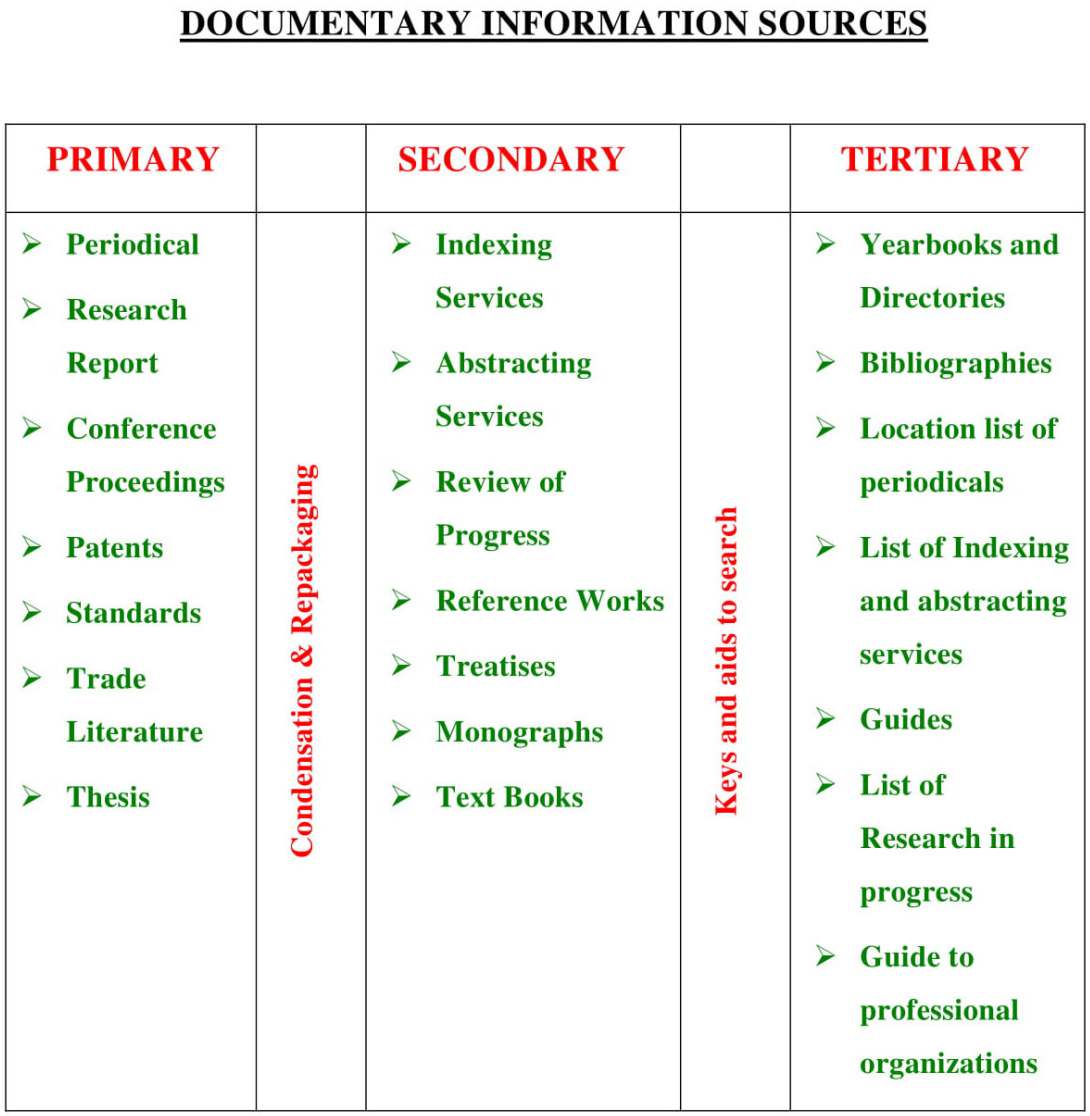


Figure 7 and 8: Type of information source, Documentary (Source: Md. Ashikuzzaman October 16 2018), retrieve form http://www.lisbdnet.com/sources-of-information/

The focus of this Final Graduation Project would be on documented sources of information.

3.1.1 Primary sources

Primary sources are “records of events as they are first described, usually by witnesses or by people who were involved in the event.” (Bosch, 2018). This source of information therefore represents the original, unfiltered idea of a person, ideas research or documentary. A reflection of examples can be seen in the table above.

For the development this Final Graduation Project, interviews with internal and external stakeholders would be conducted. Meeting would all form a part of the primary information sources. Chart 1 gives a clear depiction of the primary sources that would be used.

3.1.2 Secondary sources

Secondary sources were created by someone who did not experience the events or conditions being studied (Harvard Library, 2016).

These sources are interpretations and analyses or primary sources. Textbooks, journal articles, criticism and commentaries can be classified as secondary sources.

Md. Ashikuzzaman refers to secondary information sources as those which are either compiled from or refer to primary sources of information, where the original information has been modified, selected or reorganized so as to serve a definite purpose for group of users. Such sources, he continues, contain information arranged and organized on the basis of some definite plan. These contain organized repackaged knowledge rather than new knowledge.

For the development of the Final Graduation Project, secondary sources such as the *PMBOK® Guide*, library databases, Government reports and the PMI database will be used. Refer to Table 1 for the list of secondary sources used for each specific objective.

Table 1. Information Sources

Objectives	Information sources	
	Primary	**Secondary**
1. To develop the project charter so as to define the key elements for the project management plan.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
2. To develop a change management plan in order to create a process to make the project changes that integrate all the project areas and make them more effective.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders. Site Visits.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
3. To detail how the project scope will be define, developed and verified in the Scope Management Plan.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute

	and other external stakeholders.	(PMI) site, local newspapers, Government reports and Internet.
4. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
5. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
6. To ensure quality standards are met through the project quality management plan	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.

7. To create a resources management plan for assigning resources to ensure that the most appropriate person(s) is/are identified and managed the project effectively to ensure successful completion.	Minutes of Meetings, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
8. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged.	Minutes of meeting, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
9. Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized so as to be eliminated or minimized.	Meeting minutes, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external stakeholders.	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.
10. To develop a procurement management plan to acquire the products, services or results required for the	Meeting minutes, personal interviews with the Board of Directors, Consultants, Project	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project

completion of the project.	Coordinator and Farmers and other external stakeholders.	Management Institute (PMI) site, local newspapers, Government reports and Internet.
11. To detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan	Meeting minutes, personal interviews with the Board of Directors, Consultants, Project Coordinator and Farmers and other external	Project Management Body of Knowledge (PMBOX) Sixth Edition, Project Management Institute (PMI) site, local newspapers, Government reports and Internet.

(Source: Author of Study, September 2019)

3.2 Research methods

Research is defined as a careful consideration of study regarding a particular concern or a problem using scientific methods (Adi, n.d). According to the American sociologist Earl Robert Babbie, “Research is a systematic inquiry to describe, explain, predict and control the observed phenomenon.

Example:

3.2.1 Analytical method

Analytical research method is a specific type of research, where the “researcher has to use facts or information already available and an alyze these to make critical evaluation of the material.” (Kothari, 2004).

3.2.2 Descriptive method

According to Kothari, descriptive research includes “surveys and fact-finding enquiries of different kinds.” He went on to say, “the major purpose of descriptive research is description of the state of affairs as it exists at present.” (Kothari, 2004). The Research methods considered on this Final Graduation Project for each specific objective are listed below in table 2.

Table 2 Research Methods

Objectives	**Research methods**	
	Analytical	**Descriptive**
1. To develop a Project Charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project while formally producing a project management plan.	When crafting the key components of the scope management plan this method provides insight from information or facts readily available.	This method provides surveys and questionnaires into the various components of the project charter, as they exist presently.
2. To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	When developing this plan, the method provides insight from information or facts that is readily available	This method provides surveys and questionnaires into the various components of the change management plan, as they exist presently.
3. To develop a scope management plan which entails all the tasks necessary to successfully	When creating the components of the scope management plan this method provides insight	This method provides surveys and questionnaires into the various components of the scope management plan, as

complete the project.	from information or facts readily available.	they exist presently.
4. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.	This method provides insight from information or facts readily available into the various keys components that comprise the schedule management plan.	This method provides surveys and questionnaires into the various components of the schedule management plan, as they exist presently.
5. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	This method provides insight from information or facts readily available into the various keys components that comprise the cost management plan.	This method provides surveys and questionnaires into the various components of the cost management plan, as they exist presently.
6. To ensure quality standards are met through the project quality management plan	This method provides insight from information or facts readily available into the various keys components that comprise the quality management plan.	This method provides surveys and questionnaires into the various components of the quality management plan, as they exist presently.
7. To create a resources management plan for assigning resources to ensure that the most appropriate person(s) is/are identified and managed	When crafting the key components of the resource management plan this method provides insight from information or facts readily available.	This method provides surveys and questionnaires into the various components of the resource's management plan, as they exist presently.

effectively for the project to be completed successfully		
8. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged.	This method provides insight from information or facts readily available into the various keys components that comprise the communication management plan.	This method provides surveys and questionnaires into the various components of the communication management plan, as they exist presently.
9. Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized.	This method provides insight from information or facts readily available into the various keys components that comprise the risk management plan.	This method provides surveys and questionnaires into the various components of the risk management plan, as they exist presently.
10. To develop a procurement management plan to acquire the products, services or results required for the completion of the project.	This method provides insight from information or facts readily available into the various keys components that comprise the procurement management plan.	This method provides surveys and questionnaires into the various components of the procurement management plan, as they exist presently.
11. To detail and identify how all stakeholders would be actively engaged and managed as part of the	This method provides insight from information or facts readily available into the various keys	This method provides surveys and questionnaires into the various components of the stakeholder management plan,

Stakeholder Management Plan	components that comprise the stakeholder management plan.	as they exist presently.

(Source: Author of Study, September 2019)

3.3 Tools

A tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result.”(Project Management Institute, 2013, p. 565). The tools listed below will be considered on this Final Graduation Project for each specific objective are listed below in table 3.

Table 3 Tools

Objectives	**Tools**
1. To develop a Project Charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project while formally producing a project management plan.	Expert Judgment Facilitation techniques
2. To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	Expert Judgment, Meetings, Focus Groups, Interviews, Group Decision-making Techniques, Document Analysis, Quality Audits, Inspection and Approved change requests review
3. To develop a scope management plan which entails all the tasks necessary to successfully complete the project.	Expert Judgment, Meetings, Focus Groups, Interviews, Group Decision-making Techniques,

	Document Analysis, Decomposition, Variance Analysis.
4. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.	Expert Judgment, Meetings, Decomposition, Precedence Diagramming Method, Leads and lags, Critical part method, Critical chain method, Reserve leveling, Performance reviews
5. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Expert Judgement, Meetings, Group Decision-making Techniques, Performance reviews.
6. To ensure quality standards are met through the project quality management plan	Cost-benefit analysis, Meetings, Quality Audits, Inspection and Approved change requests review.
7. To create a resources management plan for assigning resources to ensure that the most appropriate person(s) are identified and managed effectively for the project to be completed successfully.	Organization charts and position description, Expert Judgement, Meetings, Multi-Criteria Decision Analysis, Resource Calendars, Training, Performance Reviews, Recognition and Rewards, Team meetings, Observation and conversation, Project performance appraisals, Conflict management and Interpersonal skills.
8. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are	Communications Matrix, Project Meetings, Project Reporting, Project Management Information System, Issue Log, Communication models.

engaged.	
9. Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized.	Expert Judgement, Meetings, SWOT analysis, Probability and impact matrix and Strategies for threats and opportunities.
10. To develop a procurement management plan to acquire the products, services or results required for the completion of the project.	Make or buy analysis, Expert Judgement, Market research, Meetings, Bidder conference, Proposal evaluation techniques, Procurement negotiations, Contract change control, Advertising.
11. To detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan,	Stakeholder analysis, Expert Judgement, Management Skills, Communication methods, Meetings.

(Source: Project Management Institute, 2013)

3.4 Assumptions and constraints

An assumption is defined as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.”(Project Management Institute, 2013, p.529). Similarly, Project Management Institute, 2013, defines constraint as “a limiting factor that affects the execution of a project, program, portfolio or process.” The assumptions and constraints considered on this Final Graduation Project for each specific objective are listed below in table 4.

Table 4 Assumptions and Constraints

Objectives	**Assumptions**	**Constraints**

Objectives	Assumptions	Constraints
1. To develop a Project Charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project while formally producing a project	All resources will be available when it is needed	To compete the Project Charter a considerable amount of work must be accomplished within the established schedule.
2. To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	It is assumed that the project constraints and other relevant information would be identify so as to define the changes that is necessary for the project success	Insufficient information and expert judgement to make the changes can lead to project delays.
3. To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	It is assumed that the project constraints and other relevant information would be identify so as to define the changes that is necessary for the project success	Insufficient information and expert judgement to make the changes can lead to project delays.
4. To develop a scope management plan which entails all the tasks necessary to successfully complete the project.	It is assumed that the required information would be available and accessible to define the scope.	Changes to the scope can result in delays and cost overruns.

Objectives	Assumptions	Constraints
5. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.	A realistic Time Management Plan would be developed.	Insufficient time to gather expert judgement, Lack of expert resources can result in delays.
6. To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Adequate financial resources were budged and allocated respectively. It is assumed that a detailed budget will be developed.	Inadequate financial resources allocation for the development of the budget. Not enough time and resources to develop a detail budget
7. To ensure quality standards are met through the project quality management plan	All stakeholder requirements will be collected, analysed and included in the plan to ensure quality deliverable.	Change in key stakeholder requirements as well as interest.
8. To create a resources management plan for assigning resources to ensure that the most appropriate person(s) is/are identified and managed effectively for the project to be completed successfully.	All role and resources will be identified and the Project Team members are devoted and accessible as is required to complete the Resource management plan.	Some resources needed for timely deliverables might not be available.

Objectives	Assumptions	Constraints
9. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged	An effective communication channel will be established and documented. Project team members are devoted to complete the Communication management plan.	Limitation in terms of communication (Technology and otherwise).
10. Develop a risk management plan to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized.	Adequate information available to identify most, if not all, and budgeted for accordingly.	Unforeseen risk can occur because of other constraints.
11. To develop a procurement management plan to acquire the products, services or results required for the completion of the project. The company personnel have identified an initial list of suppliers.	The goods and services will be procured locally.	Delays due to inability to procure goods and services.
12. To detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan	It is assumed that all stakeholders involved will be identified along with their level of interest.	The interest level of stakeholders can change during the lifecycle of the project.

(Source: Author of Study, September 2019)

3.5 Deliverables

A deliverable is defined as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.” (Project Management Institute, 2013, p. 537).

Table 5 Deliverables

Objectives	**Deliverables**
1. To develop a Project Charter to formally authorize the project and provide the Project Manager with the authority to apply organizational resources to the project while formally producing a project management plan.	Project Charter
2. To develop a change management plan in order to create a process to make the project changes that integrate all the project areas and make them more effective.	Change management plan
3. To develop a scope management plan which entails all the tasks necessary to successfully complete the project.	Scope Management Plan
4. To develop a schedule management plan to support the project schedule, thus ensuring the project is completed within the established	Schedule Management Plan

framework.	
5. To develop a cost management plan to establish and ensures proper budget allocation and disbursement of funds throughout the project life cycle.	Cost Management Plan
6. To ensure quality standards are met through the project quality management plan	Quality Management Plan
7. To create a resources management plan to ensure that the most appropriate person(s) are identified and managed effectively for the project to be completed successfully	Resources Management Plan
8. To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged	Communication Management Plan
9. Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized.	Risk Management.
10. To develop a procurement management plan to acquire the products, services or results required for the completion of the project.	Procurement Management Plan
11. To detail and identify how all stakeholders would be actively	Stakeholder Management Plan

engaged and manage as part of the Stakeholder Management Plan	

(Source: Author of Study, September 2019)

4. RESULTS

4.1 Project Integration Management

According to the Project Management Body of Knowledge (PMBOX) Sixth Edition, “Project Integration Management (PIM) embodies the processes and activities that are used to identify, define, combine, unify, and coordinate the various processes and project management activities from the Project Management Process groups.” It is focused on the coordination of all the different elements of a project and maintaining the right balance in all areas of the project in terms of its scope, time, cost quality, resources risk communication etc. One of the first process in the PIM knowledge areas is the development of the project charter. This process would be considered in the development of this Project Management Plan, for the National Land Banks Project along with the project integration management.

The Project Management Body of Knowledge (PMBOX) describes Project Charter as a document that formally authorizes the existence of a project and provides the project manager with the authority to apply the organization’s resources to the project activities. The project charter for this project was developed using expert judgment, personal interviews and meetings with key stakeholders. This was also done in partnership with the Project Management Body of Knowledge (PMBOX) Sixth Edition using the tool and techniques as listed below in figure 9.

Figure 9 Develop Project Charter

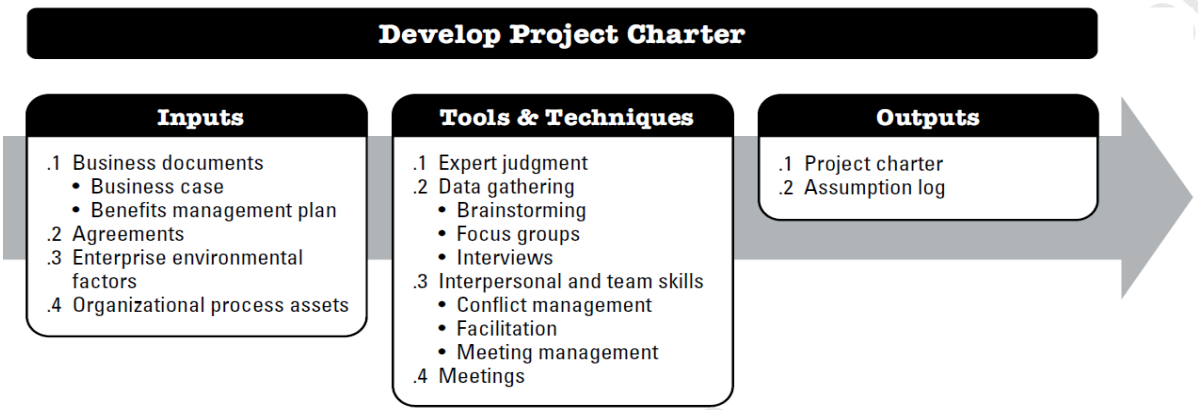


Figure 9 Develop Project Charter Reprinted from *A Guide to the Project management Body of Knowledge* (p. 75), Project Management Institute, 2017. Copyright 2017 by Project Management Institute, Inc.

This Project Charter template provided by UCI consists of the project's purpose, objectives, description, assumptions and constraints, high level risks, overall project budget, summary milestone schedule, historical information, stakeholder list, high-level requirements, identification of deliverables, the identification and signature of the project manager, and the sponsor's authorization.

<table>
<tr><th colspan="2">PROJECT CHARTER</th></tr>
<tr><th>Date</th><th>Project Name:</th></tr>
<tr><td></td><td>Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG).</td></tr>
<tr><th>Knowledge Areas / Processes</th><th>Application Area (Sector / Activity)</th></tr>
<tr><td>Knowledge areas:
Project Integration Management, Project Scope Management, Project Schedule and Cost Management, Project Quality Management, Project Resources Management, Project Communication Management, Project Risk Management, Project Procurement Management and Project Stakeholder Management

Process groups:

Initiation, Planning, Executing, Monitoring and Controlling, Closing</td><td>Finance, information technology, CSR.</td></tr>
<tr><th>Start date</th><th>Finish date</th></tr>
<tr><td>5/11/2018</td><td>30/06/2020</td></tr>
<tr><th colspan="2">Project Objectives (general and specific)</th></tr>
<tr><td colspan="2">General objective:
To develop a Project Management Plan for the creation of a National Land Banks Project in St. Vincent and the Grenadines to promote food and nutrition security and support sustainable management of rural lands, in particular idle and underutilized lands.</td></tr>
<tr><td colspan="2">Specific objectives:
1. Establishment of pilot land banks with functional lease management system.</td></tr>
</table>

2. Staff of the Crown Lands Department /Administration strengthened capabilities in land administration and the management of a national land bank.
3. Strategy for financial sustainability and scaling up.

Project purpose or justification (merit and expected results)

In SVG, one of the objectives of the Agriculture and Rural Development Policy is to facilitate private sector activity by efficiently and effectively providing public goods and engaging in public/private sector collaborative activities aimed at furthering the development of the agricultural sector and improving the lives of citizens. Moreover, this policy emanates from the National Economic and social Development Plan (2013-2025) and United Nation Sustainable Development Goals which includes optimizing the used of land space and the elimination of poverty and erase hunger by 2030. It is against this backdrop the government has gone ahead to implement some of the recommendation of the 2000 FAO Regional TCP which speaks to the development of a National Land Bank.

This facility (land bank) is intended to address the problems created from the loss of the protected banana market in Europe. This loss has placed increased pressure on the Windward Islands to develop a more efficient and sustainable approach to production, management and marketing of agricultural produce. Despite the efforts at diversifications, significant portions of land previously under banana cultivation remain Idle.

The idle lands are an important resource, not only for the government, in the case of state lands; but also, for private land owners. However, they represent a wasted resource if left in their present unproductive state. There is also the risk that prime agricultural land may be used for housing or industrial development if systems are not put in place to ensure that they are used for agricultural purposes. The development of a land bank with many dimensions to address these growing problems at different levels is critical to promote food and nutrition security and support sustainable management of rural lands.

A Project Management Plan (PMP) will chart the way forward and provide a blue print or framework for the development of this project and similar future project; detailing how the project would be implemented, monitored and controlled. This will ensure that appropriate project management guidelines and practices are followed, while simultaneously creating a formal document for a more efficiency.

Description of Product or Service to be generated by the Project – Project final deliverables

The project final deliverable will be the Project Management Plan for the creation of a National Land Bank that will incorporate the subsidiary documents of a Project Management Plan.
The deliverables are: Integration Scope Management Plan, Scope Management Plan, Schedule Management Plan, Cost Management Plan, Quality Management Plan, Resources Management Plan, Communication Management Plan, Risk Management Plan, Procurement Management Plan and Stakeholder Management Plan.

Assumptions

The following assumptions are made:

- The board of directors will make all decisions within the allotted time frame.
- Project steering committee and other direct stakeholders are devoted and easily accessible as is required to meet and make crucial decisions to complete project deliverables on time.
- The time allocated to the project is sufficient.
- The project will be within budget.

Constraints

- Maximum Budget: US$ 140,000.00
- Schedule: 20 months
- Scope: only 5 changes throughout the period
- Quality: Priority on quality over budget

Risks

Risk	Impact	Probability	Mitigation
Private land owners are reluctant to put their lands in the land bank	Scope, Time, Quality Land Bank would be limited to Crown Lands and only those lands would be developed	Low	Public awareness campaign to show the benefits of the land bank and to allay the fears of private land owners about the lease arrangements.
Competing projects may draw resources and interest away from this project and may impact schedule and budget	Scope, Time Delayed deliverables	Medium	Priority should be given to this project in light of its national, regional and international agenda/priority.
Natural disaster that took place or that can take may affect schedule, budget, quality and scope.	Delayed commencement and ultimately deliverables of the project.	Medium	Develop an agenda to address this potential concern.
Government does not have sufficient resources to support mainstreaming of the project outcome	Low buy-in, lack of ownership and lack of trained persons to continue to operate the land bank.	Low	Sensitization workshops targeted at high government officials to promote the Project.

Detailed databases on land, both under and out of production may not exist. Cost of new surveys may be prohibitive	Reduced functionality of land banks	Medium	Develop a framework for new data collection systems.

Budget

The amount budgeted for this project which would be executed by the Government of SVG, spearheaded by the Ministry of Agriculture, Land and Fisheries etcetera. is US$ 140,000.00.

Milestones and dates

Milestone	Start date	End date
1.Initiation	05/11/18	25/01/19
1.1 Project Charter	05/11/18	16/11/18
1.1.1 Meetings with the Board of Directors and Sponsors; Project manager and steering committee / Technical team	09/11/18	09/11/18
1.1.2 Conduct PRA	12/11/18	14/11/18
1.1.3 Conduct Workshop/ consultation	15/11/18	16/11/18
1.2 Stakeholder identify	09/11/18	21/12/18
1.2.1 Recruitment of consultants	12/11/18	11/01/19
1.2.2 Review historical information on land banks and legal framework and implications	04/12/18	25/01/19
1.2.3 Plan for site visit to focus groups/ rural communities; stakeholders' workshop/ consultation and training and staffing needs	04/12/18	14/12/18
2. Project Management Phase	28/01/19	26/04/19
3.Execution	29/04/19	28/02/20
3.1Deliverables	29/04/19	06/09/19
3.1.1Conduct second workshop/consultation	29/04/19	30/04/19
3.1.2 Draft Legislation and lease agreement	02/05/19	31/07/19
3.1.3 Recruit and train staff	13/05/19	28/06/19
3.1.4 Develop and launch PR campaign	01/07/19	20/09/19
3.2 Execution data	23/09/19	28/02/20
3.2.1 Conduct needs assessment, purchase and install hard and soft ware	23/09/19	06/12/19
3.2.2. Compile land bank data	23/09/19	25/10/19
Conduct market analysis	18/06/19	31/01/20
Identify source of credit	20/01/20	28/02/20
Monitor and Control	02/03/20	08/05/20
Work performance information	02/03/20	08/05/20
Conduct site visit to rural communities and interviews	02/03/20	26/03/20
Ongoing meetings and testing of database	27/03/20	08/05/20
5.Completion Phase	11/05/20	30/06/20
5.1 Transferring project deliverables	11/05/20	26/06/20

Analysis finding	11/05/20	12/06/20
Meetings	02/06/20	15/06/20
Submission and acceptance of findings	15/06/20	26/06/20
Lesson learnt	29/06/20	30/06/20
Workshop/ consultation	22/06/20	23/06/20
Closing	24/06/20	30/06/20

Relevant historical information

The Government of SVG has no prior knowledge of this type of project. For this reason, the project would be facilitated with technical assistance as requested by the Government to the Food and Agriculture Organization of the United Nations (FAO). The FOA will facilitate similar projects around the same time span in St. Lucia and Grenada

This organization has many years of experience with the implementation of land bank and land management projects. Their track record speaks for itself. The government of SVG stands to benefit tremendously from best practices through the implementation of the project management plan.

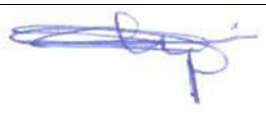
Stakeholders

Direct stakeholders:

- Sponsor- the funding agent and the Government of Saint Vincent and the Grenadines
- National Project Coordinator (Project Manager) and Board of Directors
- Consultants

Indirect stakeholders:

- The farming communities of St. Vincent and the Grenadines
- Staff of the Ministry of Agriculture land and Fisheries etc.
- Staff of Ministry of Housing and Informal Settlement etc.
- The populace at large.

Project Manager: Camille Soleyn	**Signature:** 
Authorized by:	**Signature:**

4.2 Perform Integrated Change Control

This is the fifth process in project integration management which belongs to the Project Monitoring and Control process group. This process allows for change to be made throughout the project lifecycle, while taking into account the overall project risk and objectives. It is concerned with measuring the impact of change on all the project limitations, all request for change are reviewed and the resolution of the change request is determined. There may be a need for change, due to the variations in the planned value or the customer may ask to make changes to the project. For example, a customer may ask for a new requirement or may require a change in an existing product. Such change request is evaluated through the *change control phase* by finding out the alternative solution and its impact on the project. Perform Integrated Change Control phase ensures the appropriate implementation of the required changes in the project. The Project Manager would continually measure, tract and control change against the project management plan' monitor and control processes.

4.2.1 Change Management Plan:

This plan provides the direction for managing the change control process and documentation of the change control board. It defines activities, roles to manage and control change during the execution and control stage of the project. Change is measured against the project baseline, which is a detailed description of the project's scope, budget, schedule, and plans to manage quality, risk, issues, and change. The effects of change are also control to avoid unclear scope, overruns in cost and schedule. The change management plan is critical to the success of the project and as such all care must be taken to ensure all changes are evaluated and the appropriate means employ to have them aptly address.

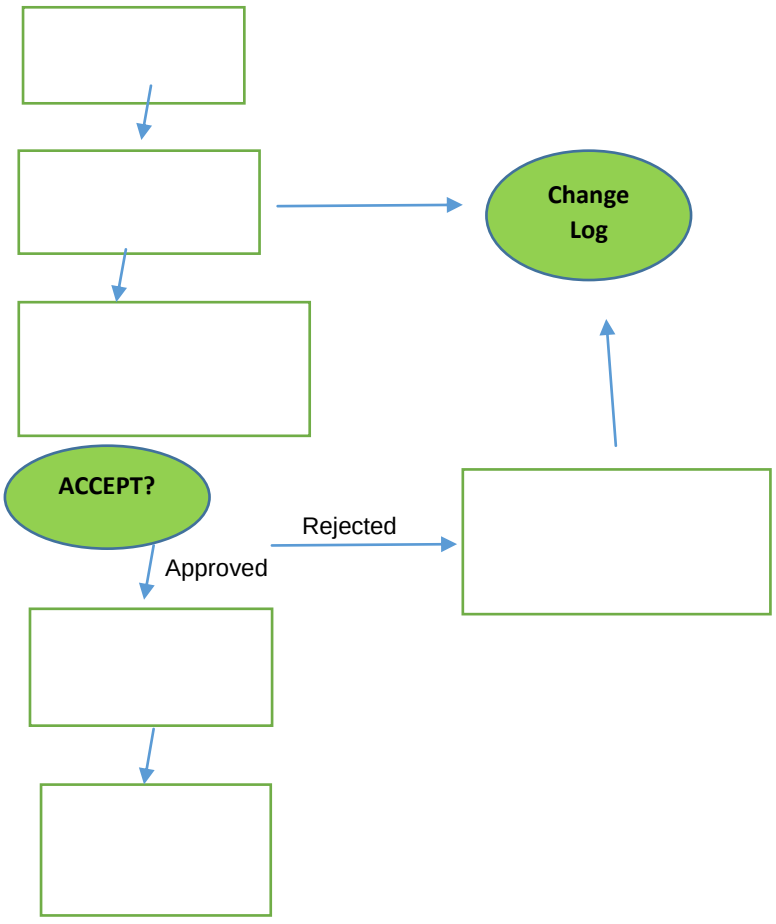
4.3 Change Management Approach:

The Project Manager will serve as Change Manager and Lead Change Evaluator while the sponsors (rep from FOA and GovSVG) would serve as change evaluators and decision makers. Once a change request is received it would be logged by the project manager who would also be responsible for facilitating the entire change plan which includes: performing the timely and adequate evaluation of change in terms of the impact(s) on project deliverables and constraints, tract and facilitate timely decision on change and communicate changes to the project team and others as the communication plan below dictates.

4.3.1 Definition of Change:

According to the Association of Project Management (APM) Body of Knowledge 7th edition, change control is the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred. Figure 10 below is a depiction of this process.

Figure 10 Change Control Process



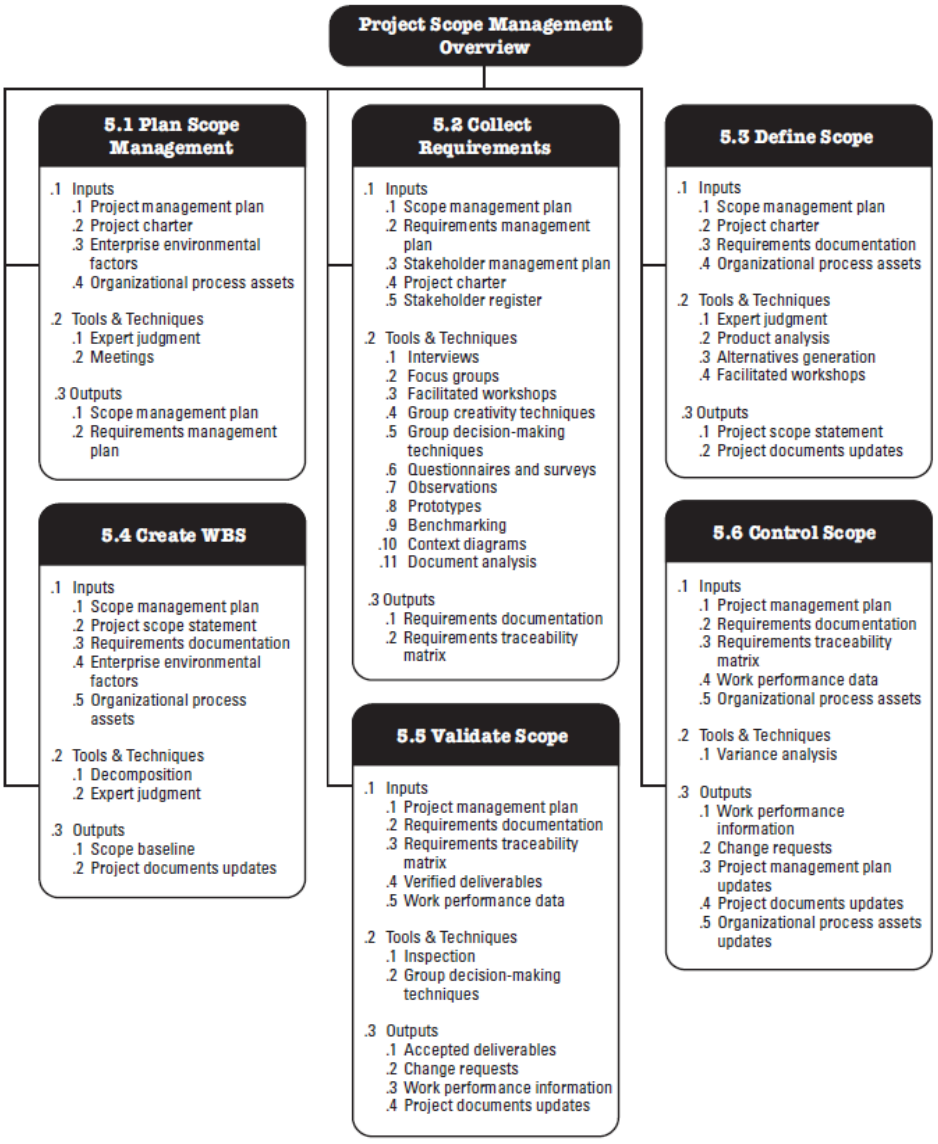
This process allows anyone in the project team to suggest with rational a change to the project. All change requests must be proposed to the Project Manager through the Project Change Request Form, see appendix 4, the change is then added to the Change Log. The project manager will then review and assess the suggested change request and consider the overall effect it would have on the project. After this assessment, the request would be submitted to the change control board and sponsors for review and approval. The decision is not always straightforward as depicted in the above illustration. Sometime instead of a yes or no to approval, the decision may be to accept with special conditions or defer (the change is not approved but will be considered at a later date).

If the change is approved, the project sponsor will then formally accept the change by signing the project change control document. Upon acceptance of the change (s), the Project Manager will update all project documents (change log) and communicate the change (s) to all project team members.

4.2 Scope Management Plan

The Scope Management Plan is concerned with defining, controlling and allocating the right amount of work that is necessary to complete the project successfully. This process involves the six key areas as depicted below in figure 8, planning scope management; collecting requirements; defining scope, creating a WBS; validating scope and controlling scope.

Figure 11 Project Scope Management



(Source: Project Management Institute, 2017)

The Scope Management Plan is crucial for controlling the scope of the project in that it documents how the project scope will be defined, developed, monitored, control and validated. It provides guidance and direction on how the scope will be managed throughout the project.

A variety of different tools and techniques will be used throughout the above processes for the development of this project management plan inclusive of but not limited to expert judgment and meetings. Expert judgement would be obtained from the FAO's technical experts since they are the only qualified specialists in the region in this field. This knowledge will also help in defining the scope along with direct data analysis through use of the survey instruments. A stakeholder register matrix to identify stakeholders, their roles/ responsibilities, expectations and requirements along with their influence/impact on the project. Site/field visit, interviews, stakeholder's consultation and workshops are some of the other tools which would be used to define the scope, create the scope statement, and develop the work breakdown structure (WBS), WBS dictionary, and validation of scope and control measures within the scope management plan. It is important that this is done to avoid the problems associated with poor scope definition which is likely to result in project failure.

4.2.1 Roles and Responsibilities

The Project Manager, Sponsor and Project team are responsible for managing the scope of this project. It is vital that each member of the team understands his or her role and responsibilities so that the project is executed successfully within the context of the established deliverables, budget and schedule. The established roles and responsibilities are listed as follows:

Project Sponsors:

- Provides financial and technical resources
- Approves Scope Management Plan.
- Reviews and approves scope change requests.

- Provides of all the necessary resources.
- Responsible for the overall decision making with regard to the Scope Management activities.
- Communicates directly with the Project Manager and or Project Team in the Case of the Government.

Approves key project deliverables.

Perform functions that direct the company's affairs and makes sure that the interests of the stakeholders are being met. They also direct/consult with the company both as strategically and to structurally. The Board is composed of The Permanent Secretaries (PS) of the Ministry of Agriculture etc. and the Ministry of Housing etc. and a representative from the technical sponsor. Other officers from the Ministry of Finance and the Project Implementation Unit in the Ministry of Planning, along with the National Project Coordinator.

The Board of Directors:

Performs functions that direct the company's affairs and makes sure that the interests of the stakeholders are being met. They also direct the strategic affairs of the company. The Board is composed of The Permanent Secretaries (PS) of the Ministry of Agriculture etc. and the Ministry of Housing etc. and a representative from the technical sponsor. Other officers from the Ministry of Finance and the Project Implementation Unit in the Ministry of Planning, along with the National Project Coordinator.

National Project Coordinator (Project Manager):

The project coordinator was assigned by the Government of SVG through the PS and has experience in working on similar projects. This person is charged with the responsibility of delivering a quality project to the board of directors by successfully managing the project team. He is also responsible for overseeing day-to-day execution and monitors the project progress; the overall scope management of the project and the supervision for the development of the Scope Management Plan. Other responsibilities include, facilitate impact assessments of scope change

requests and the scope change management process. Ensures that the project objectives are accomplished and all associated outcomes within scope, cost, time and quality specifications.

Consultants:

Short term consultancy would be given to specialist in the various fields as listed below and in the organizational chart.

Land Bank Management Specialist:

- Review existing institutional arrangements within the Ministries of Agriculture, the Lands and Surveys Departments and other relevant Ministries and Departments, to determine a suitable location for the Land Bank and make recommendations on an Institutional Framework (including staff arrangements) for operating the Land Bank in each country.
- Review existing information on idle and abandoned lands and land ownership and assist the database management specialist in deriving a suitable structure for the database, including types of data to be entered, forms and reports to be generated, systems of data entry, collection, monitoring and reporting etc.
- Train the staff designated by the Ministry of Agriculture or other relevant Ministry in the procedures for management and operation of the Land Bank.

Market Analysis Specialist

- Conduct a detailed analysis of the overall market opportunities for the various commodities produced by farmers who use the land bank, where possible provide data that can be used to make decisions on future investment opportunities.
- Determine the local demand for the various products by supermarkets, hotels, school feeding program, etc.
- Identify appropriate distribution channels and product requirements for marketing the produce.

- Conduct an analysis of the basic business support services needed to strengthen the market system in support of producers, identifying possible existing service gaps that need to be filled.

Legal and Land Tenure Expert:

- Review existing legislation on Land Tenure to identify any gaps and the issues that are likely to affect the leases to be administered under the Land Bank. In particular, the issues outlined in the Background and Justification must be addressed.
- Make recommendations on possible changes to policy and legislation, which are likely to affect the operation of the Land Bank.
- Make recommendation to government on possible mechanisms to enforce the legislation.
- Assist the International Legal and Land Tenure/Cadastral Expert in preparing draft lease agreements for various scenarios e.g. sharecropping, government acting on behalf of private land owners, agreements for private land owners, etc.
- Prepare legal and land tenure information for the databases.
- Participate in the inception workshop or consultation meetings or workshops as needed.
- Prepare a national report of the findings and recommendations.

Project Steering Committee (Technical Team):

Comprises of specialized officers who would be seconded form the various ministries based on their areas of expertise as listed in the organizational chart.

Communication:

The communication team would work along with the project steering committee under the direct supervision of the National Coordinator to develop a communication plan inclusive of public and stakeholders' relations, public awareness campaign particularly targeting young farmers and private land owners,

prepare brochures, press releases videos etcetera, to sensitize the public about the land banks.

Administration:

This team would also work along with the project steering committee as a secretariat to deal with all administrative matters, customer service and after care service of the project.

4.2.2 Define Scope

This is the process of developing a detailed description of the Project and product. The scope of this project was defined through a comprehensive requirements collection and planned process or phase. A thorough analysis will be conducted on reports, documentary and initiatives that exist on land banks throughout Europe and other countries. A keen focus would-be on-site visits and consultation with farmers and other stakeholder to identify the different elements what would make up this process and ultimately add to the successful execution of this project. The project deliverables will be generated based on the requirements collection process and also input from experts such as the FAO Specialists, other consultants and Governmental Agencies. This process would also provide much needed feedback for the project team to be to meet all the necessary requirements for the development of this project.

PROJECT SCOPE STATEMENT

Project Title: Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG).

Date Prepared:
Project Scope Description:

The project is aimed at developing national land banks in St. Vincent and the Grenadines to promote food and nutrition security and support sustainable management of rural lands, in particular idle and underutilized lands. The project also aims to strengthen the capacity of staff of the Land Administration Divisions to manage and operate the Land Banks, thereby promoting good governance of land tenure. This will significantly contribute to increasing food production, sustainable land management and rural development in SVG.

The project will assist in the establishment of pilot land banks and based on this experience, will prepare an institutional framework and operational guidelines for the establishment and operation of National Land Banks. Databases will be developed with an inventory of the rural lands, including idle or underutilized state lands, with relevant information on plot sizes, soil type, slope, existing land use, infrastructure, and crop possibilities. A list of prospective farmers who may be interested in leasing the land will also be developed. Support services such as extension, credit and linkages to markets will be provided to farmers who acquire land from the land banks. Efforts will also be made to link these pilot land banks with school feeding programs and existing value chains so that they serve as food zones for their respective communities.

The main issues related to operating the Land Banks will be identified and recommendations made on how these problems may be resolved. In particular, recommendations will be made on the systems that need to be put in place to extend the land bank to include private landowners. A public awareness campaign will also be developed to inform stakeholders about the land bank and its benefits. The workshops and meeting would be used to identify technical and other specialized personnel along with other stakeholders to help collect requirements necessary for the project; provide a forum to raise awareness, discuss and provide inputs for the preparation of the guideline and share the lessons learnt. This scope was defined through a comprehensive requirement collection process carried out by the sponsors, Board of directors and other key stakeholders. After this was

done, the project manager was asked to develop the requirement management plan, requirement documentations and a traceability matrix in order to obtain a successful project.

Project Deliverables:

- Establishment of pilot land banks with functional lease management system.
- Staff of the Crown Lands Department or Rural Land Administration Departments of St. Vincent have strengthened capabilities in land administration and the management of a national land bank.
- Strategy for financial sustainability and scaling up
- A Comprehensive Project Management Plan

Project Acceptance Criteria:

- At least 20% of idle and underutilized lands returned to productive agricultural use by October 2020.
- At least ten (10) persons trained in the administration and management of the national land bank by October 2020.
- Pilot land bank database and lease management system established and functioning in the MOA and or MOH by October 2020.
- Land Bank Unit established in the Ministry of Agriculture and or the Ministry of Housing and Informal Settlement by October 2020.
- Ministry and relevant staff made aware of land bank and utility services by the end of the project.

Project Exclusions:

Purchasing of land

Project Constraints:

- The project budget should not exceed USD 140,000.00.
- The project time schedule should not exceed twenty (20) months.
- Lack of knowledge of the location of idle and underutilized crown and private Lands.
- Lack of Technical Know-how to design, implement and operate the Land Bank.
- Lack of information on the persons who are desirous of cultivating the land.
- Informal farming and settlement on potential land.
- Unclear land tenure, no formal deed for land ownership.
- The inability to ensure and maintain land value.
- Government does not have enough resources to mainstream the project outcome.
- Cost for new surveys to update database may be prohibitive.
- Reluctance of private land owners to put their lands in the land bank
- Unavailability of support systems to farmers
- In some cases, idle lands are privately owned, but the owners are too old for or disinterested in commercial farming and younger generations choose not to farm.
- Lack of access to land registers with up-to-date information.
- Fear of the landlord of losing their land title if another party were to have occupied the land for a considerable time.
- Use of prime agricultural land for non-farming activities (housing, industry).

Project Assumptions

- Project steering committee members are able to attend meetings to make crucial decisions.
- Provisions are put in place to protect the rights of parties in conflict when ownership is being transferred.
- Data are available and farmers are willing to share information

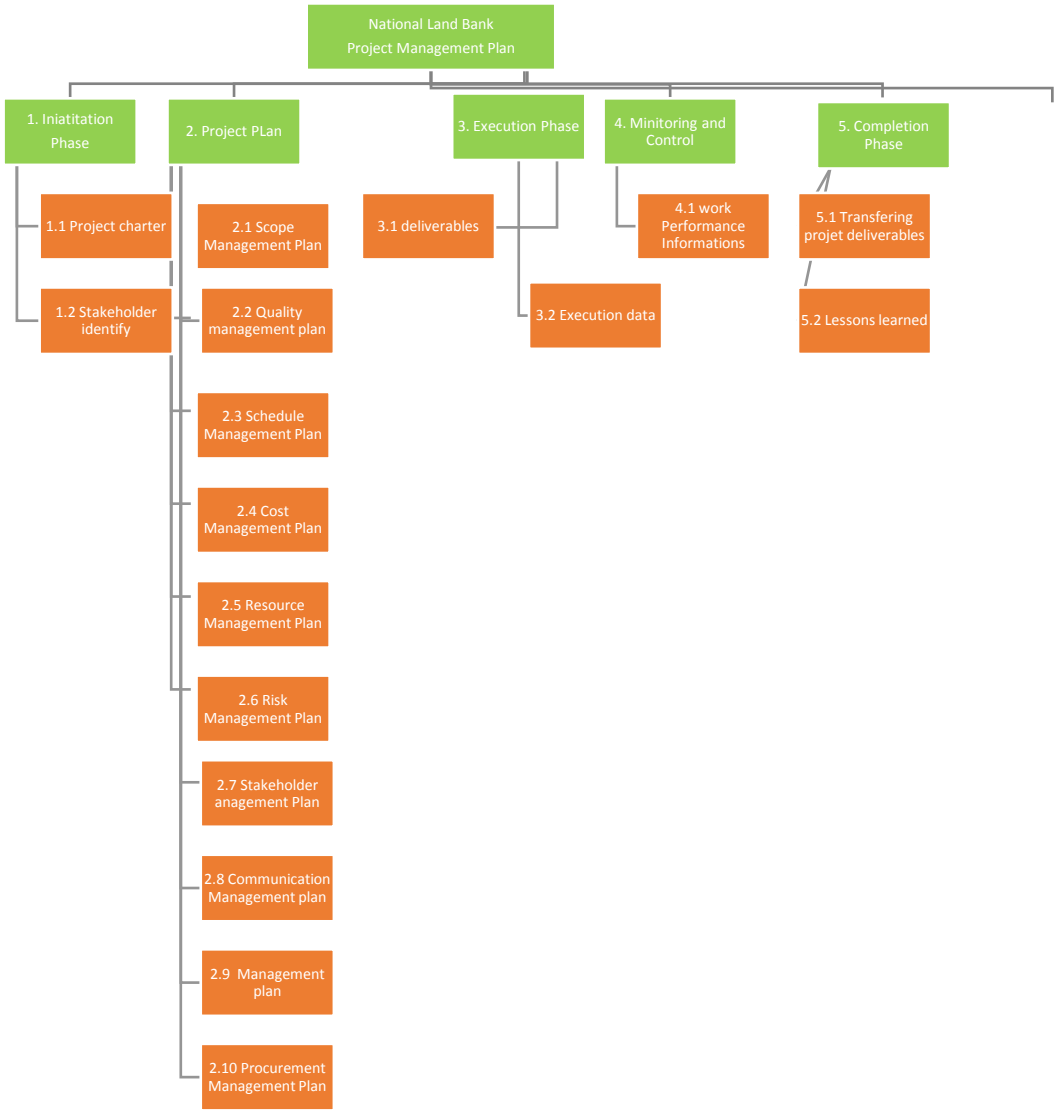
- Private owners are willing to put their lands in the land bank.
- “Acceptable” lease rates are established
- Logistics for the leaseholder are established, for example, will they be able to live on the land?
- Land value is ensured and maintained.
- The best crops and livestock enterprises suited for the land in the land bank are determined.
- Land resisters with up-to-date information are accessible
- The project will be within budget.
- The time allocated to the project is sufficient.

4.2.3 Work Breakdown Structure (WBS)

The According to the Project Management Body of Knowledge (PMBOX) Sixth Edition, WBS is the process of subdividing project deliverables and project work into smaller, more manageable components. It is also postulated to be a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables. Consequently, in order to effectively manage the work required to complete this project successfully, it will be subdivided into individual work packages. This will allow the Project Manager to more effectively manage the project’s scope as the project team works on the tasks necessary to complete the project. The working hours are weekdays from 8 am to 4:30 pm with one hour allocated for lunch. The project is broken down into five phases: the initiation phase, project management phase, requirement collection and plan phase, execution phase and the completion phase. Each of these phases is then subdivided in work packages (see below - WBS).

Throughout the execution phase, monthly visits will be scheduled for monitoring and control of the project (to identify pros and cons). Each of these phases was subdivided into various packages.

Figure 12 Work Breakdown Structure (WBS)



As an accompaniment to the WBS, there is the WBS dictionary which provides detailed information about each component of the WBS with corresponding unique identification codes. Table 6 below shows the first work package of the WBS Dictionary as a sample for this project. See Appendix 5 -The WBS Dictionary.

Table 6 WBS Dictionary

WBS DICTIONARY

Project Title: PMP for the Development of National Land Bank Project **Date Prepared:** _____

Work Package Name: Project Charter	**Code of Account:** 1.1
Description of Work: Details the purpose, objectives and deliverables, milestones, risks, assumptions and constraints of the project.	**Assumptions and Constraints:** Stakeholders willing to participate and share information freely. The allocated time frame for the development of the charter.
Milestones: 1. Project Charter completed and accepted 2. First workshop/consultation and PRA completed	**Due Dates:**

ID	Activity	Resource	Labour			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
1.1.1	Meeting with BOD and Sponsor	Computer Printer, Internet telephone	5			15	$20	$300	$300.00
1.1.2	Conduct PRA	Telephone Computer, Internet Catering	7	0	0	20	$20	$400	$400.00
1.1.3	Conduct first workshop/consultation	Computer Catering	10	$50	$500	25 x2	$30	$1,500	$2000.00
Quality Requirements: Meeting reports and all other reports be documented in the									

standard format as approved by both sponsors.
Acceptance Criteria: Approved Project Charter
Agreement Information: FOA partnership agreement – use of bother parties logos on all public related materials

4.2.4 Scope Validation

The Project Manager is responsible to validate and verify the project deliverables based on the scope defined in the scope statement, WBS and WBS Dictionary. As such the project scope must be inspected by the project manager prior to submitting to the Project Sponsor. Once the Project Manager verifies that the scope meets the requirements defined in the project plan and the acceptance criteria, He or she meets with the Sponsor, to sign off on the Project Deliverable Acceptance Document (a copy attached in Appendix 5 for reference) which will give the formal project acceptance. This practice is in keeping with the process laid out in the Project Management Body of Knowledge (PMBOX) Sixth Edition which states Scope Validation is “the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of the final product, service, or result acceptance by validating each deliverable.”

4.2.5 Scope Control

The Project Manager and the team are responsible for monitoring and controlling the approved scope baseline throughout the project life cycle. Accordingly, they will ensure that only the specific work defined in the WBS dictionary are done so that the project is completed successfully.

The Project Manager is also accountable for the revision of status progress reports submitted by team members to ensure project works progresses as planned and only changes that were processed in accordance with the agreed procedures are

implemented. A variance analysis, should be used to measure the project's progress and corrective measures applied to any change proposed that will affect the project performance, this is the technique that determines the cause and degree of difference between the baseline and actual performance. For the successful integration of change, the project team must understand the importance of the additional tasks and the updates that must be made to the project scope statement, WBS, WBS dictionary, database, schedule and budget. Soo to is the application of best practices for documenting and controlling the scope of work on the project. Therefore, any changes to the scope will be done through the right channel of the Change Request Form (seen in Appendix4).

4.3 Project Schedule Management

4.3.1 Introduction

Project Schedule Management is concern with managing the processes to facilitate the timely completion of this project in twenty (20) months. Moreover, it is a detailed plan or representation of how and when the project deliverables would be delivered as defined in the project scope. Once the initial schedule has been developed, (see Table 2- Project schedule below) the project manager will carefully assess it to review assigned project tasks and ensure that the project team agrees to the proposed work package assignments, durations, and schedule. Thereafter the Project Sponsor will review and approve the schedule.

The processes that make up this element and therefore must be managed carefully are plan schedule management; define activities; sequence activities; estimate activity duration; develop and control schedule.

4.3.2 Schedule Management Plan

This process is concerns with establishing the procedures and documentation for planning, developing, managing, executing and controlling the project schedule by using Expert Judgement (to assist with the development, management and control

of the schedule and schedule software) and Meetings (to develop schedule with project team/stakeholders). It provides guidance and direction on how the schedule will be managed throughout the project.

4.3.3 Define Activities

In defining the activities, the Project Manager will go through a process of identifying and documenting the specific actions to be performed to produce the project deliverables. This involve meticulously examining the WBS and WBS Dictionary found in the scope management plan to develop the activity list. The project activity which is attached (see appendix 5), includes an identifier or code and a scope of work description for each activity in sufficient detail to ensure the project team understands what work is required to be completed. It is important that the project team has adequate time to review the activity list. In an effort to provide guidance on what is to be achieved and to verify the progress of the project, in term of the activities the project milestone list (attached in appendix 6) would also be developed by the Project Manager.

4.3.4 Sequence Activities

Sequence Activities is the process of identifying and documenting relationships among the project activities. So fundamentally finalizing the interrelationship of activities to finish the project scope and achieve the task objectives is the reason for the sequence activities in this process. As such to determine the sequences of the activities, the Project Manager identifies and documents the relationships among the project to define the logical sequence of work to obtain the greatest efficiency given all the project's constraints.

The critical significance of the Sequence Activities process is a Network Diagram. Network Diagram of a project represents the activities in boxes with activity ID and demonstrates the interrelationship of activities with bolts. Each activity excluding the first and last ought to be associated with at least one predecessor and at least

one successor activity with a proper logical relationship. The activity list developed in the previous section (define activities) forms the basis for sequencing.

A realistic project schedule ought to be apt by creating logical relationships. It might be essential to utilize lead or lag time between exercises to help a sensible and reachable undertaking plan. Sequencing can be performed by using software that is built for project management, manual or computerized procedures. The Sequence Activities process focuses on changing the project activities from a list to a diagram to go about as an initial step to distribute the schedule baseline.

4.3.5 Estimate Activity Duration

Estimating the activity duration is concerned with the number of work periods needed to complete individual activities with estimated resources. Therefor the Project Manager and the team goes through a process of estimating the number of work periods need to complete individual activities and provides the amount of time each activity will take to complete. The team must note the importance of accuracy of the duration of all project activities since the reliability of the schedule is hinge on this precision.

Analogous estimating based on analogies from the earlier similar projects (used in the network diagram above) and expert judgment are being used to find the approximate time duration. Incorporating these techniques as well as reserve analysis techniques provides an avenue for the project team to make any needed changes to the project. Below (Table 3) illustrates a breakdown of work activities and its duration. The method of estimating is based on the following:

Table 7 Estimate Activity Duration

ACTIVITY DURATION ESTIMATES

Project Title: **PMP for the Development of National Land Bank Project** **Date Prepared:** _____

WBS ID	Activity Description	Effort Hours	Duration Estimate
		3232	**404 days**
1	**Initiation Phase**	416	52 days
1.1	**Project Charter**	80	10 days
1.1.1	Meetings with the Board of Directors and Sponsors; Project manager and steering committee / Technical team	40	5 days
1.1.2	Conduct PRA	24	3 days
1.1.3	Conduct Workshop/ consultation	16	2 days
1.2	**Stakeholder identify**	384	48 days
1.2.1	Recruitment of consultants	304	38 days
1.2.2	Review historical information on land banks and legal framework and implications	272	34 days
1.2.3	Plan for site visit to focus groups/ rural communities; stakeholders' workshop/ consultation and training and staffing needs	80	10 days
2	**Project Management Phase**	**496**	**62 days**
2.1	Develop Project Scope	496	62 days
2.2	Develop Quality Management Plan	496	62 days
2.3	Develop Schedule Management Plan	496	62 days
2.4	Develop Cost Management Plan	496	62 days
2.5	Develop Resource Management Plan	496	62 days
2.6	Develop Risk Management Plan	496	62 days
2.7	Develop Stakeholder Management Plan	496	62 days
2.8	Develop Communication Management Plan	496	62 days

2.9	Develop Change Management Plan	496	62 days
2.10	Develop Procurement Management Plan	496	62 days
3	**Execution**	**1648**	**206 days**
3.1	**Deliverables**	800	100
3.1.1	Conduct second workshop/consultation	16	2 days
3.1.2	Draft Legislation and lease agreement	496	62 days
3.1.3	Recruit and train staff	272	34 days
3.1.4	Develop and launch PR campaign	456	57 days
3.2	**Execution data**	848	106 days
3.2.1	Conduct needs assessment, purchase and install hard and soft ware	440	55 days
3.2.2	Compile land bank data	200	25 days
3.2.3	Conduct market analysis	376	47 days
3.2.4	Identify source of credit	240	30 days
4	**Monitor and Control**	**384**	**48 days**
4.1	**Work performance information**	384	48 days
4.2	Conduct site visit to rural communities and interviews	144	18 days
4.3	Ongoing meetings and testing of database	240	30 days
5	**Completion Phase**	**288**	**36 days**
5.1	**Transferring project deliverables**	272	34 days
5.1.1	Analysis finding	192	24 days
5.1.2	Meetings	80	10 days
5.1.3	Submission and acceptance of findings	80	10 days
5.2	**Lesson learnt**	56	7 days

5.2.1	Conduct Workshop	16	2 days
5.2.2	Closing	40	5 days

4.3.6 Develop Schedule

To develop a schedule, project managers need to analyze activity sequences, resource requirements, durations and schedule constraints to create the project schedule. The advantage of this process is that by using different inputs and resources like schedule activities, duration, logical relationship and resource ability with the scheduling tool, it creates a schedule model with the planned dates for completing the project activities. There are a myriad of different project management tools and techniques involved in developing a schedule and these include the schedule network analysis, critical path method, critical chain method etc. In developing a project schedule one activity cannot proceed without the completing it this is referred to as an iterative activity. However, you can also assign tasks to schedules that are not constrained by time. No matter the size of the project having a schedule is critical to the success of any project. An adequately planned schedule tells you when an activity should be done or when it should have been finished as depicted in the schedule in appendix 6.

4.3.7 Control Schedule

Control Schedule is the process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan. This process provides the means to recognize deviation from the plan and take corrective and preventive actions and thus minimize risk. Schedule control is important as it allows for a comparison to be made between the activity (ies) being accomplish and the schedule baseline. It informs whether a project is on-time, ahead or behind schedule and as such can help minimizes the chances of risks. If the project is delayed corrective measures can be implemented while managing changes to the baseline.

It is critical to have schedule control procedures in place to control and monitor changes made to the schedule. There must be best practices mechanisms in place to accept, reject, track and control changes made to the schedule. Any change to the schedule should only be approved through the Perform Integrated Change Control Process. According to the Project Management Body of Knowledge (PMBOX), sixth edition Control Schedule as a component of the Perform Integrated Change Control Process is concerned with; deterring the current status of the project schedule; influencing the factors that create schedule changes; determining if the project schedule has changed and managing the actual changes as they occur.

4.3.8 Detailed description of how the project schedule is to be controlled

Best practices would embody this project schedule. The activities outlined in this project will be compared against the schedule baseline to understand whether the project is ahead of the schedule or behind. Based on the difference, corrective or preventive actions will be undertaken to manage changes to the baseline, doing this will ensure that the project is being delivered on schedule and the project objective is being realized, additionally, this will ultimately ensure project success.

The control process involves regularly gathering data on project performance, comparing with the planned performance. This process will occur regularly throughout the project. A regular reporting period will be established for comparing the actual progress with the planned progress. Reporting may be bi-weekly, weekly, or monthly depending on the complexity and the duration of the project.

The planned scheduled reviews will allow the project to communicating any changes to actual start/finish dates to the Project Manager; and participating in schedule variance resolution activities as needed. The Project Sponsor will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the National Project Coordinator. Throughout the project each time schedule will be recalculated at an agreed time

to incorporate corrective actions. The schedule analysis would be a means of identifying critical path and any path of activities

4.3.9 Schedule change management process description

Schedule Change management is the process of managing any change to the scope of work: or any deviation, performance trend or change to an approved or baseline project control plan. Schedule change management helps ensure that the schedule always addresses the requirements of both the project team and the customer. During the project, trends, disruptions, deviations and changes will be occur and must be evaluated. The time related issues must be disposed of appropriately in the schedule change management process and incorporated into the approved baseline schedule. The Planning and Scheduling Professional's require knowledge and skills to support the project management team successfully in the schedule change management process.

Document Acceptance

If changes are required or approval is needed, the change request form, (see appendix 4) is filled out and submitted to the Project Manager.

4.4 Cost Management Plan

The central objective of the cost management plan is to provide the planning and framework necessary to manage and control the costs of the project, while keeping costs within the limit of the budget. The Land Bank Project Management Plan will employ processes such as planning, estimating, budgeting, financing, funding, managing, and controlling to ensure the project can be completed within the approved budget of USD 140,000.00. The ability to influence cost is greatest at the early stage of the project which makes defining the scope as clearly as possible early in the planning phase of the project very critical. As such, the cost of each activity and deliverable will be thoroughly estimated using expert judgement of FOA the technical financial consultations and the project team. This will allow the effective allocation of costs for completing all project activities within the determined project budget. Subsequently, the cost will be baselined to reflect the initial cost of the project; and any changes to cost of activities must be made through a formal change request authorized by the Sponsor. The realization of the budget will be determined upon the team having zero change requests.

4.4.1 Cost Management Approach

Cost management is important to all stakeholders involved in a project because it sets the baseline for what a project is expected to cost and takes actions to ensure the project is within budget. Without cost management, companies would lose money or customers would receive invoices for much more than expected. The Project Manager will be responsible for managing and reporting on the project's cost throughout the project life cycle. The costs for this project will be managed and tracked, at the second level of the work breakdown structure, through control accounts. Costs will be rounded to the nearest dollar and work hours to the nearest whole hour, using the following processes:

- Plan Cost Management is the process of determining how the project cost will be estimated, budgeted, managed, monitored and controlled by using techniques such as Expert Judgment (to assist with cost estimating and budgeting) and Meetings between Project Manager and Finance Specialist and the team to develop the cost management plan.
- Estimate Costs using Bottom Up Estimating (to develop estimates at the task level in WBS) and Data Analysis to include Reserve Analysis to account for cost uncertainties.
- Determine Budget using Cost Aggregation for summing the costs for each work package to the control account up to the project level.
- Control Costs using Earn Value Analysis to compare the performance measurement baseline to the actual cost performance and Variance Analysis to determine the cause of any variance.

4.4.1.1 Cost Estimate

Cost estimate process is aimed at developing an approximation of the cost of all the resources needed to complete the project work. Therefore, the breakdown of activities in the WBS and the use of expert judgement from the project team particular the financial specialist is used to provide the necessary guidance in the calculation of the cost estimates and resources required to realize the project deliverables.

A cost estimate has been prepared to provide an estimate of the budget needed to realize the project scope as reflected in figure 13 below. Costs for this project is calculated from the work package level in the WBS and Control Accounts are created at this level to track costs.

In addition, the cost estimate included a contingency reserve calculated at 10%. Expert Judgement was used to identify the percentage allocated for the contingency reserve. The following chart provides an overview of the activity costs estimates.

Figure 13 Cost Estimates Activities

ACTIVITY COST ESTIMATES

Project Title: **PMP for the Development of National Land Bank Project** **Date Prepared:**

WBS ID	Elements	Resource	Direct Costs	Indirect Costs	Contingency Reserve 10%	Estimate	Assumptions/ Constraints	Additional Information
1	**Initiation Phase**	**Computer, Internet**				**154,880**		
1.1	**Project Charter**	**Computer, Printer**				**2970**	Stakeholders willing to participate and share information freely.	
1.1.1	Conduct first meetings BOD and Sponsors	Computer, Printer transportation		300.00	30.00	330.00	BOD are available to meet and make timely decisions.	
1.1.2	Conduct PRA	Telephone		400.00	40.00	440.00	BOD and other critical stakeholders are available to conduct the PRA	
1.1.3	Conduct Workshop/ consultation	Computer, Catering	2000		200.00	2200.00	Stakeholders willing to participate in the workshop	
1.2	**Stakeholder identifies**					**151,910**	Stakeholders would be adequately identified.	
1.2.1	Recruitment of consultants	Internet, computer	133,500	600.00	13,410	147,510	Change or market demand can carry up prices	
1.2.2	Review historical information on land banks and legal framework and implications	Internet, website computer	2000		200.00	2200.00	The time and resource allotted by central government is sufficient	

1.2.3	plan for site visit to focus groups/ rural communities; stakeholders' workshop/ consultation and training and staffing needs	Computer	2000		200.00	2200.00		
2	**Project Management Phase**	**Computer, Internet**		**10,000**	**1000.00**	**11,000.**	Changes in key stakeholder requirements as well as interest to any of these element can result in delays and cost overruns	
2.1	Develop Project Scope	Computer, Internet		1000	100	1100.00	Changes to the scope and time allotted can result in delays and cost overruns	
2.2	Develop Quality Management Plan	Computer, Internet		1000	100	1100.00	All stakeholder requirements will be collected, analysed and included in the plan ensure quality deliverable.	
2.3	Develop Schedule Management Plan	Computer, Internet		1000	100	1100.00	A realistic Time Management Plan wold be developed.	
2.4	Develop Cost Management Plan	Computer, Internet		1000	100	1100.00	Inadequate financial resources allocation for the development of the budget	
2.5	Develop Resource Management Plan	Computer, Internet		1000	100	1100.00	The Project team members are devoted and accessible as is required to complete the Resource Management Plan	
2.6	Develop Risk Management Plan	Computer, Internet		1000	100	1100.00	Unforeseen risk can occur because of other	
2.7	Develop Stakeholder Management Plan	Computer, Internet		1000	100	1100.00	It is assumed that all stakeholders involved will be identified along with their level of interest.	
2.8	Develop Communication Management Plan	Computer, Internet		1000	100	1100.00	An effective communication channel will be established and	
2.9	Develop Change Management Plan	Computer, Internet		1000	100	1100.00	The project constraints and other relevant information would be identify so as to	

2.10	Develop Procurement Management Plan	Computer, Internet		1000		1100.00	A list of personnel have identified an initial list of suppliers and such the good and services are easily accessed.	
3	**Execution**	Computer, Internet				**128,260**	The time and budget allotted for the assessment, purchase and set up of the database is adequate	
3.1	**Deliverables**	Computer, Internet				**33,000**	The project team is available and will to work to achieve the project deliverables within budget and time allocated	
3.1.1	Conduct second workshop/consultation	Computer, Internet		2000	200.00	2200	Participants are willing to provide the feedback need to complete this process.	
3.1.2	Draft Legislation and lease agreement	Computer, Internet	3000		300	3300	Time and resources allocated for this process is adequate	
3.1.3	Recruit and train staff	Computer, Internet	5000		500	5500		
3.1.4	Develop and launch PR campaign	Computer, Internet	20,000		2000	22000		
3.2	**Execution data**	Computer, Internet				**95260**	The time and budget allotted for the assessment, purchase and set up of the database is adequate	
3.2.1	Conduct needs assessment, purchase and install hard and soft ware		80,100		8010	88,110	The time and budget allotted for the assessment, purchase and set up of the database is adequate	
3.2.2	Compile land bank data		500		50	550		
3.2.3	Conduct market analysis		5000		500	5500		
3.2.4	Identify source of credit		1000		100	1100		

4	**Monitor and Control**					**3960**	The resources are available to conduct **the** monitoring and evaluation process**.**	
4.1	**Work performance information**					**3960**	The resources are available to conduct the monitoring and evaluation process.	
4.2	Conduct site visit to rural communities and interviews		3000		300	3300		
4.3	ongoing meetings and testing of database		600		60	660	The project team is available for meetings so	
5	**Completion Phase**					**12430**	The project team is available for meetings so that the information can be fed into the analysis	
5.1	**Transferring project deliverables**					**8800**	The project team is available for meetings so that the information can be fed into the analysis	
5.1.1	Conduct meetings		4500		450	4950		
5.1.2	Analysis of finding		3500		350	3850		
5.1.3	Submission and acceptance of findings		-	-	-	-	Finding would be submitted on time and within budget	
5.2	**Lesson learnt**		**3300**		**330**	**3630**		
5.2.1	Conduct Workshop		3300		330	3630	The other ongoing projects in St. Lucia and Grenada would be on schedule to facilitate this workshop.	

(Source: Author, C. Soleyn 2020)

4.4.1.2 Determine Budget

Determine Budget, which according to Project Management Institute 2017, is the process of aggregating the estimated costs of individual activities or work packages to establish and authorized cost baseline. This present the backdrop against which the project will be monitored and control. This process will be carried out on a monthly basis. A contingency reserve of 10% has been added based on expert judgement on similar projects: conversely as is expected a management reserve of 5000.00 has been applied for unknown-unknown risks. These risks are genuine emergent risks outside of the project team's knowledge which could not be predicted through the risk process. The budget as determined by this process is depicted below in Table 8, with the work packages estimate from the Cost Estimate figure in Table 7 rather than all the activities. The cost estimate figure is inclusive of the 10% contingency reserve (see table 7).

Table 8 Budget Estimate

The budget is estimated at XCD 315,530 inclusive of a contingency reserve of 10% and a management reserve of XCD 5000.00.

WBS ID	Elements /Phase	Estimate Cost (Inclusive of Contingency Reserve 10%)	Estimated Budget
1	Initial phase	$154,880.00	
2	Project Management Phase	$11,000.00	
3	Execution Phase	$128,260.00	
4	Monitor and Control	$3960.00	
5	Completion phase	$12,430.00	
	Management Reserve		$5000.00
			$315,530

4.4.1.2.3Control Cost

The Project Manager will monitor the status of the project to update the project costs and manage changes to the cost baseline; any changes to cost baseline must be done through the change control process. During monthly project status meeting, the Project Manager will meet with project team and project sponsor to present and review the project's cost performance for the previous month. Performance will be measured using earned value analysis to compare the

performance measurement baseline to the actual cost performance; and variance analysis to determine the cause of any variances. Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow and cost variances of +/- 0.2 will change the status of the cost to an alert stage; as such, those values will be changed to red in the project performance reports. Costs will be rounded to the nearest dollar and work hours rounded to the nearest whole hour. In the event of any deviations, the Project Manager will take corrective actions through a project change request which must be approved by the Project Sponsor.

4.5 Project Quality Management

At the highest of levels, Quality Management involves planning, doing, checking, and acting to improve project quality standards. The main objective of quality management is making sure that the project meets the need that it was originally created to meet. Quality is simply what the customer or stakeholder needs from the project deliverables. By keeping the definition tied to the customer or stakeholder, quality management can have a narrower focus, which means it's more likely to achieve its goals. At this heart of this process is customer's satisfaction which take into account both objective and subjective interpretation of the customer's needs and expectations. As such, consistency is the goal of quality management, which is achieved through the consistent application of the tools and techniques associated with the processes of Quality Planning (QP), Quality management Assurance (QA) and Quality Control (QC).

Some of the following quality tools and techniques will be utilized to ensure that the project meets the stipulated requirements:

1. Brainstorming: The project team will have initial and ongoing meetings to collectively discuss and generate critical and creative thinking to foster apt decision-making. This would make certain that the requirements of the client and stakeholders are adequately taken into account and by extension ensure the

project is a success. During this phase considerable consideration would be given to the land size and terrain and the most suitable crop for such land.

2. Flow Chart this will be used to outline phases of the project. It will be utilized in conjunction with the checklist to help prevent gold plating. The Project Manager will utilize this tool to verify all steps are being taken in terms of quality control as outline by the team meetings. This would be used in conjunction with other software tools as determined by the project team so that any problem can be identify immediately and corrective measure adopted.

3. Run charts: these will be used by the Project Manager and the team to facilitate communication of the actual project process and projected project process. These charts will indicate the performance of the project and will allow for comparisons between the processes at one time to another and help determine if things are going as planned or any deviation.

The sections that follow will outline how this project will apply each of these practice groups to define, monitor and control quality standards.

4.5.1 Quality Planning

The Project Quality Management Plan which is created during the planning phase, documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities. The plan will include these specifics as well as metrics for measuring the quality while managing the project. This should include a quality checklist to collect and organize the marks you need to hit during the project.

In this section the team documented how they will plan for quality by identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements.

The team will take the below steps to ensure quality is priority in the different stages of the project:

1. To establish "Acceptable" lease rates

2. To document and adopt a detailed reference to standards for identifying, sourcing and leasing of land with provision in place to protect the rights of parties in conflict when ownership is being transferred.
3. Logistics established for leaseholders.
4. Land value is ensured and maintained while land registers with up-to-date information are accessible.
5. To determine the best crops and livestock enterprises suited for lands in the land bank are determined, which would be high priority, using a regenerative development approach.
6. To document a Quality Plan including the scope and objectives of the project and the requirements, quality policy, people in charge, defined performance targets, processes, resources, audits and standards to meet requirements and achieve project goals.
7. To identify, register and prioritize a list of the stakeholders and their needs.

4.5.2 Manage Quality (quality assurance)

This process which is sometime referred to as quality assurance, is concern with translating the quality management plan into specific quality related activities that incorporate the organization's quality policies into the project. This process helps to increase the prospect of meeting the quality objective as well as identifying ineffective process and causes of poor quality. The Manage Quality process uses the outputs from the quality planning in order to derive specific quality related activities. These activities are related to quality assurance (process improvements and compliance) and product design aspects. The team would develop quality assurance activities as a means of managing quality continuously throughout the project lifecycle. These activities would include at least the following elements as shown in Table 9:

- The work breakdown structure reference number for the task concerned
- A statement of the requirement (usually from the customer)
- A statement of the specification that is specific and measurable
- A description of the assurance activity (what is to be done)

- Schedule information (when it is to be done).
- Designation of the responsible entity (who will do it)

Table 9 Manage QualityTable

WBS Ref.	Requirement	Specification	Assurance Activity	Schedule	Responsible Entity
	From customer	Specific and measurable	What is to be done	When it would be done	Who will do it

4.5. 3 Quality Control

Monitoring the project's results to assess and ensure they conform to the predetermined specifications and ultimately meet customers' expectations. The key benefit of this process is it determines if the project outputs do what they are intended to do. It will be performed throughout the project cycle to ensure compliance and meeting acceptance criteria are met. Quality control activities would be performed by all the team members. However, any request for change to this process would be submitted by the project manager.

4.6 Resource Management

4.6.1 Introduction

The Project Resource Management is concern with processes to identify, acquire and manage the resources need to the successful implementation of this project. This would ensure that the right resources will be available to the project team at the right time and place. This resource management plan would seek to include the concepts and theories learnt in the course of Resources and Communication Management for the development of this land bank project. In the following components of the document, will present a Resources Plan for this mentioned project, including processes, resources and tools needed for the project.

4.6.2 Processes

Managing the resources of a project is one of the most important and time-demanding aspects of the Project Managers work, whether they are human, physical of financial.

Project Resource Management includes six specific processes to identify, acquire and manage the required resources in order to have a successful project. This process would be used to create the resource plan, for the development Land Bank Project Plan.

4.6.2.1 Plan Resource Management

The plan resource management process defines how to estimate, acquire, manage and utilize physical and team resources. For the develop of this project, there will be a need for human and physical resources for it to be successfully implemented and executed. The resources are listed in table 10. It must be noted that the resources, particularly the human resource requirement for this project would be sourced and made available from the respective ministries in the specified areas needed. They would not be exclusive to this project but on a need basis.

Table 10 Human ResourceTable

Roles	**Responsibilities**	**Required skills**
Sponsors Govsvg FOA	Provide sponsorship	- Soft skills - Time management - Negotiating skills - Budgeting skills - Communication

Board of Directors (BOD)	Direct the company's affairs and makes sure that the interests of the stakeholders are being met. The members also direct the strategic affairs of the company.	- Soft skills - Time management - Negotiating skills - Budgeting skills - Communication - Leadership
National Coordinator (Project Manager)	- To coordinate and manage the project resources - To ensure that the scope of the project is deliver based on the expectations of the sponsor and the stakeholders.	- Knowledgeable, experience and have project management qualification to meet the project requirements. - Soft skills - Time management - communication skills
Project team - Technical support in specialised areas assigned as needed.	To utilize the relevant tools and techniques needed to fulfill the particular specialized area	- Land management - Legal expertist - Soft skills - Time management - Negotiating skills - Budgeting skills - Communication skills -
Consultants	Short term consultancy would be given to specialist in the various fields as listed below and in the organizational chart. - To provide expertise in their specialised area.	- Experts in their respective areas - Soft skills - Time management - Communication skill
Communication (included as part of the project team)	Team would work along with the project steering committee under the direct supervision of the National coordinator and the Consultant to develop a communication plan inclusive of public and stakeholders' relations, public awareness campaign particularly targeting young farmers	- Soft skills - Time management - Communication skill

	and private land owners, prepare brochures, press releases videos etc. to sensitize the public about the land banks.	
Administration (included as part of the project team)	This team would also work along with the project steering committee as a secretariat to deal with all administrative matters, customer service and after care service of the project.	- Soft skills - Time management - Communication skill

The flowing RACI chart in table 11 would be use to ensure clear assignment of roles and responsibilities because of the composition of the project team (internal and external resources).

Table 11 RACI Chart

No.	Activity	Project Sponsor	Project Manager	BOD	Consultants	Project Team
1.1	**Initiation**					
1.1	Project Charter	**C**	**R, A**	**C**	**I**	**C**
1.2	Identify stakeholders and requirements	**C**	**R, A**	**C, I**	**I**	**R, C,I**
2	**Project Management**	**C**	**R, A**	**I**	**I**	**C,I**
3	**Execution**	**C**	**R, A**		**R,I**	**C,I**
3.1	Deliverables	**C, I**	**A**		**R,I**	**R**
3.2	Execution Data	**C**	**A**		**R,I**	**R**
4	**Monitor and Control**	**C,I**	**R, A**		**I**	**R**

No.	Activity	Project Sponsor	Project Manager	BOD	Consultants	Project Team
4.1	Work Performance Information	**C,I**	**A**		**I**	**I**
5	**Closing**	**C**	**A**		**I**	**R**
5.1	Transferring Project Deliverables	**I**	**A**		**I**	**R**
5.2	Lesson Learnt	**I**	**A, I**		**I**	**R, I**

R - Responsible for completing the work

A - Accountable for ensuring task completion/sign off

C - Consulted before any decisions are made

I - Informed of when an action/decision has been made

4.6.2.2 Estimate Activity Resources

Estimate activity resources is the process of estimating the project resources in terms of the team and the type and quantities of materials and equipment, and supplies necessary to get the work completed. This process is closely coordinated with other processes such as for example estimate cost process.

4.6.2.3 Acquire Resources

This process is concern with acquiring team members, supplies material and all the necessary resources to complete the project work. One of the key advantages of this process is that it provides guidance for the selection of resources and assigns then respectively. This is a critical process in the Human Resource Management Plan and is part of the execution process. After the team would have identified the

required resources, the project schedule is used to by the procurement team to ensure that the resources are sourced when needed. The Government of SVG has a standardized procedure for project procurement. This process is led by the procurement unit in the Ministry of Finance and Planning, Planning department. Positions (technical) for this project will be filled from in hours- within the government line ministries.

Table 12 below shows the tools used in relation to the project resources.

Table 12 Project Resources Tools and Techniques

Tools and Techniques	Application
Project Management Software	This will help the project team develop resource estimates, and organize, plan and manage resource pool.
Expert Judgment	Expert Judgment will provide fundamental insight required to complete this type of project. The project team could be guided by historical information, which could help to reduce mistakes and provide recommendation from similar projects.
Meetings	Meetings play an instrumental role in communicating to the project team and other resource persons on the project. This would provide an opportunity for fruitful discussion among the team. Meetings would be done based on the stages of the projects: For example, during the life cycle of the project, the Project Manager would meet with stakeholders and project team.
Bottom up Estimates	The estimate for this project will be determined by estimating the work packaging and rolling them up.
Data Analysis - **Performance Review** - **Cost Benefit Analysis**	These techniques will help to monitor and control the project's activities, performance is analyze, measure, compared for start and finish dates, percent complete and so forth. Cost would also be asses daily to ensure that resources are being used efficiently. It is a good tool for the project team to control the timing in which the work is completed for this project.

4.6.2.4 Develop Team

In 1965, Bruce Tuckman published his model on team formation and development. This Forming Storming Norming Performing Theory is a helpful explanation of team development and behavior. Tuckman's model explains that as the team develops

maturity and ability and relationships established the leader changes leadership style. Beginning with a directing style, moving through coaching, then participating, finishing delegating and almost detached. At this point, the team may produce a successor leader and the previous leader can move on to develop a new team.

Base of the work of Dr. Tuckman, the team through the national coordinator can be motive through training, specifically for the task they would be undertaking. Team members should be train in the area of regenerative development, a new field of development which would add value to the project undertaking and ultimately its success. This would improve the team competencies and enhance the project performance through team work and just a general sense of knowing they are valued and equipped to do the work in the best possible way. A system for reward and or recognition should also be perused and incorporate in the project's HR plan.

4.6.2.5 Manage Team

The process of tracking team member's performance to provide feedback and resolve issues and concerns so as to optimize the performance of the project. This would go a great deal in influencing the behaviour of team mange conflict and resolve issues in a timely way. To manage the team, it requires a combination of management and leadership skills. The project manager (national coordinator) is responsible for managing the team. As such, all attempts would be made to continually assess and monitor the team to ensure that they are following the project plans.

There are myrid of techniques and tools at the disposal of project managers today to ensure that the team is performing optimally, namely information system and interpersonal or soft skill

Development of soft skills

Soft skills are interpersonal skill that help employees to better develop their jobs, improving the teamwork and increase the possibilities of having a successful project. In order to ensure the success of the project, the project manager will

balance the technical knowledge of the team with the soft skills they may already have, while developing or enhancing other some soft skills. The first step to develop soft skills in the core team is to assess what skills exist already by the team on an individual basis. Once the project manager has made this assessment and has a clear picture of the soft skills needs.

The next step is to ascertain how to meet those needs. This can be done through the use online platforms to improve and practice soft skills. Nowadays it is no longer necessary to assist to face-to-face courses to learn or develop skills, especially when referring to soft skills. Online Platforms such as the one developed by the Inter-American Bank for Development (https://cursos.iadb.org/en?lang=en) can offer an opportunity for our team to work and reinforce skills, while choosing their schedules and pace. This platform can be particularly useful for our team, since it focuses on working with rural communities, just like our project. In addition, and parallel to the learning process, the Project Manager will promote daily and open communication and negotiation exercises, as part of the project, in order to provide the team with a space to put into practice and improve their skills on the real working place.

A key aspect for the development of soft skills in the core team is follow-up. The project manager, as manager and leader of the team, will provide feedback, on a biweekly basis, on the progress made, not only individual, but also as a team in relation to the soft skills.

Measuring something as abstract as soft skills is not easy; however, there are ways to know if the individuals and the team are making progress. For example, carrying out surveys within the team to measure the satisfaction, communication and teamwork. In addition, surveys with the customers and other partners may show how if there really is an improvement in their soft skills.

4.6.2.6 Control Resources

The resources of the project must be control so as to ensure that the triple constraints of the project are maintain. This process requires the utilization of the resource management plan to make sure that the resources of being used in the most efficient manner. A cost benefit analysis would be done to optimize the use of resources for this project.

The resource development plan is a critical component for the implementation and execution of the Land Bank Project. As mentioned above the tools and techniques will be applied to contribute to a successful completion of the project. The plan will be used as a guide to ensure that the resources optimize their use efficiently so that the stakeholder's expectations.

4.7 Project Communication Management

Project Communications Management is concerned with the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Communications define the way in which information disseminated, that is sent or received, through activities such as meeting, reports emails documents etc. It is crucial that the Project Manager make certain that the communication needs of all stakeholders are met through development and implementation of activities designed to achieved effective information exchange. Equally this must be done within the approved budget, schedule, and resource. This project communications will be documented in the Communications Requirements Matrix presented in appendix 7, this matrix would be the guide for the project team in communicating with internal stakeholders. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the

project manager will update the plan and present changes and supporting documentation to project sponsor.

4.7.1 The Project Communication Management processes:

4.7.1.1 Plan Communication management

This first process details the development of an appropriate approach and plan for the communicating activities of the project based on the information needs of each stakeholder, the organizational assets and the needs of the project. The plan sets the structure for the communication needs throughout the project lifecycle. In developing the framework for this phase, the project manager and the project team would develop the following:

- A communications requirement matrix (depicted in appendix 7) to map the communications requirement for the project which will be updated as the communications needs changes throughout the project life cycle. using interactive communication to allow effective two-way dialogue to prevent misinterpretation and facilitate timely feedback among project team;
- A Stakeholder Engagement Strategy (illustrated in appendix 8) to effectively communicate with stakeholders through the use of push communication (to allow project team to control and determine who receives the communication, how they receive it, and when) and interactive communication through focus group discussions, meetings and interviews; and
- Stakeholder Register matrix (see appendix 9) to identify persons and organizations that may be affected or impacted or have any interest in the project team meetings.

4.7.1.2 Manage Communications

This is the process that ensures timely and appropriate collection, distribution management and monitoring of the project information. Allowing for flexibility in communicating to stakeholders, using reporting to provide information at an

appropriate level and meetings to refine actions in the communications strategy/plan.

The team will go through a process that would eventually allow for the retrieval of information from project documents such as the risk register, issue log, schedule activity list, milestone list, communications requirement matrix and stakeholder engagement plan for the efficient and effective communications flow among project stakeholders. The Project Manager will ensure that there is efficacy in quality and frequency of information and stakeholder engagement through an open two-way communication for real time updates and feedbacks. This is particularly crucial in managing stakeholders' expectation and ultimately the success of the project.

4.7.1.3 Monitor Communication

Monitor communication is concern with meeting the information needs of all the project and the stakeholders. It is basically establishing information checkpoints to ensure everyone is on the right track. The key benefit of this process is that it ensures an optimal information flow among all communication participants, at any moment in time. The project will be monitored using observation of the team, stakeholders' assessment and feedback during site visits and workshops/consolations. The Project Management Information System (PMIS) software will be utilized for communicating tasks and document sharing for internal stakeholders as well as offer key external stakeholders the ability to log in and provide feedback on relevant project documents. It will also monitor the different phases to provide insights on whether or not the project is on schedule and budget. Information from the Resource Management, Communication Management and the Stakeholder Engagement Plan would be used to determine if the different strategies are on tract and remedial action take as deem necessary in alignment with the project objectives. The project manager will control the flow of communication and the sharing of information in order to transfer the appropriate information to stakeholders and to ensure that the information needs are of both the project and stakeholders are being met.

4.8 Project Risk Management

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. According to Project Management Institute 2017, Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project. The project team would continuously assess risk to determine and prioritize based on what can be minimized and or eliminated. Accordingly, response would be developed and implemented to mitigate identified risks. Project risk and response strategies would be identified by the project manager and the team after which they will be analyzed and documented using the Risk Register in appendix 10. Risk would also be identified at regular meetings with the project team, this would afford the team to determine whether additional risk elements have surfaced during the execution and control phase of the project. Should any new risk come up it would be documented in the Risk Register and plans would be made to manage and respond in the say way know risk are identified during the planning phase. A contingency reserve of 10% and management reserve of XCD 5000.00 has been allocated in the budget to cover known-unknown risks and unknown- unknown risks.

4.8.1 RISKS MANAGEMENT PROCESSES

4.8.1.1 Plan Risk Management

The Plan Risk Management process defines how to conduct risk management activities for a project using expert judgement and meeting with the team to identify potential risks at every stage of the project life cycle. The tools and techniques that were used are expert judgement, meetings with project team and stakeholder analysis.

4.8.1.2 Identify Risks

The risk management process aims to identify and assess risks in order to enable the risks to be understood clearly and managed effectively. Risk are thus identified during the development of the project charter and further examine throughout the project life cycle. As such the project team will group and categorise risk in the Risk Breakdown Structure in table 13 below helps with the understanding and identification of the risks involved in this project. The categorization of the risks helps to hierarchically organize them in groups, so that the project team can lastly identify the sources from which the risks can come.

Table 13 Risk Breakdown Structure (RBS)

RBS Level 0	RBS Level 1	RBS Level 2	RBS Level 3
	1. Technical Risk	1.1 Requirement	Staff recruitment and training
			Research - Challenges to gain access to literature review within the stipulated time frame
		1.2 Technology	Software database programming
			Compatibility with other systems
	2. External Risk	2.1 Environment	Weather conditions
			Global Health Crisis (COVID 19)
		3.1 Political	Change in Government
			Policy and program changes
	3. Organisation and Management Risk	3.1 Public relation and marketing	Inadequate information
		3 .2 Limited resources	Budget Constraints
			Staff limitations
			Communication gaps

4.8.1.3 Perform Qualitative Risk Analysis

A quality risk analysis is performed to prioritize risks for further analysis based on its probability of occurrence. This would help the project team to reduce the level of uncertainty and focus on high-priority risks. Throughout the project life cycle, risk

reviews will be conducted and new risks identified, analyzed and updated in the below probability and impact matrix as well as the risk register in appendix10.

In order to perform qualitative risk analysis, the risk management plan, risk register and stakeholder register were used as an input. Tools and techniques used during this process were expert judgment, interviews (meeting with the project manager), the risk probability and impact assessment. In the risk register table (appendix 10), the probability and impact matrix are displayed. Based on the probability and the possible impact on the project the degree of risk is indicated with several colors. The red zone represents high risks, yellow zone moderate risks and green zone low risks. A risk value between1-4 is considered trivial, 5-8 tolerable, 9-12 significant, and above 12 is unacceptable. The appendix shows the risk response based on the degree of risk.

4.8.1.4 Risk Response Planning

The risk response planning aims to find ways to reduce or eliminate any threats to the project and also the opportunities to increase their impact. The project should work to eliminate the threats before they occur. As such risk response will be provided for each identified risk in the risk register (see table 14 below). The probability of the risk event occurring and the impacts will be the basis for determining the degree to which the actions to alleviate the risk will be taken.

Risk response strategies for the individual risk will be included in the risk register as illustrated in appendix 10. The project manager and the team will carefully develop strategies to manage risks. Each major risk will be assigned to a project team member for monitoring purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- Avoid – eliminate the threat by eliminating the cause
- Mitigate – Identify ways to reduce the probability or the impact of the risk
- Accept – Nothing will be done
- Transfer – Make another party responsible for the risk (buy insurance, outsourcing, etc.)

Table 14 Risk Response Planning Strategy

RBS Code	Risk	Consequence	Probability	Impact	Owner	Risk Response Strategy
1.1.1	Requirements regarding employee recruitment and training are not meet.	Incompetent technical staff to operate the land bank system delay in commencement of the project	1	Low	Project Manager	MITIGATE Recruit internally first at to meet the recruitment and training process (staff can be identified prior to the project commencement)
1.1.2	Software and hard ware limitations	Software malfunction and delay during testing and ultimately delay in the commencement of the project	2	Medium	Project Manager Consultant	MITIGATE Ensure that the component for developing the software is ordered ahead of time and provision made for adequate testing
2.1.1	Private land owners are reluctant to put their lands in the land bank	Land Bank would be limited to Crown Lands and only those lands would be developed Insufficient land plots Project delays	3	Medium	Project Team	MITIGATE Public awareness campaign to show the benefits of the land bank and to allay the fears of private land owners about the lease arrangements.
2.1.2	Natural disaster (hurricane)	Delay and damages to soft and hard ware, infrastructure and land degradation	4	High	Project manager	Transfer and Accept Accept the risk of flooding and land degradation – insurance may be too high. However, acquire insurance (warrantees) to cover the cost of any damages to the soft/hardware networking (Transfer)
3.1.1	Competing projects may draw resources and interest away from this project and may impact schedule	Delayed deliverables	2	Medium	Project Manager	ACCEPT Risk but put a plan in place to mitigate the impact of competing resources (particularly human resources)

	and budget					
4.1.1	Inadequate and Public Relation and Marketing	Lack of interest in targeted client as a result of unawareness.	2	Low	Project Sponsor and Project Manager	MITIGATE The marketing /PR or communication specialist appeal to targeted clients.
4.1.2	Limited Human Resources allocations	Insufficient human resources to perform tasks, thus resulting in delays within the critical path of the project. Also limited budget allocations	3	Medium	Project Manager	ACCEPT Risk but crate a staffing management plan to ensure the right amount of personnel with suitable skill set are pulled on the project at the appropriate time.

.

4.8.1.5 Monitor Risk

Following the implementation of the risk response strategies, and throughout the project lifecycle, the project manager will conduct on-going risk response activities by tracking the identified and analyzed risks, formulating new response strategies where necessary; ensuring the proper execution of planned risk responses and evaluating the overall effectiveness of the risk management plan. For risks that have been fully mitigated, the project team will record results in the risks register and close the risk. Conversely, the project team will reformulate the response strategies, and/or re-assign a capable team member to manage risks which are not fully mitigated.

4.9 Project Procurement Management

4.9.1 Introduction

According to the Book of knowledge….. Plan Procurement Management is the process of documenting project procurement decisions, specifying the approach and identifying potential sellers. Its key benefit is it determines whether to acquire

good and services from outside the project and, if so what to acquire as well as how and when to acquire it.
Procurement is concerned with the management of a significant proportion of the non-pay expenditure and ensuring that the best possible value for money is obtained when committing this expenditure.

In the public sector, the concept of a 'bottom line' is less well defined - there are no shareholders' dividends to be paid out or publicly declared profit (or loss) announcements. There is however a need to maximize the output, in terms of teaching and research, within the available funds. These funds come, substantially, from public funding in the form of grants. This, therefore, places an inherent requirement that the funds provided are managed in a manner that is accountable and demonstrates both probity and value for money. At higher levels of expenditure, this need for openness, transparency and non-discriminatory action is required by legislation. Monitoring of public procurement is a continuous process of ensuring that: a procurement system in use in the country is properly implemented in accordance with the donor stipulations to meet the intended objectives of the project procurement.

This section documents the phases that would be employed to monitor the public procurement activities and process for the development of a National Land Banks for improved Food and Nutrition Security in St. Vincent and the Grenadines (SVG) as laid out by the Ministry of Finance and Economic Planning (procurement unit). It must be noted that procurement for this project would also be done by this unit.

An incomplete comparison chart with the procurement management process is outline with only the first two charts are outlined. The procurement plan and the process to conduct procurement are described and the inputs, tools and techniques for this plan are listed and the expected results are displayed; Along with the procurement plan with improvement opportunities.

Improvement for the Land Bank project is possible, even though the required inputs to assure the successful completion of the project are available. Improvements would be made possible by having the enterprise environmental factor and the organizational process assets.

4.9.2 Description of Project Procurement

Procurement consists on the processes necessary for the acquisition of services, goods and products required from outside of the project. It includes the management and control processes to develop and administer agreements like contracts, purchase orders, memoranda of agreements or internal service level agreements.

In the particular case of the Land Bank project, as sponsor, FAO, Food and Agriculture Organization of the United Nations has its own procurement management standards. FAOs Procurement Service Unit states that “FAO procurement is generally undertaken on the basis of competition and is based on the fundamental principles of Best Value for Money, fairness, transparency, economy and effectiveness”, which is applied to all FAO sponsored projects. For example, FAO has both a General Terms and Conditions for Goods and a General Terms and Conditions for Services documents, which can be publicly consulted by possible suppliers as well as for actual suppliers, in these documents, the Organization defines the standardized terms and conditions for all their projects.

Given that the project would be partly funded by the Government of ST. Vincent and the Grenadines with only technical assistance from the FOA the central Government procurement authority in SVG; the Central Supplies Tenders Board (CSTB)which provides oversight and performs regulatory function over public procurement would be use to perform the necessary procurement for this project. All purchases of goods, services and works in excess of $20,000 must be approved by the CSTB. In addition, the CSTB issue guidelines to govern the general conduct of procurement activities undertaken by all ministries and departments of the Central Government and as such this project would follow the same principle under the line ministry (Ministry of Agriculture). The work of the

CSTB is guided by the Purchases and Tenders Procedures, which came into effect in 19671. Unless approved by the CSTB, the standard procurement method is open competitive tendering. Except with the specific or general approval of the Tenders Board in exceptional cases, the procurement of all supplies, works or services required by the Government shall be governed by St. Vincent and the Grenadines Purchases and Tenders and Procedures.

4.9.3 Comparison Charts

4.9.3.1 Process to Plan Procure Management

According to the PMBOK, plan procurement management is the process of documenting project procurement decisions, specifying approach and identifying potential sellers. It determines whether to acquire goods and services outside the project and if doing so, what how and when to do it.
In table 16, the team has prepared a comparison between the inputs, tools, techniques and outputs described by the PMBOK for the planning process.

Table 15 Comparison Chart - 1

	According to PMI (list Inputs, Tools & Techniques, and Outputs for each process)	**According to Project (how the corresponding elements can be found (or not found) in the project being analysed)**	**Opportunities for improvement (how things would be better if they were aligned with good practices as recommended by PM**
Inputs	1. Project charter 2. Business documents 3. Project Management Plan 4. Project documents 5. Enterprise environmental factors 6. Organizational process assets	1. Project charter 2. Business documents 3. Project Management Plan 4. Project Documents	The Land Bank project has the required inputs to assure the success of the procurement process, however, having the enterprise environmental factor and the organizational process assets could improve the procurement process
Tools and techniques	1. Expert judgment 2. Data gathering 3. Data analysis 4. Source selection analysis 5. Meetings	1. Expert judgment 2. Data gathering 3. Meetings	Data analysis is an important component of the plan process in order to have an informed decision-making process of the best suppliers, ensuring that it is required to acquire the goods or services outside the Project Team.
Outputs	1. Procurement management	1. Procurement management plan	Having all the PMI recommended

	plan 2. Procurement strategy 3. Bid documents 4. Procurement statement of work 5. Source selection criteria 6. Make-or-buy decisions 7. Independent cost estimates 8. Change requests 9. Project documents updates 10. Organizational process assets updates	2. Procurement strategy 3. Bid documents 4. Procurement statement of work 5. Source selection criteria	outputs for the plan process makes the overall procurement process easier to control, monitor and even audit, as well as keeps it more organized and more dependable on the outputs rather than on the people involved in the process, for example the Make-or-buy decisions, which could save a lot of money for the project.

4.9.3.2.1.1 Process to Conduct

Conduct procurement management is the process of getting responses from potential sellers, choosing a seller, awarding the contract to the chosen seller.
Table 17, shows what the team has prepared a comparison between the inputs, tools, techniques and outputs described by the PMBOK for the planning process and the ones used in the previously presented project.

Table 16 Comparason Chart - 2

	According to PMI (list Inputs, Tools & Techniques, and Outputs for each process)	**According to Project (how the corresponding elements can be found (or not found) in the project being analysed)**	**Opportunities for improvement (how things would be better if they were aligned with good practices as recommended by PM**
Inputs	1. Procurement management plan 2. Procurement document 3. Source selection criteria 4. Seller proposals 5. Project documents 6. Procurement statement of work 7. Organizational process assets	1. List of Bidders 2. Invitation for Bid (IFB) 3. Request for quotation (RFQ). 4. Project documents update 5. Project management plan contract 6. Source selection 7. Process Assets (type of contract and Formal Procurement Policies)	Seller proposal is a formal response from sellers to a request for proposal or other procurement document specifying the price, commercial terms of sale, and technical specifications or capabilities the seller will do for the requesting organization that, if accepted, would bind the seller to perform the resulting agreement within the project management. This would be really useful for the project to have a legal documentation of what's really needed.
Tools and techniques	1. Expert judgement	1. Expert judgement 2. Advertising	A bidder conference is defined as the meeting

	2. Advertising 3. Bidder Conferences 4. Data Analysis 5. Interpersonal and team skills	3. Data Analysis 4. Interpersonal and team skills	between the buyer and sellers before the submission of proposals or bids. It is a process of selecting vendors that can provide the services and goods to a particular project. This would be really useful for the project to check different vendors and have a conversation with them before selecting them.
Outputs	1. Selected sellers 2. Agreements 3. Change Requests 4. Project Management Plan Updates 5. Organizational Project Assets	1. Selected sellers 2. Agreements 3. Project Management Plan Updates 4. Organizational Project Assets	Use the process of change requests through the process of perform integrated change requests to ensure the good management of these changes, without overlooking important details in other areas of the project.

4.9.3.3 Process to Control

Control procurement management is the process of getting responses from potential sellers, choosing a seller, awarding the contract to the chosen seller.

In table 18 below, the team has prepared a comparison between the inputs, tools, techniques and outputs described by the PMBOK for the planning process and the ones used in the previously presented project.

Table 17 Comparison Chart - 3

	According to PMI (list Inputs, Tools & Techniques, and Outputs for each process)	**According to Project (how the corresponding elements can be found (or not found) in the project being analysed)**	**Opportunities for improvement (how things would be better if they were aligned with good practices as recommended by PM**
Inputs	1. Project Management Plan 2. Project Documents 3. Agreements 4. Procurement documentation 5. Approved change	1. Project Management Plan 2. Project Documents 3. Approved change requests 4. Work Performance Data 5. Enterprise environmental	Having the agreements between the relevant counterparts keeps the transparency of the project and makes the control process easier. In addition, the procurement

	requests 6. Work Performance Data 7. Enterprise environmental factors 8. Organizational process assets	factors 6. Organizational process assets	documentation also helps to ease the control process regardless of changes in the team, since all the information regarding procurement would be in the procurement documentation.
Tools and techniques	1. Expert judgment 2. Claims administration 3. Data analysis 4. Inspection 5. Audits	1. Expert judgment 2. Claims administration 3. Data analysis 4. Inspection	Conduct procurement audits throughout the projects lifecycle helps to notice the needed procurement adjustments from the seller or the buyer in order to assure the success of the project.
Outputs	1. Closed procurements 2. Work performance information 3. Procurement documentation updates 4. Change requests 5. Project management plan updates 6. Organizational process assets updates	1. Work performance information 2. Procurement documentation updates 3. Change requests 4. Project management plan updates 5. Organizational process assets updates	Having the closed procurement confirms to the seller that the contract has been properly executed so that the final and legal closure can take place, which is an important step to the ending of the project.

This project has all the elements available for a successful completion even though there are areas open for improvement. There are not many differences between the project elements and the PMI / PMBOK guidelines.

With this document, the differences and improvement areas regarding the different procurement processes have been identified.

4.10 Project Stakeholder Management

Project Stakeholder Management involves identification of stakeholders (persons, groups or organization) who are impacted or can be impacted by the project with

the view of analyzing their expectations and influences, development of appropriate strategies to effectively engage them in a manner that would successfully meet the project deliverables. There are four processes in this phase namely identify stakeholders, plan, manage and monitor stakeholders.

4.10.1 Stakeholders Management Process:

4.10.1.1 Identify Stakeholders

This is the process of pinpointing the stakeholders who have the potential to be impacted and can exert positive or negative influence on the project deliverables. This is an iterative process which must be monitored throughout the project life cycle. The project manager will facilitate the process of identifying stakeholders and their needs early in the project (see Stakeholders Register appendix 9) to ensure that their requirement and voice is considered.

Stakeholders are mapped out and classified based on their level of authority (power) and the level of concern about the project's outcome (interest) as seen in figure 14 below and will be monitored and updated (if necessary) throughout the project life cycle. This will ensure that the project team meets the needs of each group of stakeholders.

A scale of 1-5 will be used to identify the level of power and interest of each stakeholder with 1 being very low and 5 being very high. (1 very low; 2 low; 3 neutral; 4 high; 5 very high).

Note that stakeholders with high levels of power and interest as shown in the table are key players and must be consulted and engaged fully at all levels particularly through communication. Those with high power and neutral interest examples farmers must be kept informed because they have enough power to instigate and cause problems for the project. The farming community and land owners should be kept satisfied and the media and NGO should be monitored, albeit their interest and power are low they can cause negative impact on how person view the project in the long run through demonstration and public awareness etc.

Figure 14 Stakeholders level of power and interest

Stakeholders	Level of Power	Level of Interest
Government	5	5
Food and Agriculture Organisation (FOA)	5	5
Sponsor	5	5
Project Manager and Project Team	5	4
Staff of the Ministry of Agriculture land and Fisheries etc.	4	3
Staff of Ministry of Housing and Informal Settlement etc.	4	3
Farmers	4	3
Landless farmers	3	4
Farming community	3	4
Land owners	3	4
Lending / Financial Institution	1	2
NGO	1	1
Media	2	1

4.10.1.2 Plan Stakeholder Management

The stakeholder engagement process provides practical plan to interact effectively with stakeholders. This phase must take into account the diversity regarding stakeholder's informational need and the ever-evolving nature of their engagement, which must be continuously monitored. The Project Manager will ensure that

stakeholder engagement is initiated at an early stage of the project life cycle; and supports the development of strong, constructive and responsive relationships with stakeholders that are important for successful implementation of this plan. This process will include scheduled and prioritized meetings, site visits, interviews and workshops/consultations. Additionally, an issue log will be created to address grievances during implementation of the project. The project team will implement outreach programs to provide ongoing and timely information to the rural communities where this project would be implemented particularly the farming communities.

4.10.1.3 Manage Stakeholder Engagement

This process involves seeking extended support form stakeholders to meet their need and expectations and ultimately the success of the project. This phase allows the project manager to increase support and minimize resistance from stakeholders, this is accomplished through schedule engagement and interaction with the project at different levels. These encounters would be relevant and informative, keeping them aware of current status of the project work base on their interest and power. All the information regarding the stakeholders' activities and feedback are recorded and logged, this would inform updates to the communication plan as needed and provide a framework to address concerns as they arise to prevent and or mitigate issues and conflict

Thirdly, the Project team records and logs all the stakeholders' activities and feedbacks and update the communication plan and stakeholder engagement strategy as needed; and finally the Project Manger conducts effective conflict management by addressing stakeholders concerns to prevent or mitigate issues and conflicts in order to secure stakeholder acceptance, and the project communications plan adherence.

4.10.1.4 Monitor stakeholder engagement

This aspect of stakeholder's engagement is concern with monitoring the stakeholder relationships and developing strategies to engage them. This process helps to maintain or increase efficiency and effectiveness in the implementation of the project in its ever-changing environment. The stakeholder's engagement strategy would be used to monitor and engage all the project stakeholder, using the different tools and techniques as is depicted in the strategy.

5. CONCLUSIONS

The development of this project management plan underscores the significant of carrying out assessments and engaging stakeholders to provide the necessary framework and guidance for the execution of the plan.

It provides the blueprint or guideline on the development of systematic and comprehensive processes that allow stakeholder to appreciate the different aspects and impact of the project. This plan was created using the application of a myrid of project management knowledge areas, processes and techniques from the sixth edition of the PMBOK® Guide.

1. The Project Charter was first created as one of the main components of the Project Integration process along with the change management process. This includes the business needs and objectives, project description, initial project risks, project requirements, milestones and project budget. This template provides a guide for the implementation of the plan.
2. The Scope Management Plan, which serves to define and document the project scope, was created with inputs from the project team (technical experts) and captured the essence of what must be done for the success of the project so as to elude scope creeping. This process included defining the roles and responsibilities of the project team members; literature review and research on land banks using different instruments (meetings etc.), development of a WBS for the decomposition of the work to be executed; WBS Dictionary which highlighted the requisite resources and tasks required to achieve deliverables.
3. A detail Schedule Management Plan was developed, which documented the plans for the project activities and the tools and techniques used to control the schedule. This was done using a simple but comprehensive excel sheet. It provided a detail description of each activity that was needed to complete the project work throughout the project lifecycle, ensuring a timely completion of the project.

4. A cost Management Plan was developed to provide the structure needed to manage and control the project cost of US$140,000.00 throughout the project lifecycle. This included estimated cost of the project activities and the development of a budget based on those activities, against which the project will be monitored and controlled.
5. A Quality Management Plan was developed to ensure that the project meets the need for which it was created and improve the project quality standard. This was achieved through the application of several tools (inclusive of expert judgement and brainstorming) associated with the processes of Quality Planning (QP), Quality management Assurance (QA) and Quality Control (QC).
6. The Project Resource Management which was created ascertained the resources needed for the successful implementation of this project through the identification, acquisition and management of these important resources. The RACI flow chart was used to ensure clear assignment of roles and responsibilities because of the composition of the project team and the application of the different tool and techniques used in relation to the project resources were documented
7. A detailed communication plan was developed which defined the general communication requirements of the project. This included a communication matrix which mapped the communications requirement for the project; Stakeholder Engagement Strategy for managing stakeholders' expectations and engagements through open two-way communication for real time updates and feedbacks: and a Stakeholder Register matrix which identified persons and organizations that may directly or indirectly be affected, impacted or have any interest in the project, or its outcome.
8. The Risk Management Plan was designed to depict how the risks associated with this project management plan will be identified, analyzed, and managed. This included the creation of a Risk Breakdown Structure and Risk Registry to help understand and identify the risks involved in this project and document known risks likely to affect the project.

9. The GoSVG, Procurement Unit's procedure was adopted for this Project's procurement plan
10. A stakeholder Management Plan was developed to identify and categorize project stakeholders, analyzes stakeholders' expectations and to develop appropriate strategies for stakeholder engagement. This process included the classification of stakeholders based on their level of interest and power. This also integrated the use of stakeholder engagement strategy and the stakeholder register matrix.

The adoption of the Project Management Plan would ensure that the key goal of the project to improved livelihoods and food security for the population of SVG is accomplished along with the *Project Deliverables* (: Establishment of pilot land banks with functional lease management system; Staff of the Crown Lands Department or Rural Land Administration Departments of St. Vincent have strengthened capabilities in land administration and the management of a national land bank; Strategy for financial sustainability and scaling up and A Comprehensive Project Management Plan) and the *Project Acceptance Criteria* as presented in this document (At least 20% of idle and underutilized lands returned to productive agricultural use by October 2020; At least ten (10) persons trained in the administration and management of the national land bank by October 2020; Pilot land bank database and lease management system established and functioning in the MOA and or MOH by October 2020; Land Bank Unit established in the Ministry of Agriculture and or the Ministry of Housing and Informal Settlement by October 2020; Ministry and relevant staff made aware of land bank and utility services by the end of the project).

6. RECOMMENDATIONS

The recommendations listed below is for the consideration of the Ministry of Agriculture, Forestry and Fisheries and by extension the Government's Project Implementation Unit in the Ministry of Economic Planning.

- The Project Management Plan for this project was developed using a myrid of tools and techniques, Methodologies and project management best practices which should be used as a blueprint to provide the project team with the necessary skills to manage the project.
- The Ministry should consider the use of all the templates developed for this project as a basis for future projects scope development particularly in similar ventures.
- The Ministry should invest in Project Management Software (MS Projects) and training for staff in the efficient use of project management tools and techniques and soft and social skills.
- A mechanism must be in place to manage, monitor and control the project cost of activities.
- The development of a quality policy to incorporate planning, managing and controlling quality requirements.
- Data received should be analyzed and track accurately so as to monitor and control any emergent risk that might appear.
- Frequent team meeting (monthly or as deem necessary) to keep track of the project charter, each of the subsidiary plans and the progress towards the completion of the project objectives is highly recommended.
- Communications training for project team to aid in more effective dialogue and engagement with stakeholders.
- One of the team members should be trained and exposed to the procurement structure and procedure and work closely with the Procurement Unit for the implementation of this project.

- The Technical workers (particularly the project coordinator) that comprise the project team should be seconded to the ministry so that their substantive role on the project become their daily duties and responsibilities rather than having to perform their functional task and still the work of the project.
- The project technical team should be given a stipend for the use of their personal resources (eg mobile phone) or those basic resource should be provided by the project.
- It is critical that the Ministry work in collaboration with the Project Implementation Unit in the Ministry of Economic Planning for the successful implementation of this project. Moreover, this should be adopted by all ministries when working on the implementation of government projects.

6.BIBLIOGRAPHY

Adi Bhat, (n,d) Research Method by Global VP – What is Research method, Retrieved September 19, 2019, from: https://www.questionpro.com/blog/what-is-research/

Bosch, E. (2018). LibGuides: Library Basics: Primary and Secondary Sources. Retrieved from http://libguides.bgsu.edu/c.php?g=227153&p=1505675

Kothari, C. (2004). Research Mathodology : Methods and Techniques. Retrieved from www.newagepublishers.com

Md. Ashikuzzaman (2018, October 16) , retrieve September 21, 2019 form http://www.lisbdnet.com/sources-of-information/

Project Brief – Development of the Land Bank Project in St. Vincent and the Grenadines.

PMBOK 6: PMI Project Management knowledge areas; (n.d.). Retrieved September 21, 2019, from https://www.pinterest.com/pin/488007309598235282/?autologin=true

Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-Fifth Edition*. *Project Management Journal* (Vol. 44). https://doi.org/10.1002/pmj.21345

Project Management Institute. (2013). A Guide to the Project Management Body of Knowledge, (*PMBOK® Guide*) - Sixth Edition, Project Management Institute, Inc., 2013.

7.APPENDICES

Appendix 1 FGP Charter

PROJECT CHARTER	
Date:	**Project Name:**
August 26th 2019	Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG).
Knowledge Areas / PM Processes:	**Application Area (Sector / Activity):**
Knowledge Areas: Integration, Scope, Schedule. Cost, Quality, Resource, Communication Risk, Procurement and Stakeholder Management.	Finance, information technology, CSR.
PM Processes: Initiating, Planning,	
Project Start Date:	**Project Finish date:**
August 26th 2019	February 22nd 2020
Project Objectives (General and Specific):	
General Objective:	
To develop a Project Management Plan for the creation of a National Land Banks Project in St. Vincent and the Grenadines to promote food and nutrition security and support sustainable management of rural lands, in particular idle and underutilized lands.	
Specific Objectives:	
1. To develop the project charter so as to define the key elements for the project management plan.	
To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	
2. To detail how the project scope will be define, developed and verified in the Scope Management Plan.	
3. To develop a scheduled management plan to support the project schedule, thus ensuring the project is completed within the established framework.	
4.To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	
5.To ensure quality standards are met through the project quality management plan	
6. To create a resources management plan for assigning resources to to ensure that the most appropriate person(s) are identified and managed effectively for the project to be completed successfully.	
7. To develop a communication management plan to ensure effective and efficient	

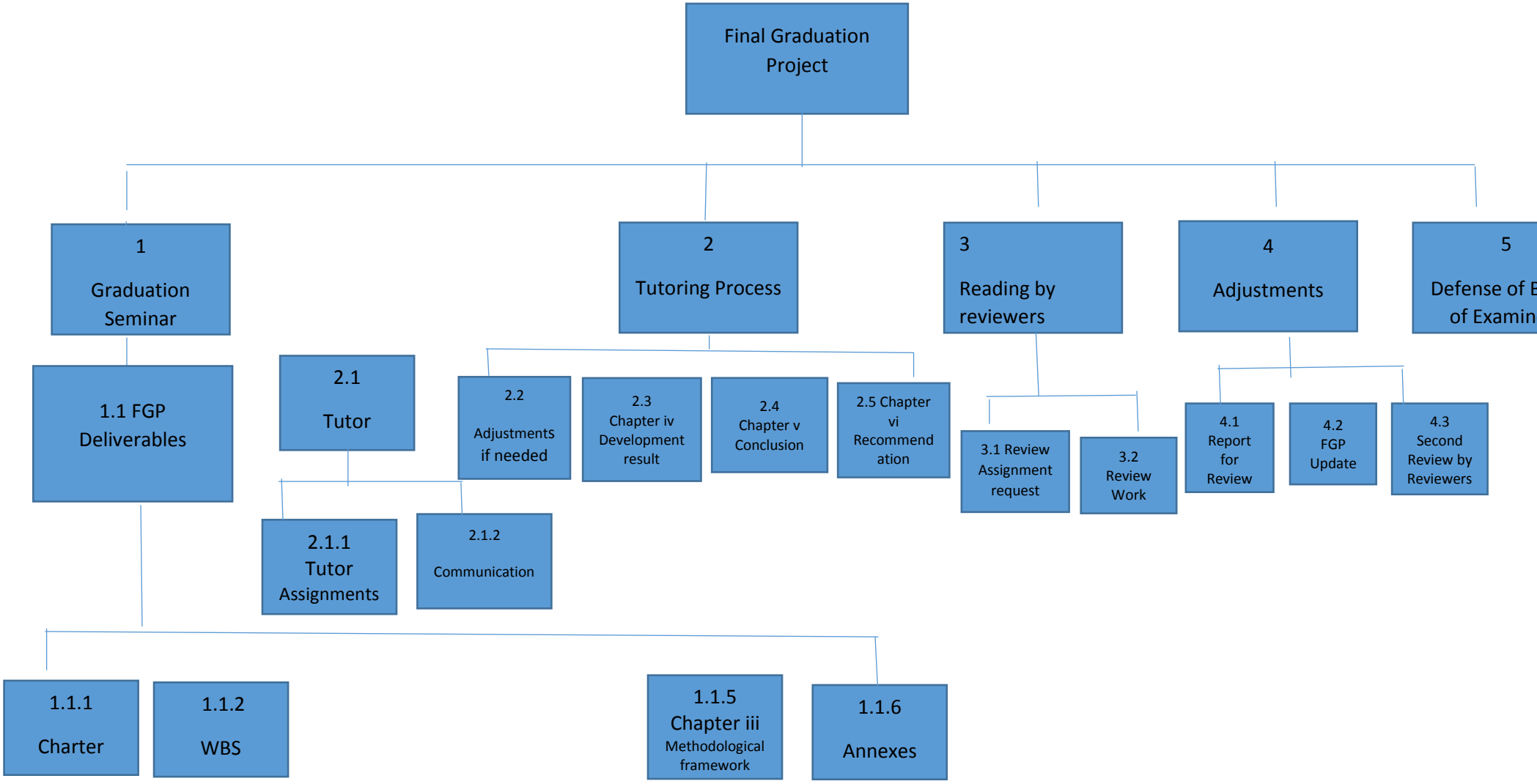
communication of the project status and other important information ensuring all stakeholders are engaged.
8. Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized so as to be eliminated or minimized.
9.To develop a procurement management plan to acquire the products, services or results required for the completion of the project
10. To detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan
Project purpose or justification (merit and expected results):
The aim of the Final Graduation Project (FGP) is to develop a project management plan that would be used as a guide for the project implementation. This document would aid in defining all the elements which would be used for the success of the project for instance objective and success criteria. The success of this project is critical to the improved food and nutrition security and Land Administration in St. Vincent and the Grenadines and as such priority must be given to have the plans well defined and executed.
Description of Product or Service to be generated by the Project – Project final deliverables:
Well-developed project management plan that encompasses the project knowledge areas in keeping with the project objectives.
Assumptions:
1. It is assumed that all the resources in term of human capital would be available to implement the project successfully. 2. It is also assumed that all material and equipment inclusive of information for decision making would be available and given in a timely manner. 3.
Constraints:
1. The timeframe given by UCI for the development of the charter 2. Conflicting personal deadline with university deliverables 3. Pre-established budget
Preliminary Risks:
1. Unforeseen sudden sickness 2. Uncertain, acts of nature eg hurricane/storm may cause displacement, loss of all resources, nationwide power and water outage and ultimately lead to delay in the development of the plan.
Budget:
US$5000.00 inclusive of stipend, travel and miscellaneous expenses
Milestones and dates:

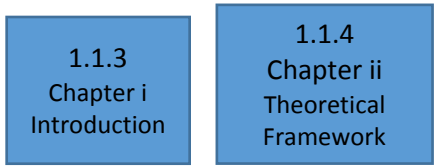
Milestone	**Start date**	**End date**
Commencement of FGP	August 26th 2019	
Graduation Seminar	August 26th 2019	September 29th 2019
Tutoring Process	September 30th 2019	December 29th 2019
Reading by review	December 30th 2019	January 10th 2020

Adjustments /Modifications	January 13th 2020	January 24th 2020
Presentation to Board of Examiners	January 27th 2020	January 31st 2020
Relevant historical information:		
The Government of SVG has no prior knowledge of this type of project. For this reason, the project would be facilitated with technical assistance as requested by the Government to the Food and Agriculture Organization of the United Nations (FAO). This organisation is poise with years of experience with the implementation of similar project. Their track record speaks for itself. The government of SVG stands to benefit tremendous from best practices through the implementation of this project's project management plan.		
Stakeholders:		
(Direct stakeholders: FOA Technical Director Government Official Indirect stakeholders: NGO		
Approval:		
Project Manager:	Signature:	
Authorized by:	Signature:	
		Version July 2019

Appendix 2 FGP WBS

Final Graduation Project (FGP) Work Breakdown Structure (WBS)

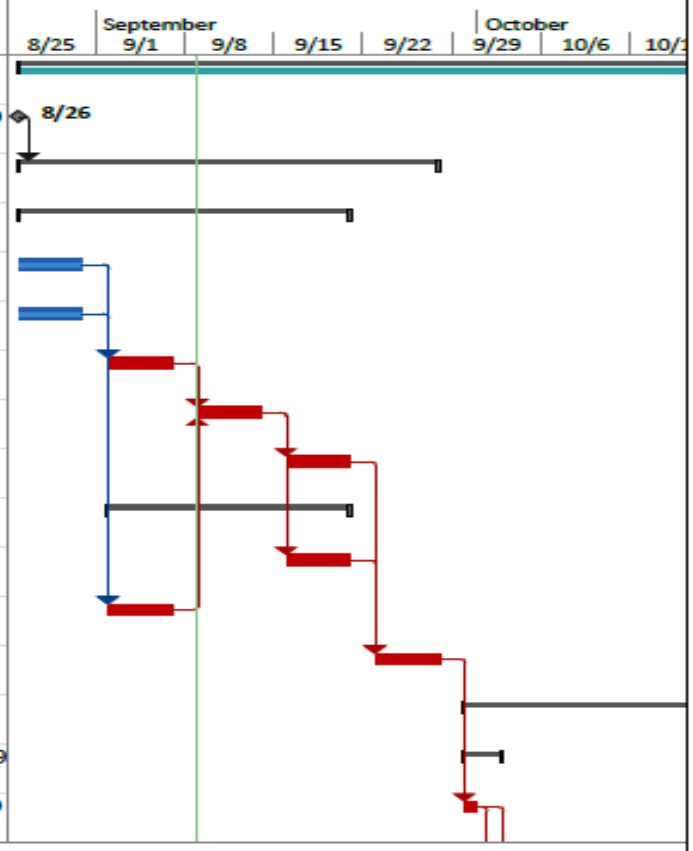




Appendix 3 FGP Schedule

FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE

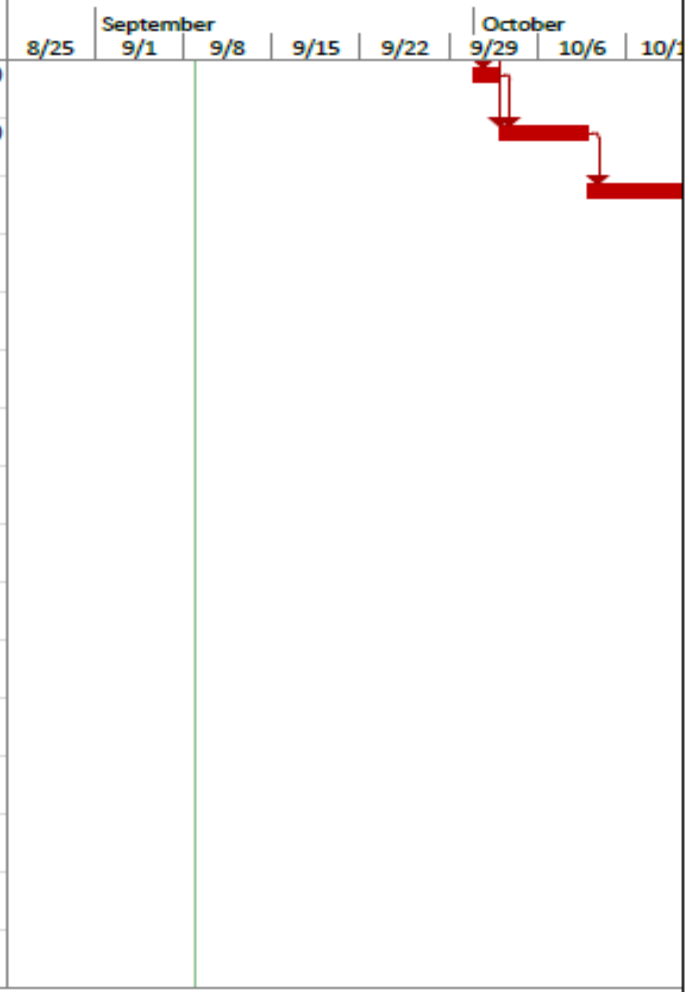
ID	% Compl	Task Mode	Task Name	Duration	Start	Finish
1	6%		Final Graduation Project	130 days	Mon 8/26/19	Fri 2/21/20
2	0%		FGP Start	0 days	Mon 8/26/19	Mon 8/26/19
3	25%		1,Graduation Seminar	25 days	Mon 8/26/19	Fri 9/27/19
4	29%		1.1,FGP Deliverables	20 days	Mon 8/26/19	Fri 9/20/19
5	100%		1.1.1,Charter	5 days	Mon 8/26/19	Fri 8/30/19
6	100%		1.1.2,WBS	5 days	Mon 8/26/19	Fri 8/30/19
7	0%		1.1.3,Chapter I. Introduction	5 days	Mon 9/2/19	Fri 9/6/19
8	0%		1.1.4,Chapter II. Theoretical framework	5 days	Mon 9/9/19	Fri 9/13/19
9	0%		1.1.5,Chapter III. Methodological framework	5 days	Mon 9/16/19	Fri 9/20/19
10	0%		1.1.6,Annexes	15 days	Mon 9/2/19	Fri 9/20/19
11	0%		1.1.6.1,Bibliography	5 days	Mon 9/16/19	Fri 9/20/19
12	0%		1.1.6.2,Schedule	5 days	Mon 9/2/19	Fri 9/6/19
13	0%		1.2,Graduation Seminar approva	5 days	Mon 9/23/19	Fri 9/27/19
14	0%		2,Tutoring process	65 days	Mon 9/30/19	Fri 12/27/19
15	0%		2.1,Tutor	3 days	Mon 9/30/19	Wed 10/2/19
16	0%		2.1.1,Tutor assigment	1 day	Mon 9/30/19	Mon 9/30/19



Page 1

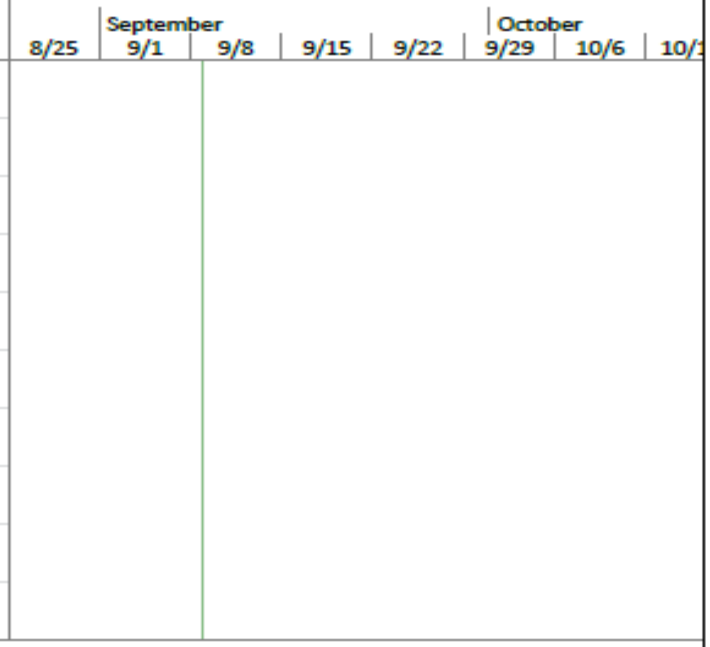
FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE

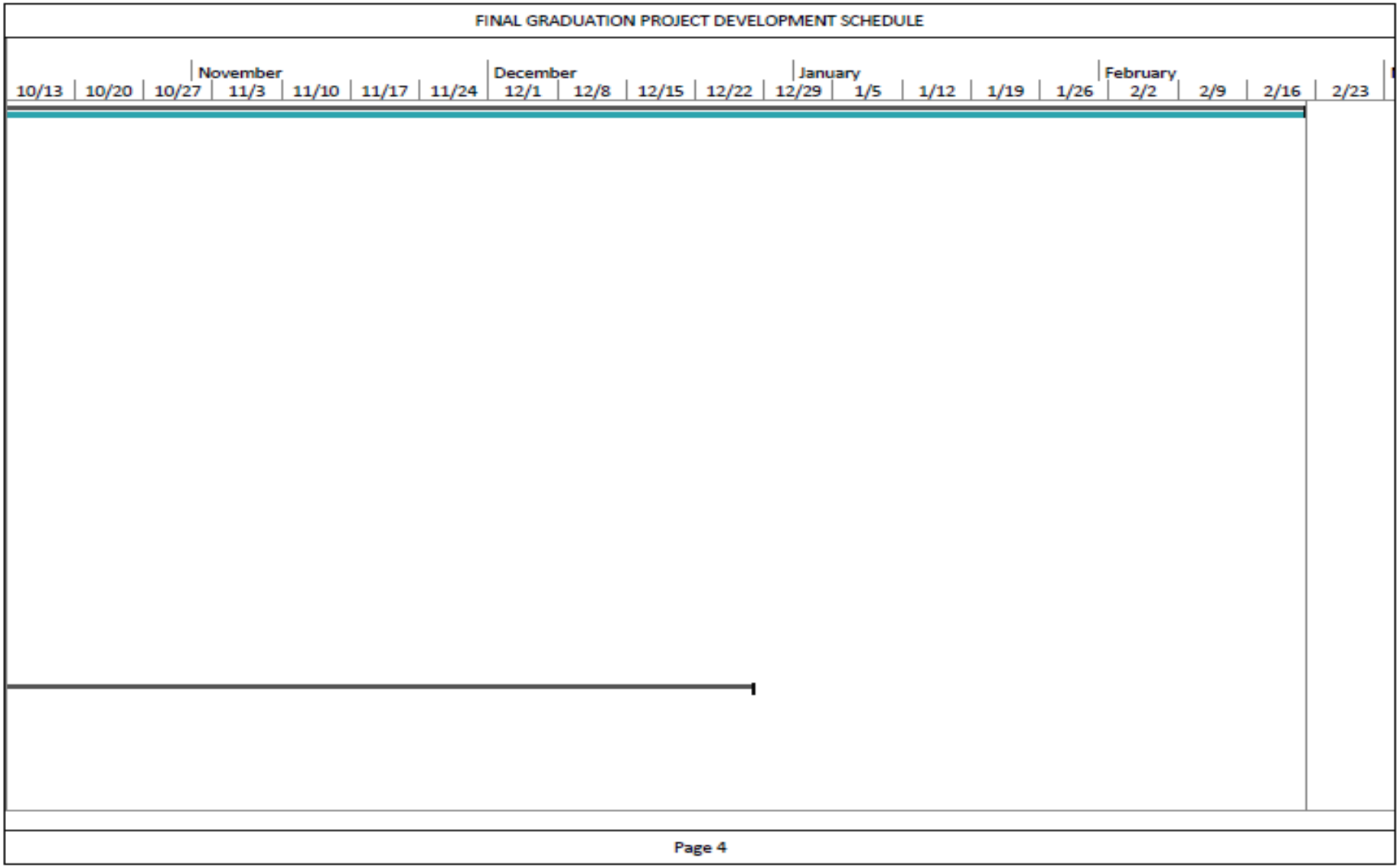
ID	% Compl	Task Mode	Task Name	Duration	Start	Finish
17	0%		2.1.2,Communication	2 days	Tue 10/1/19	Wed 10/2/19
18	0%		2.2,Adjustments of previous chapters (If needed)	5 days	Thu 10/3/19	Wed 10/9/19
19	0%		2.3,Charter IV. Development (Results)	47 days	Thu 10/10/19	Fri 12/13/19
20	0%		2.4,Chapter V. Conclusions	5 days	Mon 12/16/1	Fri 12/20/19
21	0%		2.5,Chapter VI. Recommendatior	5 days	Mon 12/23/1	Fri 12/27/19
22	0%		Tutor approval	0 days	Fri 12/27/19	Fri 12/27/19
23	0%		3,Reading by reviewers	15 days	Mon 12/30/1	Fri 1/17/20
24	0%		3.1,Reviewers assigment reques	5 days	Mon 12/30/1	Fri 1/3/20
25	0%		3.1.1,Assigment of two reviewers	2 days	Mon 12/30/19	Tue 12/31/19
26	0%		3.1.2,Communication	2 days	Wed 1/1/20	Thu 1/2/20
27	0%		3.1.3,FGP submission to reviewers	1 day	Fri 1/3/20	Fri 1/3/20
28	0%		3.2,Reviewers work	10 days	Mon 1/6/20	Fri 1/17/20
29	0%		3.2.1,Reviewer	10 days	Mon 1/6/20	Fri 1/17/20
30	0%		3.2.1.1,FGP reading	9 days	Mon 1/6/20	Thu 1/16/20
31	0%		3.2.1.2,Reader 1 report	1 day	Fri 1/17/20	Fri 1/17/20
32	0%		3.2.2,Reviewer	10 days	Mon 1/6/20	Fri 1/17/20

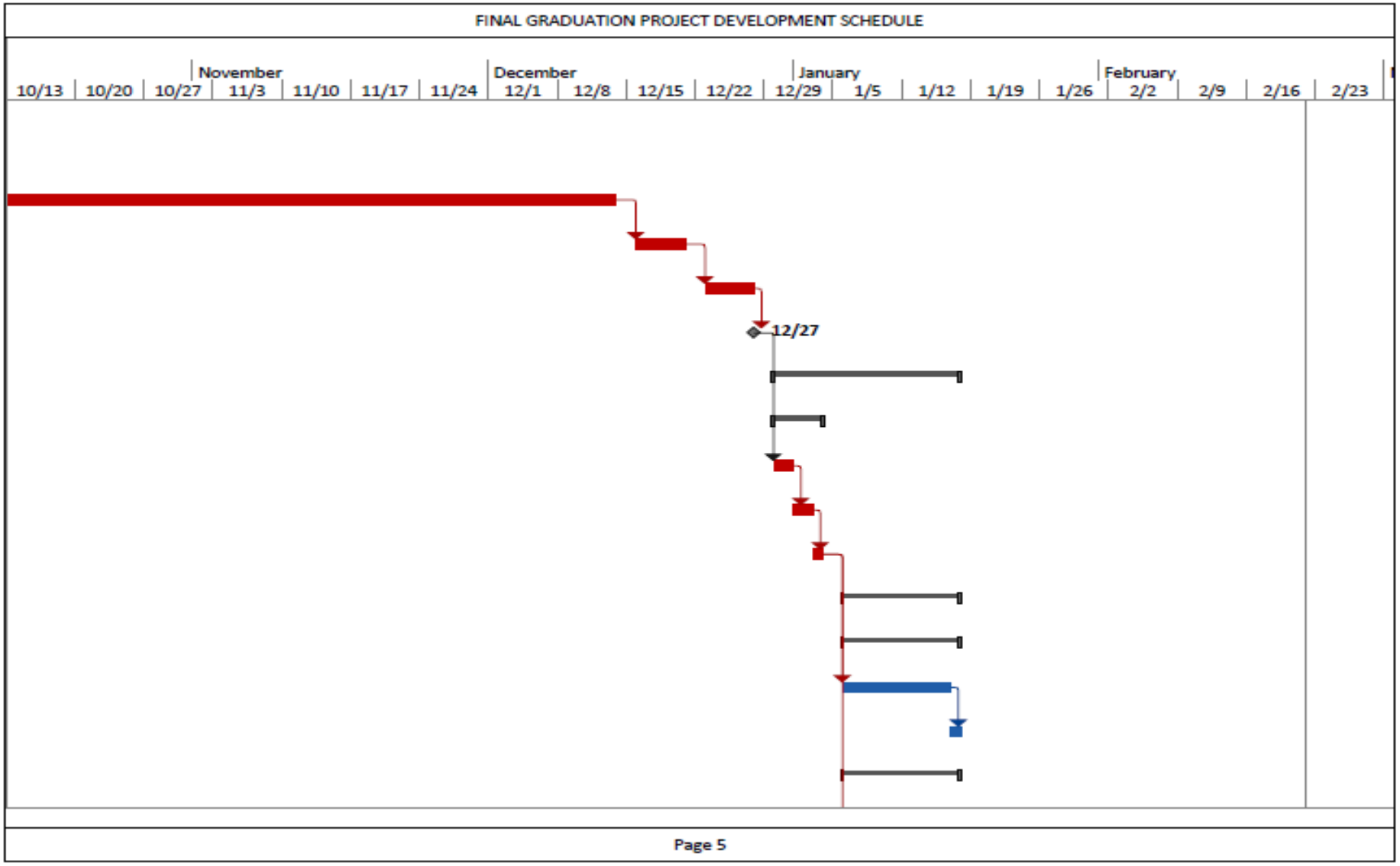


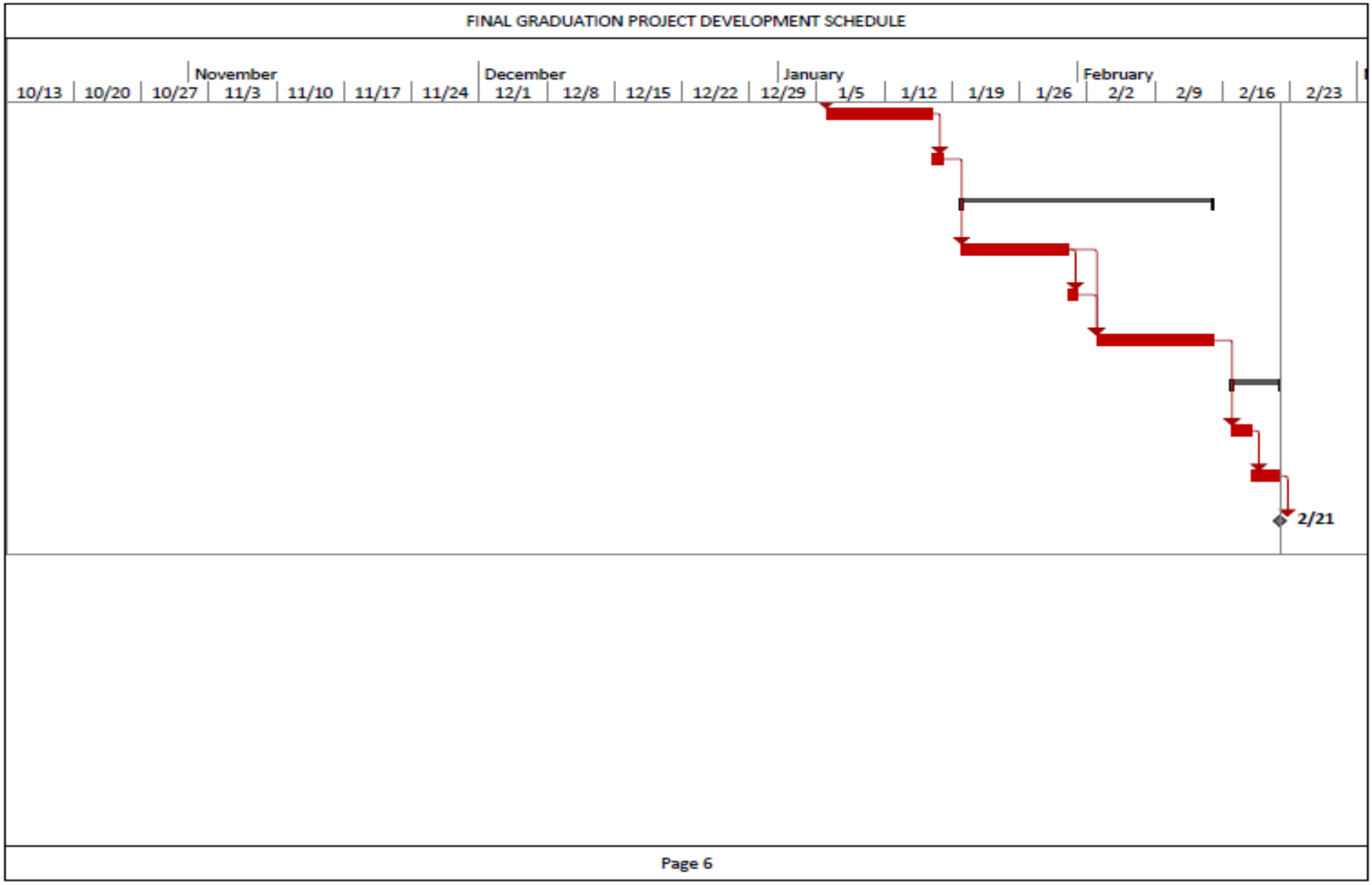
FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE

ID	% Compl	Task Mode	Task Name	Duration	Start	Finish
33	0%		3.2.2.1,FGP reading	9 days	Mon 1/6/20	Thu 1/16/20
34	0%		3.2.2.2,Reader 2 report	1 day	Fri 1/17/20	Fri 1/17/20
35	0%		4,Adjustments	20 days	Mon 1/20/20	Fri 2/14/20
36	0%		4.1,Report for reviewers	9 days	Mon 1/20/20	Thu 1/30/20
37	0%		4.2,FGP update	1 day	Fri 1/31/20	Fri 1/31/20
38	0%		4.3,Second review by reviewers	10 days	Mon 2/3/20	Fri 2/14/20
39	0%		5,Presentation to Board of Examin	5 days	Mon 2/17/20	Fri 2/21/20
40	0%		5.1,Final review by board	2 days	Mon 2/17/20	Tue 2/18/20
41	0%		5.2,FGP grade report	3 days	Wed 2/19/20	Fri 2/21/20
42	0%		FGP End	0 days	Fri 2/21/20	Fri 2/21/20




FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE
November
December
January
February
10/13
10/20
10/27
11/3
11/10
11/17
11/24
12/1
12/8
12/15
12/22
12/29
1/5
1/12
1/19
1/26
2/2
2/9
2/16
2/23
Page 4


FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE
November
December
January
February
10/13
10/20
10/27
11/3
11/10
11/17
11/24
12/1
12/8
12/15
12/22
12/29
1/5
1/12
1/19
1/26
2/2
2/9
2/16
2/23
12/27
Page 5


FINAL GRADUATION PROJECT DEVELOPMENT SCHEDULE
November
December
January
February
10/13
10/20
10/27
11/3
11/10
11/17
11/24
12/1
12/8
12/15
12/22
12/29
1/5
1/12
1/19
1/26
2/2
2/9
2/16
2/23
2/21
Page 6

Appendix 4 Change Request Form

Project Name	Project Management Plan for the Development of National Land Banks Project for improved Food and Nutrition Security and Land Administration in St. Vincent and the Grenadines (SVG).	Project Manager	Camille Soleyn
Project Number		Project Sponsor	FAO and The Government of SVG
Date		Requestor	
Describe the Requested Change			
Describe the Reason for the Request			

Risk Identification/Analysis

Impact Analysis	
Work to be Modified	Version Number
1.	
2.	
3.	
Describe the impact of the suggested change to work that is already complete.	

Schedule Impact			
New Deliverables Description	Effort Hours	Date Required	Impact to Other Delivery Dates
1.			
2.			
3.			
Based on the impact, state the estimated date for implementing the requested change. State the new estimated project completion date.			

Budget Impact			
New Deliverables Description	Lessen or Eliminate Other Expenses? Please describe.	Cost of New Deliverable	Total
1.			
2.			
3.			
Describe the overall impact to budget/cost.			

Decision	
☐ Approved	☐ Rejected
☐ Approved with modifications	☐ Deferred

Justifications

Additional Comments

_____ _____

Approver's Printed Name Date

_____

Title

_____

Signature

Appendix 5 WBS Dictionary

WBS DICTIONARY

Project Title: PMP for the Development of National Land Bank Project **Date Prepared:** _____

Work Package Name: Project Charter	**Code of Account:** 1.1
Description of Work: Details the purpose, objectives and deliverables, milestones, risks, assumptions and constraints of the project.	**Assumptions and Constraints:** Stakeholders willing to participate and share information freely. The allocated time frame for the development of the charter.
Milestones: 3. Project Charter completed and accepted 4. First workshop/consultation and PRA completed	**Due Dates:**

ID	Activity	Resource	Labour			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
1.1.1	Meeting with BOD and Sponsor	Computer Printer, Internet telephone Hand outs	5			15	$20	$300	$300.00
1.1.2	Conduct PRA	Telephone Computer, Internet Catering	7	0	0	20	$20	$400	$400.00

1.1.3	Conduct first workshop/consultation	Computer Catering	10	$50	$500	25x2	$30	$1,500	$2000.00
Quality Requirements: Meeting reports and all other reports be documented in the standard format as approved by both sponsors.									
Acceptance Criteria: Approved Project Charter									
Agreement Information: FOA partnership agreement – use of bother parties logos on all public related materials									

Work Package Name: Identify stakeholders and requirements	**Code of Account:** **1.2**
Description of Work: • Recruitment of six consultants (Land Bank Management Specialist; Land Administration Specialist; Legal and land Tenure Expert; Market Analysis Expert; Communication Specialist and Rural Development Specialist) to conduct short term consultancy in the respective fields.	**Assumptions and Constraints:** The time and budget allocated for the recruitment and contractual process would be adequate. Change or market demand can carry up the prices
Milestones: 1. Recruitment of consultants completed (signed contracts)	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost $
			Hours	Rate $	Total $	Units	Cost	Total $	
1.2.1	Recruitment of Consultants (advertisement of posts).	Computer Internet Website			133,500	6	100.00	600.00	134,100.00
1.2.1	Review historical information on land banks and legal	Computer							2000.00

	framework and implications	Survey Telephone							
1.2.2	plan for site visit to focus groups/ rural communities; stakeholders workshop/ consultation and training and staffing needs	Computer telephone Survey							2000.00
Quality Requirements: Only qualified Experts would be contracted									
Acceptance Criteria: Over ten years' experience in the specified field.									
Technical Information:									
Agreement Information: FOA would recommend and assist with the sourcing of experts since they are experienced in this field of development**.**									

Work Package Name: Project Scope Plan						**Code of Account: 2.1**			
Description of Work: To develop a scope management plan to define, control and allocate the right amount of work necessary to successfully complete the project						**Assumptions and Constraints:** The required information would be available and accessible to define the scope. Changes to the scope and time allotted can result in delays and cost overruns			
Milestones: Completed Project Scope Management Plan						**Due Dates:**			
ID	**Activity**	**Resource**	**Labor**			**Material**			**Total Cost**
			Hours	**Rate**	**Total**	**Units**	**Cost**	**Total**	
	Support towards completing SMP							1000.00	1000.00
Quality Requirements:									

Acceptance Criteria: The relevant information would be available when it is needed to complete this plan successfully.
Technical Information:
Agreement Information: FOA partnership agreement – use of bother parties logos on all public related materials

Work Package Name: Project Quality Management Plan	**Code of Account:** **2.2**
Description of Work: Collate and analysis all stakeholder requirement and interest to ensure quality standards are met.	**Assumptions and Constraints:** All stakeholder requirements will be collected, analysed and included in the plan ensure quality deliverable. Change in key stakeholder requirements as well as interest.
Milestones: Completed Project Quality Management Plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards completing QMP								1000.00

Quality Requirements:
Acceptance Criteria: All stakeholder requirements will be collected and analyzed
Technical Information:
Agreement Information:

Work Package Name: Project Schedule Management Plan	**Code of Account: 2.3**
Description of Work: Details work required to successfully complete the project tasks and planning of the project timeline to determine the project duration.	**Assumptions and Constraints:** A realistic Time Management Plan wold be developed. Insufficient time to gather expert judgement, Lack of expert resources can result in delays.
Milestones: Completed Project Schedule Management Plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards completing SMP								1000.00

Quality Requirements:
Acceptance Criteria:
Technical Information:
Agreement Information:

Work Package Name: Develop Cost Management Plan	**Code of Account: 2.4**
Description of Work: To develop a cost management plan that ensures proper budget allocation and disbursement of funds throughout the project life cycle.	**Assumptions and Constraints:** Inadequate financial resources allocation for the development of the budget. Not enough time and resources to develop a detail budget
Milestones: Cost management plan completed	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards completing CMP								1000.00
Quality Requirements:									
Acceptance Criteria:									
Technical Information:									
Agreement Information:									

Work Package Name: Resource Management Plan	**Code of Account:** 2.5
Description of Work: Create a resources management plan to ensure that the most appropriate person(s) are identified and managed effectively for the project to be completed within the time, cost and scope constraints.	**Assumptions and Constraints:** The Project team members are devoted and accessible as is required to complete the Resource Management Plan. It is assumed that the philologist will be readily available to review the FGP. Some resources needed for timely deliverables might not be available
Milestones: Completed resource management plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	

	Support towards completing RMP								1000.00

Quality Requirements:

Acceptance Criteria:

Agreement Information:

Work Package Name: Risk management plan	**Code of Account:** **2.6**
Description of Work: Develop a risk management plans to identify how the risks will be itemized, categorized and prioritized, so as to be eliminated or minimized.	**Assumptions and Constraints:** Adequate information available to identify most, if not all, and budgeted for accordingly. Unforeseen risk can occur because of other constraints
Milestones: Completed Risk Management Plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards completing RMP								1000.00

Quality Requirements:

Acceptance Criteria:

Technical Information:

Agreement Information:

Work Package Name: Stakeholder Management Plan	**Code of Account:2.7**
Description of Work: To detail and identify how all stakeholders would be actively engaged and manage as part of the Stakeholder Management Plan	**Assumptions and Constraints:** It is assumed that all stakeholders involved will be identified along with their level of interest. The interest level of stakeholders' changes during the lifecycle of the project.
Milestones: Completed Stakeholder Management Plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards the SMP completion								1000.00

Quality Requirements:
Acceptance Criteria:
Technical Information:
Agreement Information:

Work Package Name: Communication Management Plan	**Code of Account:** **2.8**
Description of Work: To develop a communication management plan to ensure effective and efficient communication of the project status and other important information ensuring all stakeholders are engaged.	**Assumptions and Constraints:** An effective communication channel will be established and documented. Project team members are devoted to complete the Communication management plan. Limitation in term of communication (Technology and otherwise).

Milestones: 1. Communication Management Plan Developed and communicated to the project team.	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards the CMP completion								1000.000

Quality Requirements:
Acceptance Criteria: Project Team engagement in the development of the Plan
Technical Information:
Agreement Information: Any change to the plan would be communicated to the team and go through the change control process.

Work Package Name: Change Manage	**Code of Account:** 2.9
Description of Work: To develop a change management plan in order to create a process to make the project changes that integrates all the project areas and make them more effective.	**Assumptions and Constraints:** The project constraints and other relevant information would be identify so as to define the changes that is necessary for the project success. Insufficient information and expert judgement to make the changes Can lead to project delays.
Milestones: Change Management Plan completed and adopted	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards CMP								1000.00
Quality Requirements: Change management process is transparent									
Acceptance Criteria: The process for implementing change adopted									
Technical Information:									
Agreement Information:									

Work Package Name: Project Procurement Management Plan	**Code of Account:** **2.10**
Description of Work: To develop a procurement management plan to acquire the products, services or results required for the completion of the project.	**Assumptions and Constraints:** The company personnel have identified an initial list of suppliers and such the good and services are easily accessed. Delays due to inability to procure goods and services
Milestones: Completed Project Procurement Management Plan	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
	Support towards								1000.00

	completing the PMP								
Quality Requirements:									
Acceptance Criteria:									
Technical Information:									
Agreement Information:									

Work Package Name: Deliverables									**Code of Account:** 3.1
Description of Work: To detail elements of the Project deliverables to make them manageable									**Assumptions and Constraints:** The project team is available and will to work to achieve the project deliverables within budget and time allocated
Milestones: Deliverables achieved									**Due Dates:**
ID	**Activity**	**Resource**	**Labor**			**Material**			**Total Cost**
			Hours	**Rate**	**Total**	**Units**	**Cost**	**Total**	
3.1.1	Conduct second workshop/consultation	Computer	10	$50	$500	25x2	$30	$1,500	$2000.00
3.1.2	Draft Legislation and Lease agreement								3000.00
3.1.3	Recruit and Train staff								5000.00

3.1.4	Develop and launch PR Campaign					1			20,000.00

Quality Requirements: All public related elements be approved by the two sponsoring parties

Acceptance Criteria: Advertisement for recruitment would be conducted internally first.

Technical Information:

Agreement Information:

Work Package Name: **Execution Data**	**Code of Account:** **3.2**
Description of Work: Compile all the different execution elements to support the successful deliverable of the project's objectives	**Assumptions and Constraints:** The time and budget allotted for the assessment, purchase and set up of the database is adequate
Milestones: 1. Purchase of hardware (computer) and set up of databased (Software) 2. Market Analysis Completed 3. Source of credit identified	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
3.2.1	Conduct needs assessment and purchase of hard and software								80,100.00
3.2.2	Compile land bank data								500.00
3.2.3	Conduct Market Analysis								5000.00
3.2.4	Identify source of credit								1000.00

Quality Requirements:
Acceptance Criteria:
Technical Information:
Agreement Information:

Work Package Name: Work Performance Information	**Code of Account:** **4.1**
Description of Work: the mechanism adopted for the monitoring and control of the project's deliverables	**Assumptions and Constraints:** The resources are available to conduct the monitoring and evaluation process.
Milestones: 1. Meetings, interviews and site visits completed	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
4.1.1	Site Visits to rural communities	Transportation	16			2	$1500	$3000	$3000
4.1.2	Interviews (follow-up)							$200	$200
4.1.3	Ongoing committee meetings	Venue Refreshment				2	$300	$600	$600

Quality Requirements: This process would be transparent with corrective measures
Acceptance Criteria: follow-up interviews with farmers, meeting and site visit to capture any changes in stakeholders attitude and opinion
Technical Information:

Agreement Information:

Work Package Name: Transferring Project Deliverables	**Code of Account: 5.1**
Description of Work: • Conduct meetings • Submission and acceptance	**Assumptions and Constraints:** The project team is available for meetings so that the information can be fed into the analysis process in a timely manner.
Milestones: Analysis of findings Submission and acceptance of results	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
5.1.1	Conduct Meetings	Computers Venue	5x3			3	1500.00	$4500	$4500.00
5.1.2	Analysis of findings	Reports, Computer Internet							$ 3500.00
5.1.3	Submission and acceptance of results	Computer, Internet							

Quality Requirements:
Acceptance Criteria: Acceptance of results and findings
Technical Information:
Agreement Information:

Work Package Name: Lessons Learnt	**Code of Account: 5.2**
Description of Work: Conduct final workshop with regional counterparts	**Assumptions and Constraints:** The other ongoing projects in St. Lucia and Grenada would be on schedule to facilitate this workshop.
Milestones: Final workshop completed and Lesson learnt documented.	**Due Dates:**

ID	Activity	Resource	Labor			Material			Total Cost
			Hours	Rate	Total	Units	Cost	Total	
5.2.1	Conduct workshop		10	$50	$500	35x2	$40	2800.00	3300.00

Quality Requirements: Stakeholder's feedback is duly noted and taking into consideration when documenting the lessons learnt.

Acceptance Criteria: Lessons Learnt documented for future reference

Technical Information:

Agreement Information:

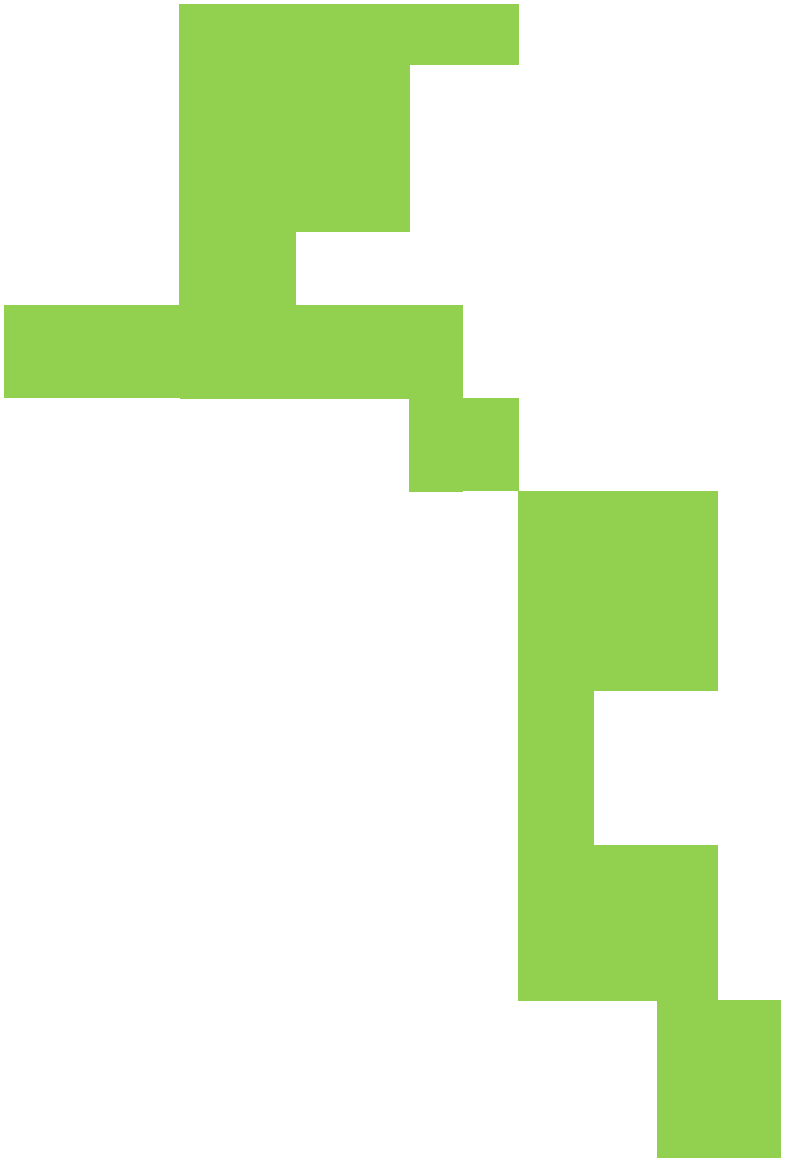
Appendix 6 Project Schedule

					###		##					YEARS							##					
WBS ID	**Activity**	**Duration in days**	**Start**	**Finish**	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
	Project Management Plan for the development of a national land bank	**403 days**	**05/11/18**	**31/06/20**																				
1	**Initiation Phase**	**52 days**	**05/11/18**	**25/01/19**																				
1.1	**Project Charter**	**10 days**	**05/11/18**	**16/11/18**																				
1.1.1	Meetings with the Board of Directors and Sponsors; Project manager and steering committee / Technical team	5 days	05/11/18	09/11/18																				
1.1.2	Conduct PRA	3 days	12/11/18	14/11/18																				
1.1.3	Conduct Workshop/ Consultant	2 days	15/11/18	16/11/18																				
1.2	**Stakeholder Identify**	**48 days**	**09/11/18**	**21/12/18**																				
1.2.1	Recruitment of Consultant	38 days	12/11/18	11/01/19																				

1.2.2	Review historical information on land banks and legal framework and implications	34 days	04/12/18	25/01/19
1.2.3	Plan for site visit to focus groups/ rural communities; stakeholders workshop/ consultation and training and staffing needs	10 days	04/12/18	14/12/18
2	**Project Management Phase**	**62 days**	28/01/19	26/04/19
2.1	Develop Scope Management Plan	62 days	28/02/19	26/04/19
2.2	Develop Quality Managerment Plan	62 days	28/01/19	26/04/19
2.3	Develop Schedule Management Plan	62 days	28/01/19	26/04/19
2.4	Develop Cost Management Plan	62 days	28/01/19	26/04/19
2.5	Develop Resources Management Plan	62 days	28/01/19	26/04/19

2.6	Develop Risks Management Plan	62 days	28/01/19	26/04/19
2.7	Develop Stakeholder Management Plan	62 days	28/01/19	26/04/19
2.8	Develop Communications Management Plan	62 days	28/01/19	26/04/19
2.9	Develop Change Management Plan	62 days	28/01/19	26/04/19
2.1	Develop Procurement Management Plan	62 days	28/01/19	26/04/19
3	**Execution Phase**	**206**	29/04/19	28/02/20
3.1	**Deliverables**	**100 days**	29/04/19	06/09/19
3.1.1	Secound workshop	2 days	29/04/19	30/04/19
3.1.2	Draft Legislation and Lease agreements	62 days	02/05/19	31/07/19
3.1.3	Recruit and train staff	34 days	13/05/19	28/06/19
3.1.4	Develop and launch PR campaign	57 days	01/07/19	20/09/19

3.2	**Execution Data**	106 days	23/09/19	28/02/20
3.2.1	Conduct needs assessment, purchase and instillation hardware and software	55 days	23/09/19	06/12/19
3.2.2	Compile land bank data	25 days	23/09/19	25/10/19
3.2.3	Conduct Market Analysis	47 days	18/06/19	31/01/20
3.2.4	Identify source of credit	30 days	20/01/20	28/02/20
4	**Monitor and Control**	**48 days**	**02/03/20**	**08/05/20**
4.1	Work Performance Information	48 days	02/03/20	08/05/20
4.2	Site Visits to Rural Communities and interviews	18 days	02/03/20	26/03/20
4.3	Ongoing Committee Meetings and testing of database	30 days	27/03/20	08/05/20
5	**Completion Phase**	**36 days**	**11/05/20**	**30/06/20**
5.1	**Tranfering Project deliverables**	**34 days**	**11/05/20**	**26/06/20**



5.1.1	Analysis of finding	24 days	11/05/20	12/06/20
5.1.2	Ongoing meetings (raping up)	10 days	02/06/20	15/06/20
5.1.3	Submission and acceptance of result	10 days	15/06/20	26/06/20
5.2	**Lessons Learnt**	7 days	29/06/20	30/06/20
5.2.1	Conduct Workshop/ Consultant	2 days	22/06/20	23/06/20
5.2.2	Closing	5 days	24/06/20	30/06/20

Appendix 7 Communication Requirement Matrix

COMMUNICATION	PURPOSE	MEDIUM	FREQUENCY	AUDIENCE	OWNER	DELIVERABLE
Kickoff Meeting	To Introduce project. Review objectives and goals.	In person / Face-to-face	Once	Project team Project sponsor Stakeholders	Project manager	Agenda; Minutes of Meeting
Project Team Meetings	Review status of project	Face-to-face or Conference call	Weekly	Project team	Project manager	Agenda; Minutes of Meeting; Project Schedule
Technical & Creative Design Meetings	Discuss, review technical & design problems and solutions	In person / Face-to-face	As needed	Technical team	Technical Team Leader	Agenda; Minutes of Meeting
Monthly Project Status Meetings	Update Sponsor on project status.	Face-to-face or Conference call	Monthly	Project manager Project Sponsor	Project manager	Slide presentation Project schedule
Project Status Reports	Detailed report on project status including progress, costs, and problems.	Email	Monthly	Project manager and Team Project Sponsor	Project manager	Project status report Schedule and Budget variances report

Source: (adopted and retrieved from https://www.teamgantt.com/communication-matrix-template)

Appendix 8 Stakeholder Engagement Strategy

ID#	Stakeholders	Means of Communications	Updates – Means of Communications	Tools and Tactics	Plans for Engagement – Power & Interest (Keep satisfied, manage closely, Monitor, Keep informed)
1	Government - Sponsor	Meetings, Emails, Conference or Telephone calls		Power Point Presentations Documents	Manage closely due to high power and high interest as well as to keep satisfied and informed
2	Board of Directors	Meetings and Emails and possible Zoom Meetings online		Presentations Agendas	Consult and manage closely due to high how and interest
3	Project Steering Committee (Technical Team)	Committee meeting emails and online sessions. A whatpps group would be created for ease of decision making in cases where a quick decision need to be made,		Reports presentation	Consult because of the group's level of interest and power
4	Consultants	Meetings		Reports	Low power and high interest. Adequately inform these stakeholders, and talk to them to ensure that no major issues are arising.
5	Farmers and Farming communities	Community Meetings Focus Groups		Questionnaire and Surveys	Manage closely due to high interest as well as to keep satisfied and informed.

		discussion Workshops			
6	Lending/Financial Institution	Community Meetings Focus Groups discussion		Meetings	Keep informed and monitor because of high interest, also keep satisfied with accurate information
7	NGO	Meetings Workshops		Focus Group Presentations, Forums/ Meetings Report, Workshop Evaluation questionnaires, Website, Media driven communication	Keep Informed due to low power and high interest. Adequately inform these people, and talk to them to ensure that no major issues are arising.
8	Media	Emails Meetings		Presentations Meetings	Manage closely and keep informed since they can influence how other view the project.

Appendix 8 Stakeholder Register Matrix

ID#	Stakeholders	Influence/Impact (Low-Medium-High)	Main Expectations	Major Requirements
1	Sponsor FOA and GovSVG	High	Deliverables realized within cost and time allocated.	Ensure the project align with government policies and FOA.
2	Board of Directors and National Coordinator	High	To ensure the project is developed and executed in keeping with the scope and del	To Ensure that the project is aligned with the social and economic policy of the country
3	Technical Team and National Coordinator	Medium	The views and concerns of community members are dealt with in a timely and professional manner.	Monitoring and controlling the project elements so as to deliver a successful project. While providing stakeholders the platform to be involved.
4	Consultants	Medium	Required information made available to complete consultancy efficiently. Minimise waste, work within scheduled timeframe.	The project stay on schedule and time. Payment for works done
5	Staff of the Ministries of	Low	To gain knowledge and understanding about Land Bank	To provide community members the opportunity and medium to

	Agriculture land and Fisheries etc. and Housing and Informal Settlement etc.		development	voice their opinions, hopes, and fears about the project.
6	Farmers and the farming communities	Low	To gain knowledge on the development of Land banks.	To provide residents the opportunity and medium to voice their opinions, hopes, and fears about the project.
7	Land Owners	Low	The preservation of lands especially agricultural lands for farming to maintain livelihood.	To engage these stakeholders so as to mitigate any disruptions to their livelihood.
8	Lending/Financial Institutions	Medium	To make an informed decision regarding Land Bank development as a sustainable livelihood option for the country.	Support the Government to assess the benefits of the project's deliverables, particularly land bank development.
9	NGO (including the media)	Low	To gain knowledge and understanding about Land bank development. Transparency at all levels	The interest of the communities and farmers are taking into full considerations, Particularly their livelihood. Access to information that is current and reliable on the project

Appendix 10 Risk Register

RBS Code	Cause	Risk	Consequence	Probability	Impact	PxI	Owner	Response Strategy
1.1.1	Technical	Requirements regarding employee recruitment and training are not meet.	Incompetent technical staff to operate the land bank system delay in commencement of the project	1	1	2	Project Manager	Recruit internally to meet the recruitment and training process
1.1.2	Technical	Software and hard ware limitations	Software malfunction and delay during testing and ultimately delay in the commencement of the project	2	2	4	Project Manager Consultant	Ensure that the component for developing the software is ordered ahead of time
2.1.1	External Risk	Private land owners are reluctant to put their lands in the land bank	Land Bank would be limited to Crown Lands and only those lands would be developed Insufficient land plots Project delays	3	2	5	Project Team	Public awareness campaign to show the benefits of the land bank and to allay the fears of private land owners about the lease arrangements.
2.1.2	External Risk	Natural disaster (hurricane)	Delay and damages to infrastructure and land degradation	4	5	9	Project manager	Transfer risk by acquiring insurance to cover the cost of any flood damages
3.1.1	Organisational	Competing projects may draw resources	Delayed deliverables	2	2	4	Project Manager	Priority should be given to this project in light of its national, regional and

		and interest away from this project and may impact schedule and budget						international agenda/priority.
4.1.1	Management Risk	Inadequate and Public Relation and Marketing	Lack of interest in targeted client as a result of unawareness.	2	3	5	Project Sponsor and Project Manager	Mitigation Contract or have a marketing and PR specialist appeal to targeted clients.
4.1.2	Management Risk	Limited Human Resources allocations	Insufficient human resources to perform tasks, thus resulting in delays within the critical path of the project. Also limited budget allocations	3	4	7	Project Manager	Create and efficiently utilize an effective staffing management plan to ensure the right amount of personnel with suitable skill set are pulled on the project at the appropriate time.

Appendix 11 Philologist Review and Certifications

15th March, 2020

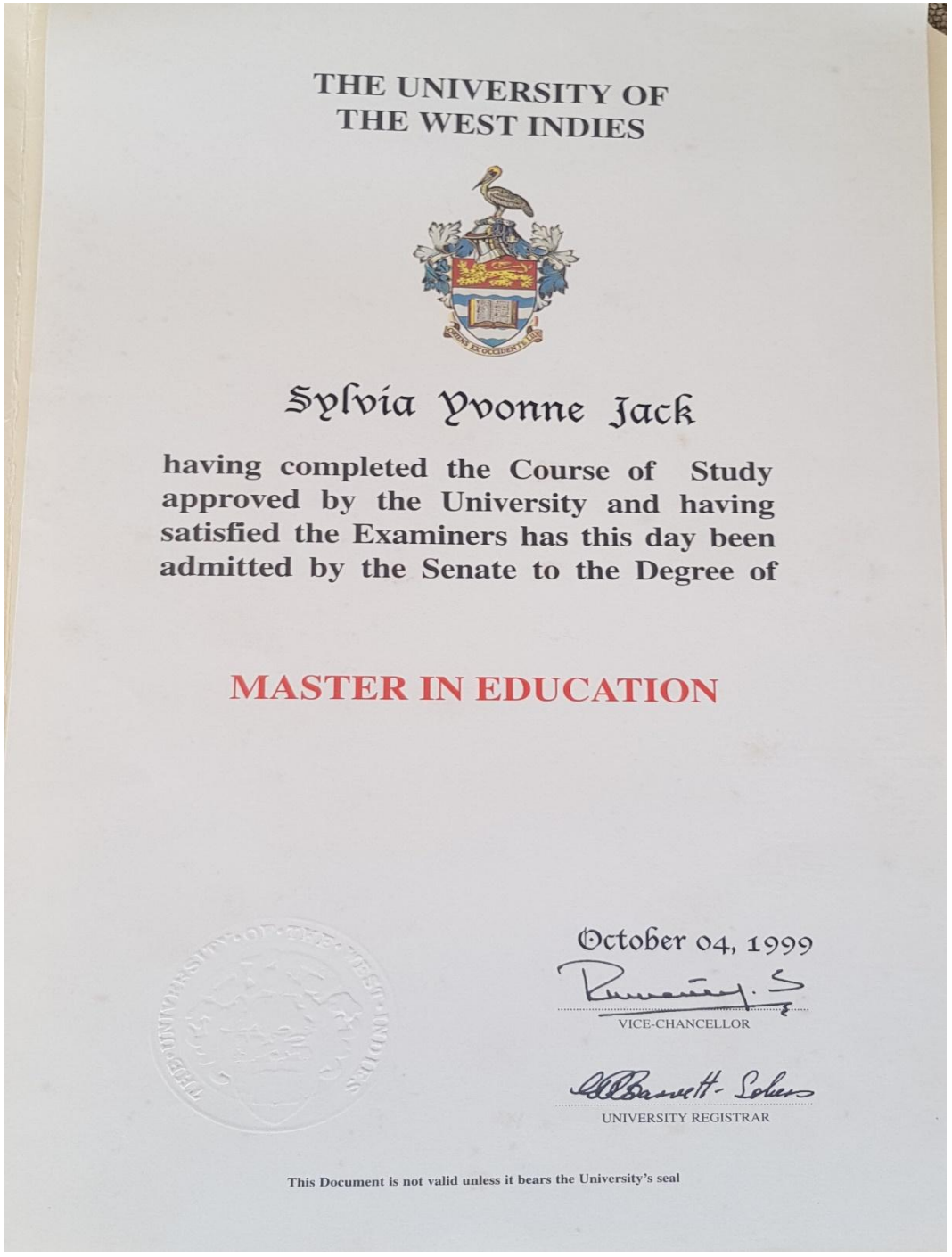
Academic Advisor
Masters Degree in Project Management (MPM)
University for International Cooperation (UCI)

Dear Academic Advisor,

Re: Philological Review of Final Graduation Project Submitted by Camille Soleyn in Partial fulfilment of the requirements for the Masters in Project Management (MPM) Degree.

I hereby confirm that the document submitted captioned above, meets the literary and linguistic standard expected of a student reading for a degree at the Masters level.

Mrs. Sylvia Jack



THE UNIVERSITY OF
THE WEST INDIES

Sylvia Yvonne Jack

having completed the Course of Study approved by the University and having satisfied the Examiners has this day been admitted by the Senate to the Degree of

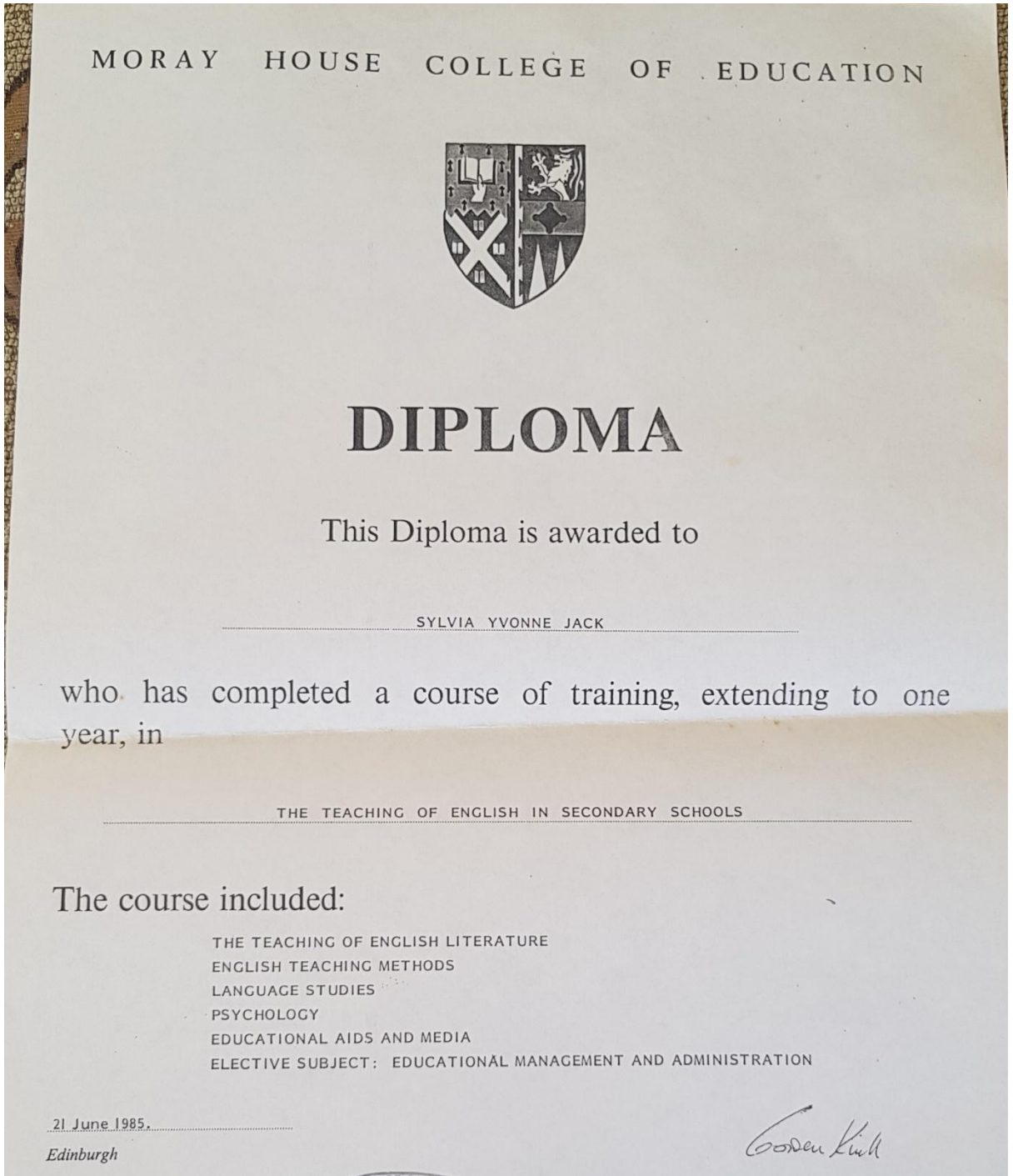
MASTER IN EDUCATION

October 04, 1999

VICE-CHANCELLOR

UNIVERSITY REGISTRAR

This Document is not valid unless it bears the University's seal



MORAY HOUSE COLLEGE OF EDUCATION

DIPLOMA

This Diploma is awarded to

SYLVIA YVONNE JACK

who has completed a course of training, extending to one year, in

THE TEACHING OF ENGLISH IN SECONDARY SCHOOLS

The course included:

THE TEACHING OF ENGLISH LITERATURE
ENGLISH TEACHING METHODS
LANGUAGE STUDIES
PSYCHOLOGY
EDUCATIONAL AIDS AND MEDIA
ELECTIVE SUBJECT: EDUCATIONAL MANAGEMENT AND ADMINISTRATION

21 June 1985.

Edinburgh

Gordon Kirk

This is to certify that

SYLVIA YVONNE JACK

completed a course of instruction in

TEACHING ENGLISH AS A FOREIGN LANGUAGE

from OCTOBER 1984 to JUNE 1985

provided by the British Government as part of its Technical Co-operation Programme.

Tim Raison

MINISTER OF STATE FOR FOREIGN
AND COMMONWEALTH AFFAIRS
AND MINISTER FOR OVERSEAS DEVELOPMENT

Date 7/11/85