

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

PROJECT MANAGEMENT PLAN FOR THE FEMALE ENTREPRENEURSHIP  
PROGRAM IN BELIZE

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## **DEDICATION**

I dedicate this final graduation project to my son, Andre, as a symbol that one can achieve anything through hard work and determination. It is also dedicated to my family and friends, who have supported me relentlessly and kept me motivated despite the odds while completing this document.

## ACKNOWLEDGMENTS

Firstly, I would like to thank God for blessing me with knowledge and strength throughout my life, especially while developing this document. God has allowed me to persevere and complete this final graduation project to attain my postgraduate degree.

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## **ABSTRACT**

This document provides an overview of the preliminary planning to develop a Project Management Plan for the Female Entrepreneurship Program, which is a project administered by the Belize Trade and Investment Development Service in Belize. The FEP aims to provide tools and finances to women entrepreneurs to assist them in enhancing their businesses post Covid-19 Pandemic. As such, this document provides the methodology used to develop the Project Management Plan of FEP using tools and techniques guided by the Project Management Body of Knowledge. Moreover, it includes a description of BELTRAIDE, a theoretical and methodological framework, and a sustainability justification of the plan, and project charter detailing the work packages to complete the plan, and a Project Management Plan for the FEP along with its conclusions.

Key words: MSMEs, women entrepreneurs, covid-19, economic development, project management plan.

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## **ABBREVIATIONS AND ACRONYMS**

**BELTRAIDE** – Belize Trade and Investment Development Service

**BTEC**- Belize Training and Employment Center

**CENPROMYPE**- Regional Center for the Promotion of Small & Medium Enterprises in Central America.

**Covid-19** – Coronavirus 2019

**FEP**- Female Entrepreneurship Program.

**MSME** – Micro Small and Medium Size Enterprises

**PMBOK® Guide** – Project Management Body of Knowledge Guide

**PMI**- Project Management Institute

**RD**- Regenerative Development

**TOR**- Terms of Reference

**OBS**- Organizational Breakdown Structure

**SICA**- Sistema de Integracion Centroamericana.

**SMP**- Scope Management Plan

**SBDCBelize** – Small Business Development Centre Belize

**UNDP**- United Nations Development Programme

**WBS** – Work Breakdown Structure

## EXECUTIVE SUMMARY

Micro, Small, and Medium Enterprises (MSMEs) within Belize face constraints that limit their ability to scale up their business. In addition, MSMEs in Belize downscaled during the Covid-19 Pandemic as previous challenges exacerbated and faced disruptions of operational structures, reduced supply of labor, reduced capacity utilization and consumption, and interruptions to business networks and supply chains. Moreover, levels of female participation in MSMEs are low in Belize; thus, gender-equal employment is far-fetched due to predominant male labor force in the primary industries outnumbering female participation.

As part of its Female Entrepreneurship Program (FEP), Belize Trade and Investment Development Services (BELTRAIDE) intends to empower female economically and socially and to assist them in accelerating economic growth by counteracting the effects of Covid-19 and the gender gap in business. This Project Management Plan attempted to solve the problem of the lack of a proper framework for the program. As such, the main objective was to prepare a plan outlining how BELTRAIDE can successfully execute, implement, and monitor the project in Belize. The specific objectives included the following:

1. Create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to FEP.
2. To develop a scope management plan to ensure that the project includes all and only the work required to complete the project successfully.
3. To develop a schedule management plan to plan and manage the scheduled completion of the project.
4. To develop a cost management plan to ensure proper managing and controlling of costs to complete the project within the approved budget.
5. To develop a quality management plan to manage and control the project to meet stakeholder's expectations.
6. To develop a stakeholder management plan that identifies persons, groups, or organizations that could impact or be impacted by the project, and to develop appropriate management strategies to effectively engage stakeholders in project decisions and execution.
7. To develop a communication management plan to ensure that information is shared according to schedule to all stakeholders involved.
8. To develop a risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.
9. To develop a human resource management plan that identifies what resources are required, how to acquire these resources, and how to manage these resources to successfully complete the project.
10. To develop a regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.

This plan was developed by using online research and the PMBOK® Guide for theoretical and methodological framework. The methodology used for this research was a combination of analytical and descriptive research. This included sources such as research data, government documents, technical reports, and official record within BELTRAIDE. The data was also organized with tables, figures, and templates.

In conclusion, the project management plan for the FEP considered the good practices of the Project Management Book of Knowledge (PMBOK) to develop the subsidiary management plans that are aligned with each of the objective. As such, this comprehensive document includes a series of project management processes along with tools and techniques to deliver the services of FEP that can lead to empowering female entrepreneurs and creating economic development in Belize.

It is recommended that the BELTRAIDE considers the recommendations identified in this study, primarily ensuring that the plan and project follow the principles of regenerative development. In addition, the team shall include a scorecard that adapts the project to the strategic goals of BELTRAIDE's strategy to guarantee its business survival.

## 1.INTRODUCTION

### 1.1 Background

The Belize Trade and Investment Development Service (BELTRAIDE) is a statutory body under the Ministry with responsibility for Investment, Trade and Commerce. BELTRAIDE serves as Belize's national Investment Promotion Agency, as well as the national Export and Trade Promotion Agency, with a keen focus on MSMEs Development, Innovation, Entrepreneurship, and delivery of Job-Preparedness Trainings based on industry specific demand.

The four subunits of BELTRAIDE namely:

- (1) BelizeINVEST
- (2) EXPORTBelize
- (3) Small Business Development Centre (SBDCBelize)
- (4) Belize Training and Employment Centre (BTEC) conduct these functions.

BELTRAIDE has a proven and consistent history in managing national and international projects, including technical assistance and seed capital programs, and has met results and objectives continuously. The following units complement the administrative and

corporate functions: Marketing and Communications, Projects, Information Technology, Finance, Administration, and Human Resources. BELTRAIDE's Projects Unit has two (2) full-time employees with a master's degree in project management and one (1) full-time employee with experience in managing and monitoring development projects with efficient and timely execution.

SBDC-Belize and EXPORT-Belize, created on 31 October 2012 and May 2014 respectively, have provided business and export development services to over 800 entrepreneurs, MSMEs and exporters, which in return have impacted over 4,000 jobs.

Through the SBDC-Belize, BELTRAIDE has implemented two projects in which more than sixty entrepreneurs and startups received business development



training and seed capital to emerging businesses, especially because access to finance remains a challenge for MSMEs and entrepreneurs.

BELTRAIDE seeks to implement the FEP to continue providing business capacity building, access to seed capital (small grants), and business advising and mentoring to women entrepreneurs in Belize. This initiative is an effort to increase the participation of women in the formal economy so they can earn additional income that can improve their livelihood and promote economic development in Belize.

### **1.2 Statement of the problem**

Approximately 93% of businesses in Belize are MSMEs, and the United Nations Development Programme (UNDP) estimates that MSMEs generate over 70% of private sector employment and incomes in Belize. In Belize, MSMEs are a key source of employment for women, youth, and the rural poor, with high women and youth involvement in secondary and tertiary sectors of the economy. Within the Belizean context, the greater majority of MSMEs are associated with creative industries, tourism and leisure, and food and beverages.

A Survey that was conducted in May 2020 found that during the Covid-19 Pandemic most Micro-enterprise only had working capital to continue operations for another 1-2 months, while small and medium enterprises had working capital for at most 3 more months. As much as 61.7% of small and Micro-enterprises downscaled due to liquidity gap; disruptions to operational structures, reduced supply of labor and capacity utilization, reduced consumption, and interruptions to business networks and supply chains.

While Belize has a significantly male dominated labor force, with male participation in the primary industries outnumbering female participation by 19 to 1; the male to female employment ratio declines to 1.2 to 1 in the tertiary sector. An estimated 43% of MSMEs owners are women, while 26% of MSMEs were associated with youth entrepreneurs. Levels of female participation in Micro and

small enterprises, makes these areas important sources of gender-equal employment in Belize.

The Female Entrepreneurship Program (FEP) is meant to bring value to Belizean-owned MSMEs through business advising, tailored business development and seed capital to Belizean enterprises. A key objective of this project is to promote women's economic autonomy through knowledge of their human rights and business rights, awareness of the challenges they face due to their gender, and development of their entrepreneurial skills through business development methods.

Thus, The FEP project will help BELTRAIDE contribute to decrease the lack of women participation in business and increase the scalability potential of women-owned businesses. Additionally, the project will aid to solve the decrease or suspension of women's income due to closure of businesses, low demand, or disruptions with supply chain detonated by the Covid-19 Pandemic.

However, BELTRAIDE does not have a Project Management Plan for the FEP that can provide the tools and techniques to successfully plan, implement, monitor, and control the objectives of the project, In addition, this plan will assist to properly use the funds provided by Regional Center for the Promotion of Small and Medium Enterprises in Central América (CENPROMYPE) with the support of the Grand Duchy of Luxembourg.

### **1.3 Justification**

The purpose of this study is to develop an effective and efficient Project Management Plan for the FEP that adheres to the Project Management Institute's best practices. This project also aims to support the economic empowerment of women across Belize through its successful management.

### **1.4 General objective**

To develop a Project Management Plan based on the PMBOK® Guide within three months that outlines how BELTRAIDE can successfully execute, implement, and monitor the Female Entrepreneurship Program.

## 1.5 Objectives

1. To create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to the project.
2. To develop a schedule management plan to plan and manage the scheduled completion of the project.
3. To develop a cost management plan to ensure proper managing and controlling of costs to complete the project within the approved budget.
4. To develop a quality management plan to manage and control the project to meet stakeholder's expectations.
5. To develop a stakeholder management plan that identifies the persons and groups in the project, and to develop management strategies to engage them effectively.
6. To develop a communication management plan to ensure that information is shared appropriately and in a timely manner to all stakeholders involved.
7. To develop a risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.
8. To develop a human resource management plan that identifies the resources required, how to acquire them, and how to manage them.
9. To develop a regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.

## **2. THEORETICAL FRAMEWORK**

### **2.1 Belize Trade and Investment Development Service (BELTRAIDE)**

#### **2.1.1 BELTRAIDE's background**

The Belize Trade and Investment Development Service (BELTRAIDE) was first launched as Trade and Investment Promotion Service in 2000 to provide investors with Trade and Investment information, as well as to facilitate business development. BELTRAIDE was a one-stop-shop where local and foreign investors could access technical information & Business guidance to their projects. Thus, BELTRAIDE assigned MSME functions by establishing the SBDCBelize and the Trade and Export Development Unit in 2012. A unique demand-based training institution known as the Belize Training and Employment Center (BTEC) was also established in 2014.

The Corporate Services led by the human resource manager provides the support needed to the entire organization, and the corporate service is divided into several subunits such as the Marketing Unit, Projects Unit, Financial Unit, and Information Technology Unit.

#### **2.1.2 Mission and vision statements**

BELTRAIDE mission is to be “The portal for doing business, contributing to sustainable socio-economic development of Belize” Additionally, its vision is to “Enable and facilitate innovative and competitive business development by paving new paths utilizing technology, critical alliances and aggressively promoting investment” Organizational structure.

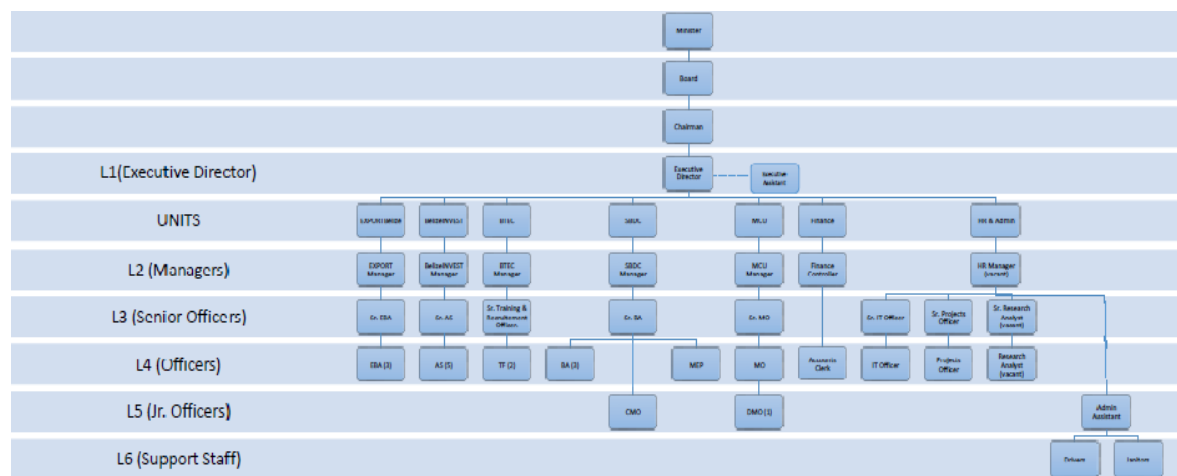
#### **2.1.3. Organizational Structure**

The BELTRAIDE is composed of four (4) technical units that are responsible for conducting activities within its mandates through organizational support by its corporate services including Information and Technology, Marketing and Communication, Projects, and Human Resources.

An average of four officers supports each unit manager, who reports directly to the Executive Director. Additionally, the unit managers have at their disposal the

support of personnel from any of the corporate services. The SBDCBelize and EXPORTBelize usually lead the Female Entrepreneurship Program (FEP) and supported by BTEC and the Projects, Marketing & Communications, Finance, and Information Technology Sub-Units.

**Figure 1: BELTRAIDE's Organizational structure 2022-2025**



*Note:* Figure elaborated based on based on BELTRAIDE's strategic plan.

#### 2.1.4 Products offered

The BELTRAIDE Act, Chapter 282 of the Laws of Belize mandates the following functions:

1. Provide advice and recommendations to the Minister on formulating appropriate policies to guide trade and investment promotion activities.
2. Identify products for development and promotion.
3. Identify industries that should be targeted for investment.
4. Consult with relevant stakeholders under the Export Processing Zone Act and the Commercial Free Zone Act to promote local and foreign investments in Belize.
5. Design and assist in the implementation of export promotion programs, particularly for Belizeans and non-traditional export products.
6. Identifying suitable and viable potential export markets for Belizean products.
7. Implement policy guidelines on trade and investment promotion programs.

8. Implement multilateral and bilateral loan-assisted projects for MSMEs.
9. Continuously collect, store, and disseminate information about trends in international trade, global trade policies, and investment.
10. Advise and assist relevant ministers in formulating and implementing trade agreements or participate actively in agreements negotiations on Government's behalf.
11. Promote Belizean products at international markets via publicity campaigns.
12. Establish and maintain a database of exporters, importers, investors, and other relevant partners in trade.
13. Perform and discharge other functions and duties as may be conferred or imposed by the Fiscal Incentives Act or any other law
14. Perform the functions of a one-stop information center to investors or potential investors and furnishing to such investors.

## **2.2 Project Management concepts**

The Project Management Institute developed *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide) which provides the foundation of methodologies, policies, procedures, rules, tools and techniques and life cycle phases needed to practice project management. The concepts that will guide the Project Management Plan of the FEP stem from within the PMBOK® Guide.

### **2.2.1 Project**

The PMBOK® Guide defines a project as “A temporary endeavor undertaken to create a unique product, service or result”. The FEP is a unique service that provides technical and financial tools to female entrepreneurs to develop their business models.

### **2.2.2 Project Management**

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Project Management Institute, 2017). This project management practices, and knowledge will assist in achieving the objectives of FEP.

### 2.2.3 Project Life Cycle

A project life cycle is a series of project phases from start to its completion. It provides the basic framework for managing the project. This basic framework applies regardless of the specific project work involved. The phases may be sequential, iterative, or overlapping. A predictive life cycle (waterfall cycle) will guide the FEP.

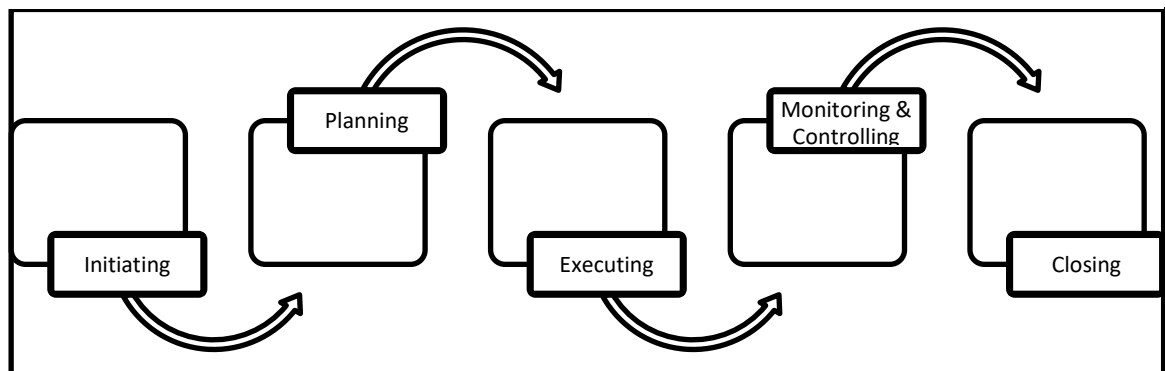
### 2.2.4 Predictive life cycle

This project will utilize a predictive life cycle, meaning “the project deliverables are defined at the beginning of the project and any changes to the scope are progressively managed.” (Project Management Institute, 2017).

### 2.2.5 Project management processes

The project management process is a series of activities directed at achieving a specific result in which one or more inputs are transformed to produce one or more outputs. These processes are grouped into five main groups that include: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

**Figure 2: FEP Management Process**



*Note:* Management process elaborated based on data extracted from the PMBOK.

Knowledge Areas categorize this process in which each area is defined by its knowledge requirements and described by its component processes, practices, inputs, outputs, tools, and techniques Project management knowledge areas.

### **2.2.6 Project management knowledge areas**

For FEP, the PMBOK® Guide will be used in all ten (10) knowledge areas by BELTRAIDE for effective and efficient project management:

1. Create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to the project.
2. Scope management to ensure that the project includes all the work required to complete the project successfully.
3. To develop a schedule management plan to plan and manage the scheduled completion of the project.
4. Cost management to effectively manage and control costs to complete the project within the budget approved by CENPROMYPE.
5. Quality management to manage and control the project and quality requirements to meet stakeholder's objectives.
6. Stakeholder management plan that identifies the persons and groups in the project, and to develop management strategies to engage them effectively.
7. Communication management to meet the information needs of the project and its stakeholders.
8. Risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.
9. Human resource management plan that identifies the resources required, how to acquire them, and how to manage them.
10. Regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.

### **2.2.7 Perform Integrated Change Control**

If any of the above-mentioned subsidiary plans require any changes due to upcoming developments, the Senior Projects Officer shall request any changes



throughout the project via the Perform Integrated Change Control to review all change requests, approve changes and manage changes to deliverables, project documents, and the project management plan. This process will resolve change requests and document changes in an integrated manner while addressing overall project risk.

### **2.2.8 Work Breakdown Structure (WBS)**

The WBS is a hierarchical decomposition of the total scope of work by the project team to accomplish the project objectives and create the required deliverables. (Project Management Institute, 2017). The Project Management Plan shall include a WBS to highlight the scope of the project and represents the work specified in each component.

### **2.2.9 WBS Dictionary**

The WBS Dictionary details deliverables, activities, and scheduled information about each component in the WBS (Project Management Institute, 2017). The FEP Management Plan shall provide a template to record activities and tasks from each of the WBS's work packages to avoid scope creep.

### **2.2.10 Sequencing activities**

The PMBOK® Guide (2017) states that the process of sequencing activities is identifying and documenting relationship among the project activities.

### **2.2.11 Sequence diagramming method**

The project will use a sequence diagramming method where “A predecessor activity is an activity that logically comes before a dependent activity in a schedule. A successor activity is a dependent activity that logically comes after another activity in a schedule.” (The PMBOK® Guide, 2017)

### **2.2.12 Analogous Estimating Method**

According to the PMBOK® Guide the Analogous estimating method is a technique that uses parameters such as duration, budget, size, weight, and complexity from similar projects to estimate the same parameter or measure future parameters.

### **2.2.13 Parametric Estimating Method**

This method provides higher level of accuracy to the project since it involves using historical data and other variants of the project. It means an “estimating technique in which an algorithm is used to calculate cost or duration based on historical data and project parameters (The PMBOK® Guide, 2017).

### **2.2.14 Budget**

The PMBOK® Guide (2017) states that a budget is the aggregation of estimated costs of individual activities or work packages to establish an authorized cost baseline. The FEP uses a budget to detail how funds will be used and why.

### **2.2.15 Manage Quality**

The PMBOK® Guide (2017) states that “Manage Quality is the process of translating the quality management plan into executable quality activities that incorporate the organization’s quality policies into the project.” This process will consistently monitor administrative procedures to comply with CENPROMYPE quality guidelines.

### **2.2.16 Checklist**

The PMBOK® Guide refers to a checklist as a structured tool, usually component-specific, used to verify that a set of required steps has been performed or to check if a list of requirements has been satisfied (Project Management Institute, 2017). In addition, the project will conduct document analysis which includes preparing quality reports.

### **2.2.17 Issue**

Project Managers identify issues as deliverable that do not meet the quality requirements. The issues arise usually while managing a project team. (Project Management Institute, 2017). FEP is bound to have risks due to its nature, as such, it is important to identify risks to avoid issues later.

### **2.2.18 Risk**

An uncertain event or condition, that if it occurs, has a positive or negative effect on a project's objective. (Project Management Institute, 2017). This project can face

risks that can become an issue or problem or an opportunity to attain the project objectives. It is important to identify these risks to develop a concrete risk management approach. The risks can be either individual project risks or overall project risks.

#### **2.2.19 Risk Breakdown Structure**

This project will identify risks and categorize those risks utilizing tool known as Risk Breakdown Structure (RBS), which is a hierarchical representation of potential sources of risk. An RBS helps the project team consider the full range of sources from which individual project risks may arise. This can be useful when identifying risks or when categorizing identified risks. (Project Management Institute, 2017).

#### **2.2.20 Plan Resource Management**

Plan Resource Management is the process of defining how to estimate, acquire, manage, and use team and physical resources. The key benefit of this process is that it establishes the approach and level of management effort needed for managing project resources based on the type and complexity of the project. (Project Management Institute, 2017).

#### **2.2.21 Project Procurement Management**

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. It also includes the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements (SLAs). (Project Management Institute, 2017).

#### **2.2.22 Fixed-Term Contract**

Fixed-price contracts are suitable when the type of work is predictable, and the requirements are well defined and not likely to change. These contracts involve setting a fixed total price for a defined product, service, or result at the outset and not subject to change unless the scope of work changes. (Project Management

Institute, 2017). The FEP will use this type of contract to well define the requirements so there are no significant changes to the scope.

### **2.2.23 Quality and cost based.**

The quality and cost-based method includes cost as a factor in the seller selection process. In general, when risk and/or uncertainty are greater for the project. quality should be a key element when compared to cost (Project Management Institute, 2017).

## **2.3 Other applicable theory/concepts related to the project topic and context**

### **2.3.1 Micro, Small, Medium Enterprises.**

Micro, Small and Medium Enterprises include businesses that generate profit in a country, including manufacturing, processing, farming, services, and cooperatives; however, it excludes businesses that have the primary objective of furthering a charitable, political, or religious purpose. The FEP focuses on helping MSMEs to enhance the economic development of Belize.

### **2.3.2 Female Entrepreneurship Program (FEP)**

The MSME Regional Agenda, approved by the Central American System of Regional Integration (SICA) in July 2010, lays the foundation for the Female Entrepreneurship Program to mainstream gender in business. CENPROMYPE transferred the FEP model to Belize to strengthen the business capacities of female entrepreneurs seeking to improve their competencies and strengthen their empowerment and leadership skills. This service provides participants with specialized knowledge, tools, and techniques to identify business opportunities, enhance innovation, respond to the market needs, and increase their sales and clientele. The program offers the following to promote entrepreneurship:

- Capacity building Workshops on business development and innovation
- Personalized Advisory and Mentoring
- Networking
- Seed Capital for their Business.

### **2.3.3 Regenerative Development**

Regenerative development (RD) is the use of resources to improve society's wellbeing in a way that builds the capacity of the support systems needed for future growth. (Gabel, 2015). The procurement management plan will include principles of regenerative development to ensure the project contributes towards staying within the planetary boundaries for safe existence for humanity.

#### **2.3.4 Regenerative Development and Procurement Management**

Project management plays a key role in promoting RD principles since a "project is a temporary organization bringing changes to products and services, business processes, policies, or assets" (Lundin & Soderholm, 1995; Turner & Muller, 2003). Specifically, Procurement Management effectively leads projects because it includes acquiring necessary products, services, and results from outside the project team.

BELTRAIDE shall procure goods, services, or works that provide long-term economic viability, minimizing any adverse environmental impact arising from procurement performance, as well as improve social conditions (Burola., Bonsom, 2012 p.10). Therefore, the Seniors Projects Officer shall develop a Term of References (TOR) that encourages staff and vendors to uphold the principles of economic value to improve the quality of life and happiness of individuals while protecting the environment.

The selection criteria should include RD measures, primarily the principle of fairness and transparency to avoid corruption and exploitative practices. PMI's Code of Ethics and Professional Conduct states: "We make decisions and take actions based on the best interest of society, public safety, and the environment." The Senior Projects Officer must ensure that vendors are selected in accordance with RD's political, environmental, and spiritual principles.

In addition, the Senior Projects Officer should keep in mind the effect that culture and local law have upon contracts and their enforceability, regardless how clearly a contract is written (PMI, 2017, p.461). The team should enforce RD

principles in contract clauses to legally bind vendors to yield goods or services that are inclusive of communities and does not damage the environment.

To conclude, BELTRAIDE must incorporate RD principles into its strategy, so they incorporated into all the project management processes. The procurement management process can utilize RD Principles to reverse the crossing of the four planetary boundaries and to continue staying within the other five planetary boundaries that have not yet been violated.

### 3. METHODOLOGICAL FRAMEWORK

#### 3.1 Information sources

The student shall collect and analyze quantitative and qualitative data analytically and descriptively to develop a Project Management Plan along with its subsidiary plans for the FEP, using the key knowledge provided within the PMBOK® Guide and acquired while pursuing a master's degree in Project Management at the University for International Cooperation.

##### 3.1.2 Primary sources

The student will start the data collection process by using primary sources, contemporary records or original documents that offer records of events or phenomena without retrospective interpretation, evaluation, or analysis (Scanlon & Daugman., n.d.). Primary sources shall include interviews, project documents, technical reports, and institutional emails. Therefore, the student will first request permission from BELTRAIDE to access project documents, technical reports, and institutional emails to interview key stakeholders through questioning and responses regarding their experience with the program.

##### 3.1.3 Secondary sources

The student will also use secondary sources to substantiate the tools and techniques used to develop this plan. Scanlon & Daugman., n.d.), states that secondary sources offer a retrospective vantage point, removed to certain degree from the original event or phenomenon. Secondary sources shall include the PMBOK® Guide ® Sixth Edition and Seventh Edition and journals and articles about Regenerative Development.

**Table 1: Information Sources**

Objectives	Information sources	
	Primary	Secondary
Create a project charter that formally authorizes the FEP and grants the project manager authority to apply	Interview, Institutional Email and Project Proposal	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative

organizational resources to the project.		Development Articles and Journals
To develop a scope management plan to include all the work required to complete the project successfully.	Interview, Institutional Email Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a schedule management plan to plan the FEP project within the preapproved schedule	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a cost management plan to effectively manage and control costs to complete the project within budget.	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a quality management plan which will manage and control the project and quality requirement to meet stakeholder's objectives.	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a Stakeholder management plan that identifies the persons and groups in the project, and to develop management strategies to engage them effectively.	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a communication management plan to meet	Interview, Institutional Email, Books, Project	PMBOK® Guide ® Sixth and Seventh Edition and



the information needs of the project and its stakeholders.	Proposal and Technical Reports	Regenerative Development Articles and Journals
To develop a Risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a Human resource management plan that identifies the resources required, how to acquire them, and how to manage them.	Interview, Institutional Email, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition and Regenerative Development Articles and Journals
To develop a Regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.	Interview, Institutional Email, Books, Project Proposal and Technical Reports	PMBOK® Guide ® Sixth and Seventh Edition Regenerative Development Articles and Journals

*Note:* Table developed by Wendy O. Hernandez

## 3.2 Research methods

### 3.2.1 Research Method/Design

This project shall use both analytical and descriptive research methods to explain how to successfully implement the FEP using the PMBOK® Guide. The analytical aspect “involves critical thinking skills and the evaluation of facts and information relative to the research; whereas “descriptive research describes a population, situation, or phenomenon by answering the how, what, when, and where questions, because it is important to properly understand the research problem before investigating why it exists.” (Mcombes, 2019).

### 3.2.2 Procedure and process for data analysis

The student will analyze primary data in an objective and unbiased manner to create coherent and objective information. In addition, she will use quantitative and qualitative data using descriptive statistics to describe and understand the features of a specific data set by giving short summaries about the sample and measures of the data (Hayes, 2021). The student will develop graphs and tables to further illustrate the findings in a word document with textual explanations. Upon analyzing and evaluating all the collected information, the student will develop the Project Management Plan and its subsidiary plans by integrating secondary information.

### 3.2.3 Credibility-Validity and reliability

(Maxwell, 2013) defines validity as the correctness or credibility of description, conclusion, explanation, interpretations, or other sort of accounts. As such, a strong methodology guarantees the validity of this research. Whereas Reliability is the degree to which a specific research method or tool can produce consistent results from one test to the next (O'Brian, J., & Orn, A, n.d.). Thus, the researcher shall review project documents to ensure that the information is consistent with each respective plan. The researcher shall also ensure that all interview questions are consistent, so responders answer clearly. Both qualitative and quantitative data will reinforce the credibility of this research.

***Table 2: Research Methods for FEP Management Plan***

<b>Objective</b>	<b>Analytical Research Method</b>	<b>Descriptive Research Method</b>
Create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to the project.	This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan	This method will thoroughly explain the several components of the FEP project charter.

<p>To develop a scope management plan to include all the work required and only the work required to complete the project successfully.</p>	<p>This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan</p>	<p>This method will thoroughly explain the several components of the scope management plan.</p>
<p>To develop a schedule management plan to plan the FEP project within the preapproved schedule.</p>	<p>This method will use critical thinking skills to evaluate facts and information relative to the FEP plan</p>	<p>This method will thoroughly explain the several components of the schedule management plan.</p>
<p>To develop a cost management plan to effectively manage and control costs to complete the project within budget.</p>	<p>This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan</p>	<p>This method will thoroughly explain the several components of the cost management plan.</p>
<p>To develop a quality management plan to manage and control the project and quality requirements to meet stakeholder's objectives.</p>	<p>This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan</p>	<p>This method will thoroughly explain the several components of the quality management plan.</p>
<p>To develop a Stakeholder management plan that identifies the persons and groups in the project, and to develop management</p>	<p>This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan</p>	<p>This method will thoroughly explain the several components of the stakeholder management plan.</p>

strategies to engage them effectively.		
To develop a communication management plan to meet the information needs of the project and its stakeholders.	This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan	This method will thoroughly explain the several components of the communication management plan.
To develop a Risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.	This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan	This method will thoroughly explain the several components of the risk management plan.
To develop Human resource management plan that identifies the resources required, how to acquire them, and how to manage them.	This method will use critical thinking skills to evaluate facts and information relative to the FEP management plan	This method will thoroughly explain the several components of the human resource management plan.

*Note:* Table elaborated by Wendy O. Hernandez

### 3.3 Tools

The Project Management Institute (2017) defines tools as something tangible, such as a template or a software program, used in performing an activity to produce a product or result. The tools listed in table 4 shall be used in the pursuit of each of the objectives of the FEP Management Plan.

***Table 3: Research Tools for FEP Management Plan***

Objectives	Tools
------------	-------

Create a project charter that formally authorizes the FEP and grants the project manager authority to apply organizational resources to the project.	Business Documents Data gathering Interpersonal and team skills
To develop a scope management plan to ensure that the project includes all the work required and only the work required.	Scope Statement Work Breakdown Structure
To develop a schedule management plan to plan the FEP project within the pre-approved schedule	Task Estimates Gantt Charts/Work Schedules
To develop a cost management plan to ensure proper managing and controlling of costs within the approved budget by CENPROMYPE	Resource Requirement Activity duration Cost Estimates Budget
To develop a quality management plan to manage and control the project and quality requirements to meet stakeholder's objectives.	Quality Criteria Checklists Quality Reviews
To develop a Stakeholder management plan that identifies the persons and groups in the project, and to develop management strategies to engage them effectively.	Stakeholder Analysis Stakeholder Register The Power/Interest Grid
To develop a communication management plan to ensure that the information needs of the project and its stakeholders are met.	Communication Plan Status Reports Lessons Learned
To develop a Risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.	Identify Risk Grid Risk Response Plan Risk Matrix
To develop Human resource management plan that identifies the resources required, how to acquire them, and how to manage them.	Roles and Responsibilities Matrix Project Organization Chart

To develop Regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.	Procurement Plan Statement of Work/Request for Proposals Proposal and Contracts
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*Note:* Tools for FEP Matrix elaborated by Wendy O. Hernandez

### 3.4. Assumptions and constraints

The PMBOK® Guide (2017) defines an assumption as a factor in the planning process that is true, real, or certain, without proof or demonstration; whereas a constraint is defined as a limiting factor that affects the execution of a project, program, portfolio, or process. The table 5 states the assumptions and constraints to develop the FEP management plan.

***Table 4: Assumptions and Constraints for FEP Management Plan***

<b>Assumptions</b>	<b>Constraints</b>
The project scope shall be defined based on valid and credible information from primary and secondary sources.	The scope may change as the project progresses which may lack credibility and validity of information.
The project will be based solely on the FEP for Belize.	The project documents provided by BELTRAIDE might be quite general since it is a Regional Project informally adapted to the Belizean reality.
The student has the finances to develop the plan based on the identified budget.	Increase in inflation due to post-Covid can increase the cost of the project.
Requirements of project stakeholders will be collected and analyzed.	Change in stakeholder requirements.
An effective communication plan will be developed.	Some communications means are not adequate for stakeholders.

All stakeholders will be identified during the planning of the project.	Lack of commitment or engagement by important stakeholders.
Risk will be identified and mitigated.	A high impact risk might occur
The project will last approximately three months which is a realistic schedule.	A force majeure occurrence can delay the project.
The student has the mental, health, and professional capacity to develop the plan	The student might face unexpected health issues during this time.

*Note:* Table elaborated by Wendy O. Hernandez based on own research.

### 3.5 Deliverables

The PMBOK® Guide (2017) states that a deliverable is any unique and verifiable product, result, or capability to perform a service required to complete a process, phase, or project. The table 6 lists the objective and deliverable to develop this Project Management Plan.

**Table 5: Deliverables for FEP Management Plan**

<b>Objectives</b>	<b>Deliverables</b>
Create a project charter that formally authorizes the FEP and grants the project manager authority to apply organizational resources to the project.	Project Charter
To develop a scope management plan that includes all the work required and only the work required, to complete the project successfully.	Scope Management Plan
To develop a schedule management plan that ensures that the FEP project is completed on schedule.	Schedule Management Plan
To develop a cost management plan that properly manages and controls costs within the approved budget.	Cost Management Plan
To develop a quality management plan to manage and control the project and quality requirements to meet stakeholder's objectives.	Quality Management Plan

To develop a communication management plan to meet the information needs of the project and its stakeholders.	Communication Management Plan
To develop a Stakeholder management plan that identifies the persons and groups involved and develops management strategies to engage them effectively.	Stakeholder Management Plan
To develop a Risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.	Risk Management Plan
To develop Human resource management plan that identifies the resources required, how to acquire and manage them.	Human Resource Management Plan
To develop Regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.	Procurement Management Plan

*Note:* Table elaborated by Wendy O. Hernandez based on own research.



## 4. RESULTS

The Project Management Plan for the FEP is the result of the Final Graduation Project. The plan includes a project charter and nine subsidiary management plans that will guide the project management in initiating, planning, executing, monitoring, and controlling the project.

### 4.1 FEP PROJECT CHARTER

**Table 6: FEP Charter**

<b>Applicant Name:</b>	BELTRAIDE
<b>Contact/Name:</b>	<b>Dr. Leroy Almendarez, Executive Director,</b>
<b>Address:</b>	2401 Suite, Mountain View Boulevard, City of Belmopan
<b>Telephone numbers:</b>	501-822-3737or501-223-3195
<b>E-mail:</b>	<a href="mailto:executivedirector@belizeinvest.org.bz">executivedirector@belizeinvest.org.bz</a> copy: <a href="mailto:debbie@belizeinvest.org.bz">debbie@belizeinvest.org.bz</a>
<b>Organization</b>	Statutory Body of the Government of Belize
<b>Project Description</b>	
<b>Name</b>	Female Entrepreneurship Program (FEP)-Cohort 5
<b>Application Area</b>	Micro, Small, Medium Enterprises (MSMEs)
<b>Project Timeframe</b>	6 months
<b>Amount</b>	BZ\$BZ 60,000
	The main objective of the FEP is to improve the competencies and strengthen the economic empowerment and leadership skills of 15 women in Belize throughout a 6-month period.
	The specific objectives are as follows:

<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. To provide business trainings to fifteen women entrepreneurs throughout the six-month period.</li> <li>2. To provide advisory and mentoring to fifteen women entrepreneurs throughout the six-month period.</li> <li>3. To provide seed capital of \$BZ 5,000 to five women entrepreneurs so they can enhance their business operations, productivity, and profits.</li> </ol>
<b>Purpose</b>	<p>The FEP aims to provide women with specialized knowledge and practical tools to identify and take advantage of business opportunities that responds to the market needs. It seeks to be a space of collaboration among women where they can generate new knowledge and innovation to develop and validate their Business Model in a participative and dynamic manner. As a result, participants acquire women empowerment, and will strengthen their autonomy and leadership skills; knowledge and tools to prepare and validate their business models and improve their business operations; and linkages with BELTRAIDE, business entrepreneurs, and other business support networks</p>
<b>Justification</b>	<p>Women historically have experienced lower engagement in the formal economy in comparison to their male counterparts. Women have been less engaged in sectors, primarily agriculture, tourism, construction, and technology, with limited traditional administrative roles.</p> <p>According to the Statistical Institute of Belize (SIB), women account for 41.1% of the self-employed based on the Labor Force Survey Table 2019_09. Despite advances in education, there has been a slight increase in</p>

	<p>unemployment among women in the last 5 years (2013-2018). Furthermore, women are engaged in unpaid care work. Men are seen as the primary breadwinners and women have taken on the role of caregivers in the household.</p> <p>Thus, BELTRAIDE promotes business development by women to encourages women's income generation and self-employment capabilities. For BELTRIADE it has been a priority to develop programs that are inclusive of women and youth participation</p>
<p><b>Deliverables &amp; Outputs</b></p>	<p><b>a) Business Trainings</b></p> <ul style="list-style-type: none"> <li>▪ Fifteen women, cacao farmers will receive business and legal training by BELTRAIDE’s advisors and a legal expert, as well as the importance of savings from a financial expert.</li> <li>▪ Fifteen women will receive a business toolkit to improve the operations of their business.</li> </ul> <p><b>b) One-on-one advisory service to 15 women entrepreneurs.</b></p> <ul style="list-style-type: none"> <li>▪ Advisors will provide one-on-one advisory to improve their business operations.</li> </ul> <p><b>c) Mentoring service to 15 women entrepreneurs.</b></p> <ul style="list-style-type: none"> <li>▪ Mentoring to enhance understanding of the business training, and to improve their business operations.</li> <li>▪ SheMentors Conference where women will meet other successful entrepreneurs and hear their success stories, among other activities.</li> </ul> <p><b>d) Seed Capital</b></p>

	<ul style="list-style-type: none"> <li>Five successful women will each receive funding of \$BZ5,000 to invest in their business.</li> </ul>	
<b>Assumptions &amp; Constraints</b>	<b>Assumptions</b>	<b>Constraints</b>
	The project's objectives align with the strategic objectives of BELTRAIDE	The project scope might need to incorporate more technological workshops so women can participate in virtual trainings.
	BELTRAIDE has funding to provide as counterpart for delivery of the Business Training	The increase in inflation due to the pandemic can increase the prices for resources require for the project.
	Project will take no more than 6 months to deliver	Project must end by the end of Q2 of Fiscal Year.
	BELTRAIDE has internal human resources to conduct advising for entrepreneurs.	No internal human resources have the level of knowledge to provide the human rights workshop.
	Procured person for human rights workshop will be skilled in this area.	Project must engage with the women's department to conduct the human rights workshop.
	Participants will have technological resources to attend the virtual training.	Participants have access to technology but do not hold the knowledge to use them.

<b>Risks</b>	<ol style="list-style-type: none"> <li>1. BELTRAIDE's lack of intimate understanding of the social and cultural dynamics among participants can affect certain aspects of the project's implementation.</li> <li>2. Targeted MSMEs may not be available to participate in the project due to distance or unavailability of technological tools.</li> <li>3. Unable to identify legal expert to facilitate Legal Framework Workshop within the project timeline.</li> <li>4. Business and technical workshops are not simplified nor understandable.</li> </ol>																																			
<b>BUDGET</b>	<table border="1"> <thead> <tr> <th>Type of Expense</th> <th>CENPROM YPE</th> <th>BELTRAIDE (in-kind)</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>Project Management</td> <td></td> <td>\$15,000</td> <td></td> </tr> <tr> <td>Trainings</td> <td>6,500</td> <td>\$5,000</td> <td></td> </tr> <tr> <td>Seed capital</td> <td>\$ 25, 000</td> <td></td> <td></td> </tr> <tr> <td>Sherentor Event</td> <td>4,000</td> <td></td> <td></td> </tr> <tr> <td>Mentoring</td> <td>1,500</td> <td></td> <td></td> </tr> <tr> <td>Advising</td> <td></td> <td>\$3,000</td> <td></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>37,000</b></td> <td><b>\$23,000</b></td> <td><b>\$BZ 60,000</b></td> </tr> </tbody> </table>	Type of Expense	CENPROM YPE	BELTRAIDE (in-kind)	TOTAL	Project Management		\$15,000		Trainings	6,500	\$5,000		Seed capital	\$ 25, 000			Sherentor Event	4,000			Mentoring	1,500			Advising		\$3,000		<b>TOTAL</b>	<b>37,000</b>	<b>\$23,000</b>	<b>\$BZ 60,000</b>			
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	SheMentor Event	Mar 2023	Mar 2023
	Graduation	May 2023	May, 2023
	Business Pitches	Apr 2023	May 2023
	Implementation of Seed Capital	May 2023	Aug 2023
<b>Main Stakeholders</b>	<b>Indirect Stakeholders</b> <ul style="list-style-type: none"> <li>• Women’s Department</li> <li>• Belize Chamber of Commerce</li> <li>• Development Finance Corporation</li> </ul> <b>Direct Stakeholders</b> <ul style="list-style-type: none"> <li>• BELTRAIDE</li> <li>• Private Sector &amp; Women-led MSMEs in Belize</li> </ul>		
<b>Executive Director, BELTRAIDE:</b>	<b>Signature:</b>		
<b>Executive Director, CENPROMYPE:</b>	<b>Signature:</b>		

*Note:* Project Charter modified by Wendy O. Hernandez based on project proposal developed by CENPROMYPE.

## 4.2. SCOPE MANAGEMENT PLAN

### 4.2.1 Introduction

The project charter assisted in detailing the scope management plan (2.2.6) and the processes and procedures for developing, managing, and controlling the project scope. The plan includes details of all the work required to complete the project.

### 4.2.2. Scope Management Approach

The project relies on a predictive life cycle (2.2.4) and a general scope developed by CENPROMYPE although BELTRAIDE has slightly modified it to reflect Belize's reality. The processes used for this Project Management Plan were plan scope management, collect requirements, define scope, and create WBS.

### 4.2.3 Plan Scope Management

The scope baseline within this project management plan includes the project's Scope Statement; Work Breakdown Structure (WBS), and WBS Dictionary. If necessary, BELTRAIDE shall amend this baseline only through Perform Integrated Change Control (2.2.7). BELTRAIDE will validate scope and control scope of the project with each deliverable or phase review.

The Seniors Project Officer will be solely responsible for scope management and will provide updates to managers of the EXPORTBelize and SBDCBelize. The following individuals (Table 7) will assume specific scope management roles and responsibilities.

**Table 7: Scope Roles and Responsibilities**

<b>Name</b>	<b>Organization</b>	<b>Responsibility</b>
Executive Director	BELTRAIDE	<ul style="list-style-type: none"> <li>• Provides high-level approval of SMP.</li> <li>• Signs official agreements.</li> </ul>
Project Coordinator	CENPROMYPE	<ul style="list-style-type: none"> <li>• Approves the final project charter</li> <li>• Provides funding for the FEP Project.</li> <li>• Receives monthly monitoring and evaluation reports.</li> </ul>

Sr. Projects Officer	BELTRAIDE	<ul style="list-style-type: none"> <li>• Responsible for scope management process.</li> <li>• Ensures that all required work is delivered on time and within budget.</li> <li>• Reports biweekly to CENPROMYPE on deliverables, timeline, and budget status.</li> </ul>
Projects Officer	BELTRAIDE	<ul style="list-style-type: none"> <li>• Measures and verifies project scope.</li> <li>• Records all scope change requests and resolutions.</li> </ul>
Manager of SBDC Unit (BELTRAIDE)  Manager of EXPORTBelize, BELTRAIDE	BELTRAIDE	<ul style="list-style-type: none"> <li>• Participates in scope definition activities.</li> <li>• Provides approval of Scope Plan</li> <li>• Reviews major scope change requests and makes final decisions/recommendations.</li> <li>• Approves and signs off the acceptance criteria of all deliverables.</li> </ul>
MSME	Enterprise Owners	<ul style="list-style-type: none"> <li>• Provides recommendations to develop services needed.</li> <li>• Participates in project deliverables.</li> <li>• Benefits from and impacts project outcome.</li> <li>• Provides feedback on implemented services to record in lessons learnt.</li> </ul>

*Note:* Responsibilities Matrix for scope management developed by Wendy Hernandez.



### 4.2.3 Collect Requirements

Lessons learned from previous cohorts of the FEP can be used as best practices for cohort V. Table 9 provides a requirements list that is necessary to successfully meet women entrepreneurs needs, BELTRAIDE's and CENPROMYPE's goal.

Table 8: Scope Requirements List

#	Requirements Description	Business Needs, Goals, Objectives	Project Objectives	WBS Deliverable	Stakeholder
1	All business trainings are understandable and enhance business operations and productivity.	Sustainable outcomes addressing society needs	Economic development & Women Empowerment	Business Trainings	MSMEs  BELTRAIDE
2	Business toolkits are tailored based on entrepreneur business needs.	To improve the business knowledge of women entrepreneurs after trainings	Sustainability of project objectives	Business trainings	BELTRAIDE
3	Human rights workshop empowers women to economic independence.	To empower women to drive economic development	Women Empowerment	Human Rights	BELTRAIDE
4	Intro to Savings provides women with financial literacy	Sustainable outcomes addressing society needs	Economic Development	Financial Workshop	BELTRAIDE

<b>5</b>	Fifteen women graduate from the Training Course.	Enhanced entrepreneurial culture to develop enterprises	Women empowerment	Graduation	MSMEs
<b>6</b>	Advisors guide entrepreneurs to develop or enhance their business models.	Increased income and jobs	To create or increase businesses	Advising	BELTRAIDE
<b>7</b>	Mentors guide entrepreneurs to implement their newly or enhanced business models.	Increased income and jobs	Women Empowerment	Mentoring	Pool of FEP Graduates
<b>8</b>	Shementors Conference highlights success stories of women in business.	Promote entrepreneurship culture.	Women Empowerment	Mentoring	BELTRAIDE MSMEs
<b>9</b>	Women are provided with tools and knowledge to present business pitches.	Investment opportunities	Women Empowerment	Business Pitch	MSMEs BELTRAIDE
<b>10</b>	Seed capital is provided to business that have scalability potential.	Sustainable outcomes addressing society needs	Economic development	Seed Capital	MSMEs BELTRAIDE

*Note:* Scope Requirements Matrix for scope management developed by Wendy Hernandez.

#### 4.2.4 Define Scope (Scope Statement)

The Project scope statement for the FEP project consists of the description of the project scope, major deliverables, acceptance criteria, project exclusions, assumptions, and constraints.

**Scope Description:** The FEP aims to improve the competencies and strengthen the economic empowerment and business leadership skills of fifteen women in Belize throughout a 6-month period.

**Deliverables:** These four deliverables will support FEP's main objective:

##### 1. Trainings

- Business Trainings: women will receive six trainings in entrepreneurship to enhance their business performance.
- Technical Trainings: women will receive four technical trainings in financial and technological skills, and Human Rights.
- Graduation: All women who complete the trainings will be able to graduate and will pitch their business for seed capital assistance.

##### 2. Business Advising

- One to one advising to each entrepreneur who will assist to enhance their business models via five different sessions.

##### 3. Business Mentoring

- One to One mentoring to each entrepreneur who will empower them to enhance their business via five different sessions.

##### 1. Seed Capital Assistance

- Business Pitches: Women who graduate from the trainings will be able to pitch their business to receive \$BZ5,000.00 in business grants.
- Implementation of Seed Capital: Women who receive seed capital must invest their grant into their business and provide a final report of investments at the end.

**Acceptance Criteria:** The project is complete when all tasks within the scope baselined are completed within budget and schedule.

**Project Exclusions:** The scope of this project excludes the participation of women entrepreneurs in Belize who do not own at least 50% of the business. This project will also not provide seed capital funding for all women who graduate from the training program due to budget constraints.

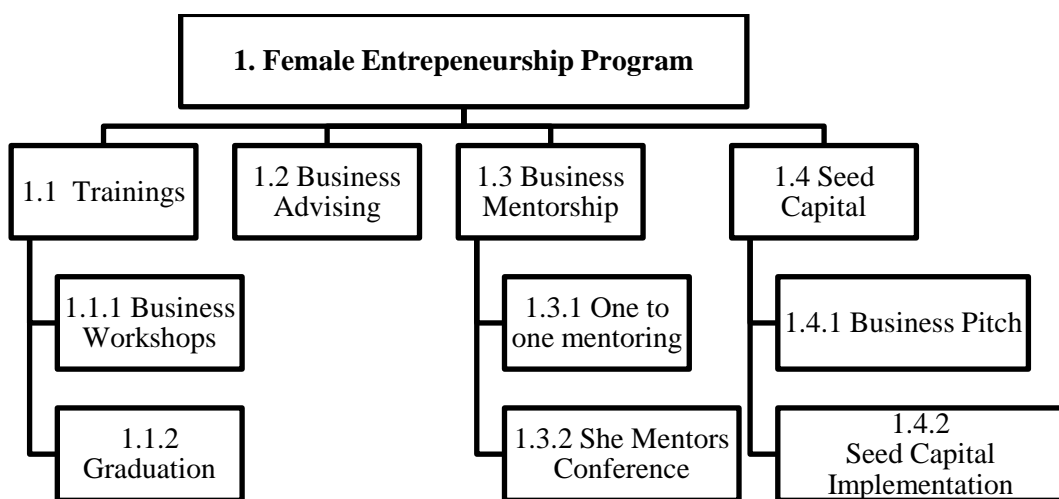
**Assumptions:** With the funds available and its in-house capacity to provide advisors that can guide the entrepreneurs throughout the entire training process, BELTRAIDE shall be able to deliver the services. Also, BELTRAIDE assumes that graduates from the previous cohorts will be willing to mentor the entrepreneurs.

**Constraints:** BELTRAIDE projects that the project will last two months using an available estimated budget of BZ\$82,296.06.

#### 4.2.5 Create WBS

The FEP's WBS (2.2.7) shows how project deliverables were broken down into work packages and shows high-level areas of responsibility. *Figure 3* shows three levels of the FEP WBS. The second level shows the four main project deliverables, while the third level shows the project work packages that will yield the deliverables of the project.

**Figure 3: FEP Work Breakdown Structure**



*Note:* WBS developed by Wendy O. Hernandez

The WBS Dictionary (2.2.8) in Table 10 details the key needs for each work package so it's understood when to complete the milestones, resources, and quality expectations.

**Table 9: WBS for Scope**

<b>ID</b>	<b>Description</b>	<b>Owner</b>	<b>Milestone</b>	<b>Assumption/Constraints</b>	<b>Quality Metrics</b>	<b>Resources</b>	<b>Schedule</b>
<b>1.1 Trainings</b>							
1.1.1	Business Workshops	Implementing Team	Execution	The BELTRAIDE team will be available for 80% of the trainings/ the BELTRAIDE team will need to outsource experts for 20% of the trainings.	# Of attendees and work completed at each workshop	Computer, Internet, health supplies, training supplies, catering, and venue.	Feb -May 2023
1.1.3	Graduation	Projects Team	Execution	All participants will complete the program and graduate/Some women might miss some workshops and not acquire all knowledge.	15 diplomas	Internet, health protocol supplies, decorations, sound system, catering, and venue.	May 2023

<b>1.2. Advising</b>							
1.2	One-one advising	Implementing Team	Execution	BELTRAIDE has advisors that can advise entrepreneurs / Virtual advisory can result difficult for those who are not technological savvy.	# Of advisory sessions	Internet, computer, and phone.	Feb-Sep 2023
<b>1.3 Mentoring</b>							
1.4.1	One-on-one Mentoring	Implementing Team	Execution	FEP graduates will mentor entrepreneurs through the project/ virtual Mentoring can result difficult for those who are not technological savvy.	# Of Mentoring sessions	Internet, computer, and phone.	Feb-May 2023
1.4.2	Shementors Conference	Implementing Team	Execution		List of attendees	Internet, health protocol supplies, decorations, sound	April 2023

						system, catering, and venue.	
<b>1.4 Seed Capital</b>							
1.5.1	Business Pitches	MSMEs	Execution	BELTRAIDE will train women to present their business pitches/Women might have limited knowledge to present a business pitch.	# Of Business Pitches	Internet, health protocol supplies, catering, and venue.	May-June 2023
1.5.2	Seed Capital Implementation	MSMEs	Execution	Women will invest their money into their business.	Expenses Receipts	Internet, phone, computer	June-Sept 2023
Approved by: Debbie Alfaro, Seniors Projects Officer _____ Date: _____							

Note: WBS Dictionary developed by Wendy O. Hernandez

#### **4.2.6 Scope Control**

The Seniors Projects Officer and the project implementation managers will work together so the work performed is only the work described in the WBS and WBS dictionary. The Seniors Project Officer will oversee the scope validation and control process, while each implementation manager will collaborate with its team to produce the deliverables described in the WBS Dictionary.

Changes to the project scope may only be requested in writing by the project implementation managers. The Seniors Project Officer shall evaluate these changes based on cost, schedule, resources, and risk analysis. The Senior Projects Officer shall approve changes to minimal impact requests and recorded in *Appendix 4* as well as actions taken in response to any request. However, CENPROMYPE will be responsible of reviewing any high impact requests to provide feedback and make the final decision to accept the changes requested.



## 4.3 SCHEDULE MANAGEMENT PLAN

### 4.3.1 Introduction

This schedule management plan details when and what activities should be conducted to meet the timeframe of the project. It also defines how the project schedule should be managed and monitored throughout the project cycle. The plan outlines a start date and end date for the project.

### 4.3.2 Schedule Management Approach

The Schedule Management Plan used the PMBOK® Guide processes of plan schedule, define activities, sequence activities, estimate activity durations, develop schedule, and control schedule to define how to implement the project from the start to end. The Scope Management Plan was the main input to develop this plan as it was essential to determine what were the deliverables required to complete the project. In addition, the project charter and organizational process assets assisted in determining the order of each task. Overall, the plan details the processes required to manage the timely completion of the FEP.

### 4.3.3 Plan Schedule

Plan Schedule Management is the process detailed in 2.2.6 # 3. This management plan was primarily planned using expert judgment, as the author has experience with previous, similar projects. As such, the project schedule used the scheduling method of the critical path and specific data such as activities, milestones, dates, durations, resources, and dependencies. Time was measured in days, weeks, or months, depending on the activity.

The principal stakeholders (*Table 11*) involved in this project shall benefit from this schedule as it will provide them with an overview of both the project's progress at a given point in time and of what is ahead in the project.

**Table 10: Roles and Responsibilities for FEP Schedule**

Role	Responsibility	Organization
------	----------------	--------------

CENPROMYPE Coordinator Belize	Reviews and approves final schedule baseline and schedule progress reports.	CENPROMYPE
Manager of EXPORTBelize  Manager of SBDCBelize	Reviews and approves time estimates for staff reporting to them.  Notifies the Seniors Projects Officer of workload changes that may affect the schedules.	BELTRAIDE
Seniors Projects Officer	Leads the team in developing the plan  Leads the project team in Schedule Management related activities	BELTRAIDE
Projects Officer	Responsible of daily schedule-related analysis and updating activities.  Communicates schedule status, maintains the project schedule, and provides updates.  Makes schedule risk, issue and change recommendations to the Seniors Projects Officer	BELTRAIDE
Project Team/Advisors	Notifies the Projects Officer about schedule risks and issues.  Assists with schedule estimating activities.	BELTRAIDE

*Note:* Wendy Hernandez developed the schedule responsibility matrix.

#### 4.3.4 Define Activities

Since this project was conducted previously, organizational process assets such as the lessons learnt repository and templates that contain a standard activity list were used as main inputs for this process. With the assistance of the Seniors Projects Officer, the work packages were decomposed into activities.

**Table 11: Activity List for FEP Schedule**

<b>WBS Code</b>	<b>Work Package</b>	<b>Code</b>	<b>Activity</b>
1.1	Business Trainings	1.1.1.1	To execute a Life and Business Goal Setting Workshop
		1.1.1.2	To execute a Business Model Development Workshop
		1.1.1.3	To execute a Customer Discovery & Validation Workshop
		1.1.1.4	To execute a How to do an Elevator Pitch Workshop
		1.1.1.5	To execute an Introduction to Digital Marketing Workshop
		1.1.1.6	To execute a Customer Service Workshop
		1.1.1.7	To execute a Women's Human Rights Workshop
		1.1.1.8	To execute the importance of saving Workshop
		1.1.1.9	To execute an Intro to Financial Management Workshop
		1.1.1.10	To execute an Intro to Computer Skills Workshop
		Graduation	1.1.2

1.2	Advising	1.2.1	To coordinate 5 one on one advising sessions with each entrepreneur.
1.3	Mentoring	1.3.1	To coordinate 5 one on one mentoring sessions with each entrepreneur.
		1.3.2	To hold a SheMentors Conference
1.4	Seed Capital	1.4.1	To coordinate the presentation of 15 business pitches for a selection panel
		1.4.2	To monitor 5 women who will invest their seed capital in their businesses.

*Note:* Activity List for FEP developed by Wendy O. Hernandez

#### 4.3.5 Sequence Activities

The student developed the project schedule by sequencing the activities using the activity and milestone list and the scheduling tool of the Gantt Chart Model to develop a realistic project schedule. The technique used to sequence the activities of the FEP was the precedence diagramming method mentioned in 2.2.10. Each activity except the first and last are connected to at least one predecessor and at least one successor in a logical form (Figure 4).

#### 4.3.6 Estimate Activity Durations

The method detailed in 2.2.11 was used to determine the duration of each activity based on historical data from previous, similar projects. To make this estimating more dependable, the student reviewed the estimates with the Senior Projects Officer, who is an expert in preparing estimates for this type of project. The advising and mentoring component require the delivery of five sessions each, and each session shall last a minimum of 2 hours.

**Table 12: Estimation of duration of activities.**

ID	Activity	Duration	Resources
1.1.1.1	To execute a Life and Business Goal Setting Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.

1.1.1.2	To execute a Business Model Development Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.3	To execute a Customer Discovery & Validation Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.4	To execute a How to do an Elevator Pitch Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.5	To execute an Introduction to Digital Marketing Workshop.	1 day	Internet, computer, and phone.
1.1.1.6	To execute a Customer Service Workshop.	1 day	Computer, Internet, health & training supplies, catering, venue, transportation, stipend.
1.1.1.7	To execute a Women's Human Rights Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.8	To execute the importance of saving Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.9	To execute an Intro to Financial Management Workshop.	1 day	Computer, Internet, health& training supplies, catering, venue, transportation, stipend.
1.1.1.10	To execute an Intro to Computer Skills Workshop.	1 day	Internet, Computer, Phone
1.1.2	To hold a graduation ceremony for 15 graduates from business trainings.	1 day	Internet, health protocol supplies, decorations, sound system, catering, and venue.

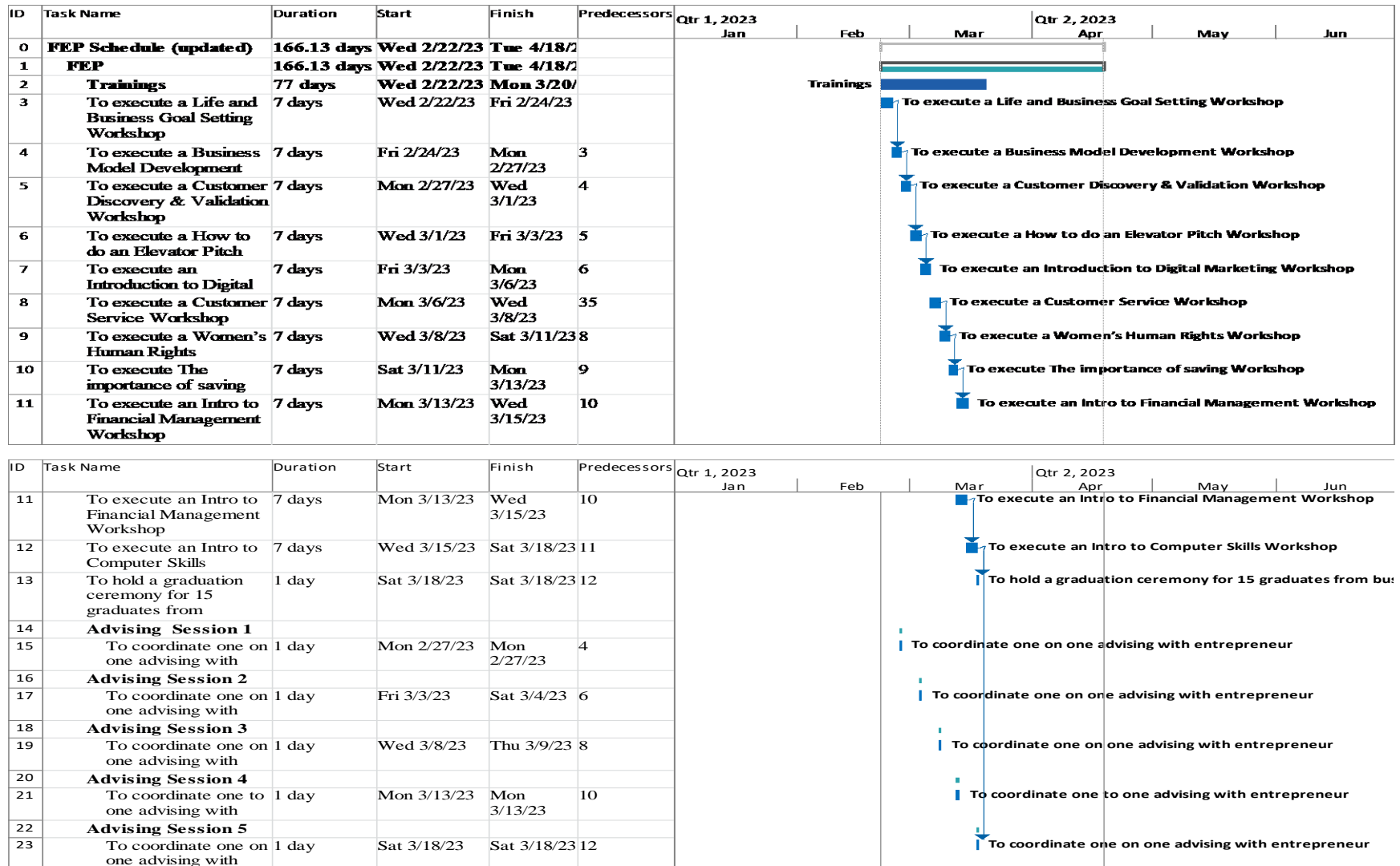
1.2.1	To coordinate 5 one on one advising sessions with each entrepreneur.	5 sessions	Internet, Computer, phone
1.3.1	To coordinate 5 one on one mentoring sessions with each entrepreneur.	5 sessions	Internet, Computer, phone
1.3.2	To hold a SheMentors Conference.	1 day	Computer, Internet, health& training supplies, catering, venue, decorations transportation, stipend.
1.4.1	To coordinate the presentation of 15 business pitches for a selection panel.	1 month	Internet, computer, venue, catering, transportation, stipend
1.4.2	To monitor 5 women who will invest their seed capital in their businesses.	3 months	Internet, computer, venue, catering, transportation, stipend

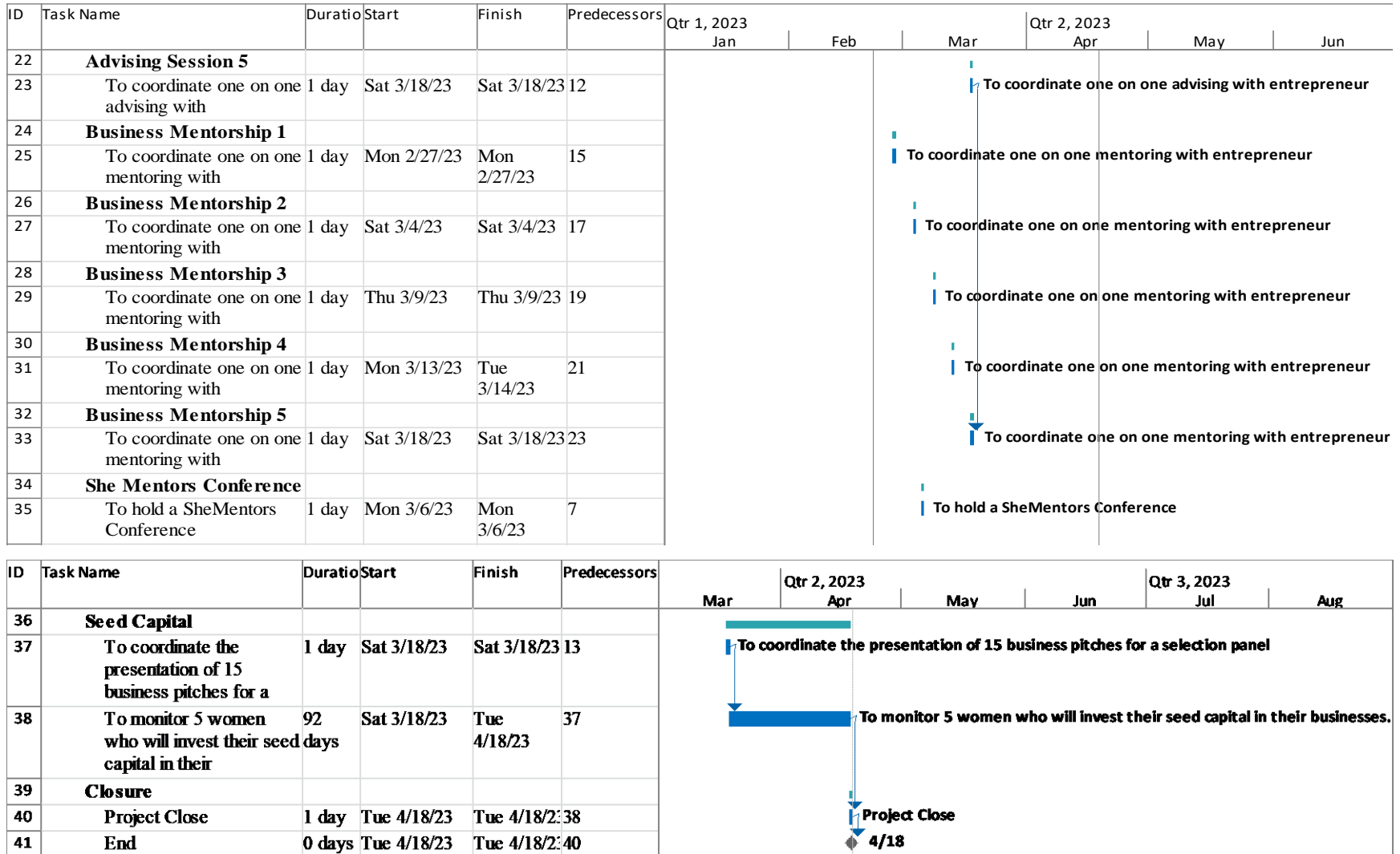
*Note:* Estimate of durations of activities matrix developed by Wendy O. Hernandez

#### **4.3.7 Develop Schedule**

This schedule provides not only information about the durations of the activities, but also details the dates for completing them. Figure 4 presents the schedule baseline for a 2-month period; thus, the project starts on February 22, 2023, and ends on April 18, 2023. The three main critical activities are the business trainings, the business pitch, and seed capital implementation.

Figure 4: Baseline Schedule





Note: Schedule matrix was developed by Wendy O. Hernandez



#### 4.3.8 Control Schedule

As defined by the PMBOK® Guide (2017), controlling schedule refers to monitoring the project status to update the schedule and manage changes through the Perform Integrated Change Control Process. In addition, to determining the status of the schedule, the control procedure also identifies and manages any changes by comparing the total work completed with the preliminary accepted deadlines. The project schedule shall use various tools and techniques (*Table 14*) to verify which activities have started, the actual duration of each activity, the remaining duration of the activities, and determine its percentage of completion. In addition, it will help to identify what changes to the schedule that could impact the scope and the budget of the project.

**Table 13: Tools and techniques to control schedule of FEP.**

<b>Controlling Project Schedule</b>	<b>Techniques</b>	<b>Tools</b>
Determine the project Status	Critical Path Method to predict how long the project will take by analyzing the sequence of activities to deliver the project successfully.	Gantt Chart
Resource Levelling.	Adjust start and finish dates based on resource constraints to balance the demand with the available resources.	Resource Histogram
Variances Analysis	Look at variances between the actual dates and finish dates.	Gantt Chart Calendar
Lagging project activities into alignment with the plan.	<b>Lead</b> -- Modify the logical relationship that can allow to accelerate the successor activity. <b>Lag</b> -- Modify the logical	Gantt Chart Calendar

	relationship that directs a delay in the successor activity.	
Utilize change control processes	If a change is necessary, a change request should be submitted for approval to the Seniors Projects Officer.	Change Request Form. Risk Register Resource Requirements Duration Estimates
Schedule Compression	Bring delayed activities into alignment with the schedule plan by shortening or accelerating the schedule duration without reducing the project scope.	Critical Path Document Schedule in Gantt Chart.
Adjust progress and project reports	Adjust reports to keep stakeholders informed and engaged based on interest and influence.	Progress and project reports

*Note:* Wendy O. Hernandez developed this matrix

If a change request is required, a change request form (*Appendix 4*) should be submitted to the Seniors Projects Officer who along with the project officer can determine the impact of the change, calculate the variance, and generate a list of alternatives for consideration. Thereafter, the implementing managers can review the change report and decide to approve or deny the change. If the managers approve the change, the project officer shall record the change request result, modify the schedule according to the approved change and communicate the change and impacts to the project team and its other stakeholders.

## 4.4. COST MANAGEMENT PLAN

### 4.4.1 Introduction

This Cost Management Plan is required since a project requires financial resources to execute the activities. The plan provides an overview of who will manage it, what are the expenses for the activities, and a final budget for each activity. It also provides a mechanism to control the budget of the project.

### 4.4.2 Cost Management Approach

This plan serves as a guide to manage the budget of the FEP as it covers the areas of Plan Cost Management, Estimate Costs, Determine Budget, and Control Costs. The plan used expert judgment and data analysis. Among the measures included, the CMP are those for monitoring and controlling costs to avoid cost overruns and that the FEP stays on schedule.

### 4.4.3 Plan Cost Management

BELTRAIDE's organizational structure, the Project Charter, and budget expertise were used to estimate, budget, manage, and control project costs. *Table 15* lists the stakeholders that will develop, monitor, and control the activities for planning and controlling all costs.

**Table 14: Roles and Responsibilities for Cost Management**

Stakeholder	Responsibility	Organization
Coordinator for Belize	Coordinates disbursement of funding to BELTRAIDE  Approves or denies change request  Reviews status reports	CENPROMYPE
Executive Director	Approve or reject all payments.	BELTRAIDE
Manager of EXPORTBelize Manager of SBDCBelize	Requests purchases of supplies	BELTRAIDE

Seniors Projects Officer	Oversees implementation of cost activities  Monitors actual costs and cost variances  Develops monthly expenses reports for CENPROMYPE	BELTRAIDE
Projects Officer	Assist in monitoring the actual costs and cost variances  Assists in developing cost reports.	BELTRAIDE
Financial Officer	Pays for project expenses by making deposits and issuing checks.  Disbursements of seed capital funds to the beneficiaries	BELTRAIDE

*Note:* Stakeholders Matrix developed by Wendy O. Hernandez.

The Senior Projects Officer will collaborate with the financial officer to procure and pay suppliers as well as disbursing seed capital funds.

#### **4.4.4 Estimate Costs**

The student used the estimate costs methodology (2.2.11 and 2.2.12) to estimate the minimum funding requirements, and to identify and consider costing options to initiate and finish the project. Similar projects conducted during 2018, 2021, and 2022, served as a historical guide for cost estimates and quantities, for the training workshops, graduation, and Sementors Conference. We used parametric estimating to estimate costs for seed capital disbursements, one-on-one advisory sessions, and mentoring sessions. Unless otherwise stated, "BZ\$" represents Belize Dollars, and currency equivalency is 1 BZ\$ to US\$0.50 or 2 BZ\$ to US\$1.00

**Table 15: Cost Estimates for FEP**

<b>WORKPACKAGE</b>	<b>EXPENSE ITEM DETAILS</b>	<b>QUANTITY</b>	<b>COST PER UNIT (BZD)</b>	<b>ACTIVITY COST (BZD)</b>	<b>CENPROM YPE (BZD)</b>	<b>BELTRAIDE (BZD)</b>
<b>Project Management</b>	Staff time for 2 persons	260	\$70.00	\$18,200.00		<b>18,200</b>
<b>Trainings</b>	Rental of Room for training	8	\$100.00	\$800.00		\$800.00
	BELTRAIDE Trainers Staff Time 1 staff per day	10	\$70.00	\$700.00		\$700.00
	Transportation for BELTRAIDE Staff to deliver training. (2 staff per 8 days)	16	\$120.00	\$1,920.00		\$1,920.00
	Catering (17 staff per 8 day)	136	\$35.00	\$4,760.00	\$4,760.00	
	Per Diem covers breakfast & dinner for staff (2 staff per 8 days)	16	\$47.00	\$752.00		\$752.00
	Design of Business Tool Kit	1	\$1,300.00			\$1,300.00
	Printing of Business toolkit	20	\$120.00	\$2,400.00	\$2,400.00	

	Fees for Trainer (Intro to Financial Management)	1	\$700.00	\$700.00	\$700.00	
	Design of Project Banner	1	\$120.00			\$150.00
	Printing of Banner	1	\$300.00	\$300.00	\$300.00	
	Training Supplies	20	\$30.00	\$600.00	\$600.00	
	Health Protocol Supplies	1	\$320.00	\$320.00	\$320.00	
<b>Graduation</b>	Rental of Graduation Venue	1	\$100.00	\$100.00		\$100.00
	Design of Diplomas	15	\$5.00	\$75.00		\$75.00
	Printing of Diplomas	15	\$2.00	\$30.00	\$30.00	
	Frames for Diplomas	15	\$4.00	\$60.00	\$60.00	
	Catering (Lunch)	40	\$15.00	\$600.00	\$600.00	
	Decorations	1	\$100.00	\$100.00	\$100.00	
	Rental of PA Sounds	1	\$150.00	\$150.00	\$150.00	
<b>ShementorsConference</b>	Rental of Biltmore Plaza (Unit- Day)	1	\$1,000.00	\$1,000.00	\$1,000.00	
	Rental of PA Sounds	1	\$200.00	\$200.00	\$200.00	
	Decoration	1	\$150.00	\$150.00	\$150.00	

	Catering (Unit-Persons)	70	\$50.00	\$3,500.00	\$3,500.00	
<b>Mentoring</b>	Mentors Time (7 Mentors-6 sessions x 2 hours)	84	\$45.00	\$3,780.00	<b>\$3,780.00</b>	
<b>Advising</b>	Advisors Staff Time (7 advisors=5 sessions x 2 hours)	70	\$45.00	\$3,150.00		<b>\$3,150.00</b>
<b>Seed Capital</b>	Business Pitches (Disbursements & Business Pitches)	5	5,000	25,000	<b>25,000</b>	
	Implementation of Business Pitches	1	\$455.00			<b>\$455.00</b>
					<b>\$43,650.00</b>	<b>\$27,602.00</b>
						<b>\$71,252.00</b>

*Note:* Estimate of Costs Matrix developed by Wendy O. Hernandez.

#### 4.4.5 Determine Budget

This budget (2.2.13) establishes a cost baseline for measuring and controlling project performance. Table 16 lists the cost per activities, a contingency reserve based on identified risks, and management reserves for unknown costs.

**Table 16: Budget for FEP**

<b>Code</b>	<b>Activity Name</b>	<b>Cost</b>
	Project Management	\$18,200.00
1.1.1.1	To execute a Life and Business Goal Setting Workshop	\$150.00
1.1.1.2	To execute a Business Model Development Workshop	\$1,712.75
1.1.1.3	To execute a Customer Discovery & Validation Workshop	\$1,712.75
1.1.1.4	To execute a How to do an Elevator Pitch Workshop	\$1,712.75
1.1.1.5	To execute an Introduction to Digital Marketing Workshop	\$1,712.75
1.1.1.6	To execute a Customer Service Workshop	\$1,712.75
1.1.1.7	To execute a Women's Human Rights Workshop	\$1,712.75
1.1.1.8	To execute the importance of saving Workshop	\$150.00
1.1.1.9	To execute an Intro to Financial Management Workshop	\$2,412.75
1.1.1.10	To execute an Intro to Computer Skills Workshop	\$1,712.75
1.1.3	To hold a graduation ceremony for 15 graduates from business trainings	\$1,115.00
1.2.1	To coordinate 5 one on one advising sessions with each entrepreneur.	\$3,150.00
1.3.1	To coordinate 5 one on one mentoring sessions with each entrepreneur.	\$3,780.00
1.3.2	To hold a She Mentors Conference	\$4,850.00
1.4.1	To coordinate the presentation of 15 business pitches for a selection panel	\$25,000.00
1.4.2	To monitor 5 women who will invest their seed capital in their businesses.	\$455.00
Total Cost		<b>\$71,252.00</b>
Contingency 10%		\$7,125.20
Management Reserve 5%		\$3,918.86
Total		<b>82,296.06</b>

Note: Estimate of Costs Matrix developed by Wendy O. Hernandez



#### **4.4.6 Cost control**

Cost control procedures help prevent and minimize costs and schedule overruns by monitoring progress and managing any changes to the cost baseline during the project through the Perform Integrated Change Control Process. As a result, the FEP Project will follow the cost control procedure throughout its lifetime to manage its baseline cost, identify work types with excessive costs, forecast the final cost, indicate trends for each cost, and update cost records. It will enable budget baselines to include only the necessary project changes, as well to communicate about authorized changes and taking corrective actions.

The Seniors Projects Officer will approve through proper documentation, any procurement after reviewing that resources are within the scope of the project. Budget allocation for the FEP will be determined based on Cost Variance which compares the difference between the budget at completion and the actual amount spent. Additionally, the Senior Projects Officer will prepare monthly reports which include detailed expense reports and variance reports to CENPROMYPE.

Any cost change requests must be submitted formally to the Senior Projects Officer with supporting documents. The Seniors Projects Officer will review the change request and may request additional documents, if needed. CENPROMYPE will review, recommend and/or decide to accept, reject, or modify the change request. The budget baseline should be updated if a change request is necessary. In this project, there will be a 5% management reserve allocated to cover any unforeseen expenses that may arise from the change control process.

## 4.5. QUALITY MANAGEMENT PLAN

### 4.5.1 Introduction

The Quality Management Plan aims to ensure that project deliverables are of adequate quality and, therefore, accepted by stakeholders. Accordingly, this quality management plan outlines the major stakeholders and their roles and responsibilities, as well as the project quality objectives, standards, and requirements.

### 4.5.2 Quality Management Approach

The approach to project quality management is guided by three processes listed in the PMBOK® Guide: Plan Quality Management: identify quality requirements for deliverables and document how these requirements will be met; Manage Quality: translate the quality management plan into executable quality activities; and Control Quality: monitor and record the results of implementing the FEP quality management activities to ensure that the needs of the MSMEs are satisfied.

### 4.5.3 Plan Quality Management

This process provides guidance on what quality requirements and lists the standards required for the project. The project charter and scope baseline were used in this plan because their information influences a project quality management. In addition, it used quality templates, expert judgment, and meetings with internal staff who have the experience in meeting the needs of MSMEs through similar projects. In Table 18, stakeholders with distinct roles and responsibilities are listed, who will manage this plan to ensure all female entrepreneurs get quality services.

Table 17: Roles and Responsibilities for Quality Management

Role	Responsibilities
<b>Coordinator of CENPROMYPE</b>	Final approval of all deliverables
<b>Executive Director of BELTRAIDE</b>	Improvement of quality for executing agency survival

<b>Seniors Projects Officer</b>	Manages all quality meetings and obtains manager feedback on deliverables  Provides Monthly reports to CENPROMYPE.
<b>Project Assistant</b>	Engage stakeholders in a continuous dialogue to gauge whether customers' requirements are being met
<b>Manager of SBDCBelize; Manager of ExportBelize</b>	Oversee all services development procedures to identify deviations from quality standards

*Note:* Roles of Stakeholders for Quality Management.

The quality objectives of this project shall be as follows:

- Leadership: to foster an environment that supports quality management.
- Efficiency: improve the business efficiency of women entrepreneurs by 70%.
- Customer Service: maintain a customer satisfaction of 90% regarding curriculum and training delivery.

The requirements listed in Table 19 must meet the two main quality standards of promoting economic development and women's economic empowerment based on the Belizean environment.

**Table 18: Quality Baseline**

<b>Activity</b>	<b>Quality Requirement</b>	<b>Metric</b>	<b>Frequency</b>	<b>Responsible</b>
Business Workshops	Facilitators must have experience in delivering business training.	Resume	Once	BELTRAIDE
Business Workshops	Spaces available only for women who own a business or share 50% ownership	Selection Criteria	Once	Projects Unit.
Business Workshops	Provide women with knowledge and skills to successfully start or expand their business.	Workshop Manuals	Once	BELTRAIDE Team
Business Workshops	Women must assess the quality of materials and delivery by facilitators for quality improvement.	Project Evaluations	Continuously	MSMEs
Advising	Advisors must have business advising experience to properly advise MSMEs	Resume	Continuously	Implementing Managers
Mentoring	Mentors must be women entrepreneurs who can properly guide and advice other women.	Resume	Continuously	Implementing Managers
Seed Capital	The applicant must demonstrate that the business can grow, and that the funds will only be used for the business.	Business Pitches Investment Plans	Once	BELTRAIDE
Project Management	Project documents and deliverables must be submitted in compliance with the templates of BELTRAIDE and CENPROMYPE.	Evaluations Investment Plans Reports	Continuously	MSMEs Project Team

*Note:* Quality baseline matrix for FEP developed by Wendy Hernandez.

### **4.5.3 Manage Quality**

The project team shall use the managed quality process (2.2.14) as a data gathering technique to follow the quality standards and requirements that can lead to meeting the quality objectives of the FEP. CENPROMYPE shall conduct an audit to identify issues, concerns, challenges, and/or opportunities in the project team execution of the project phases. The Senior Projects Officer shall log the audits results either in the lesson learnt registry (*Appendix 4*) or Change Request Form (*Appendix 5*).

### **4.5.4 Quality Control**

Since BELTRAIDE has already developed other FEP projects under its umbrella, it has a list of forms and templates designed to ensure quality is both controlled and managed. The projects unit shall use a Checklist (*Appendix 5*) to monitor the monthly progress of the quality activities in a structured manner. Each manager will receive a Review Feedback Template (*Appendix 6*) to provide feedback about the quality of the work delivered.

In addition, the project team shall schedule meetings regularly to discuss how to improve, what to incorporate into the ongoing project, and what to add to the organization's process assets. AMSMEs will fill out a survey about their satisfaction with the workshops and overall project. The projects officer will input this information into the lessons learnt registry to acknowledge changes that can improve the services. CENPROMYPE will receive a monthly report (*Appendix 7*) to validate the steps taken to meet the quality requirements and to compare against the proposed and approved scope of work.

Change requests for deliverables that do not meet specifications or present failures and have not been officially accepted by BELTRAIDE shall be processed through Perform Integrated Change Control Process.

## 4.6. STAKEHOLDER MANAGEMENT PLAN

### 4.6.1 Introduction

This FEP Project's stakeholder management plan has identified, and classified project stakeholders based on their power, interest, and influence. The plan also provides a management approach and communication guide to engage stakeholders efficiently and effectively throughout the entire project to increase the possibilities of meeting the project's objectives and having project success.

### 4.6.2 Stakeholder Management Plan Approach

The Stakeholder Management plan (2.2.6 #7) engages and manages stakeholders to implement this project, so it used the processes described by the PMBOK® Guide which entails to identify, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement.

### 4.6.3. Identify Stakeholders

This process used a stakeholder analysis to identify stakeholders, detail their involvement, interest, and used stakeholder mapping of a power/interest grid to highlight their impact and influence on the success of this project. Some stakeholders have limited ability to influence the project, while others have high influence on its expected outcomes. This process should be iterative, meaning that as the project progresses, the list of stakeholders should be revised to include any new stakeholder or varying priorities of those already identified.

**Table 19: Stakeholders for FEP**

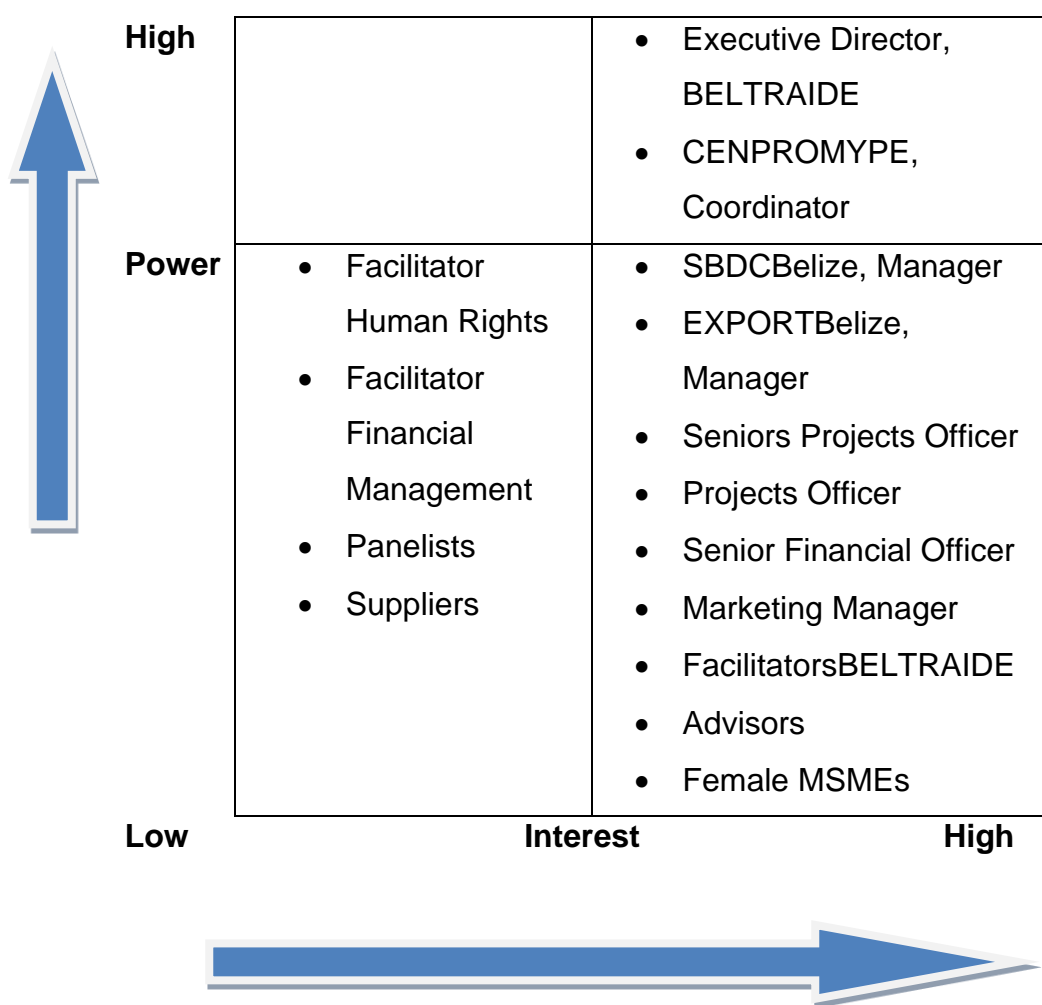
<b>Organization</b>	<b>Job Title</b>	<b>Responsibility</b>
<b>CENPROMYPE</b>	Coordinator for Belize	Coordinate the disbursements of funding to BELTRAIDE  Oversee the implementation of FEP with the Seniors Projects Officer of BELTRAIDE.
<b>BELTRAIDE</b>	Executive Director	Approve execution of FEP and make executive decisions of FEP.
<b>SBDCBelize EXPORTBelize</b>	Managers	Design and administer the execution of the training and business pitches.

<b>BELTRAIDE</b>	Seniors Projects Officer	Oversee the implementation of the FEP
<b>BELTRAIDE</b>	Projects Officer	Assist in overseeing the implementation of the FEP.
<b>Consultant 1</b>	Facilitator	Facilitate the Intro to Financial Management Workshop
<b>Consultant 2</b>	Facilitator	Facilitate Human Rights Workshop
<b>BELTRAIDE</b>	Facilitators	Facilitate business workshops and Intro to Computer and Intro to Saving Workshops.
<b>BELTRAIDE</b>	Advisor	Provide advising to female entrepreneurs
<b>Pool of FEP graduates.</b>	Mentor	Provide mentoring to female entrepreneurs.
<b>BELTRAIDE</b>	Marketing Manager	Market, promote, and disseminate information about the application call, milestones, and closure of the project via different communication channels.
<b>BELTRAIDE</b>	Senior Financial Officer	Make payments for procurement and make disbursement of seed capital.
<b>BCCI</b>	Panelist for business pitch	Select winners of business pitches.
<b>Women Department</b>	Panelist for business pitch	Select winners of business pitches.
<b>Development Finance Corporation</b>	Panelist for business pitch	Select winners of business pitches.
<b>Private Suppliers</b>	MSMEs	Participate in business training
<b>Suppliers</b>	Caterers	Provide catering for trainings, meetings, presentations
<b>Suppliers</b>	Decorators	Provide decoration for graduation and She mentors Conference
<b>Suppliers</b>	Venue owners	Provide venue for trainings, Shementor Conference, and graduation
<b>Suppliers</b>	Training Supplies	Provide training supplies to execute trainings.

*Note:* Stakeholder Matrix developed by Wendy O. Hernandez.

The figure below shows that it is the Executive Director of BELTRAIDE and the coordinator of CENPROMYPE who hold the highest interest in seeing this project developed, and who possess the highest power in determining the start and completion of this project. The BELTRAIDE Team has a high interest in seeing this project completed because it aligns with their organizations mandates and goal, however, do not hold high power to impact the project. The external facilitators, suppliers, and panelists do not have a high interest in the project nor hold high power to impact the project, but they do support the implementation of the project.

**Figure 5: Power and Interest of FEP Stakeholders**



Note: Power/Interest grid developed by Wendy O. Hernandez.



#### 4.6.4. Plan Stakeholder

Stakeholders' needs, expectations, interest, and potential impacts shall be the guide to help them interact effectively. Table 22 is a stakeholder engagement assessment matrix that highlights a comparison of how each group or stakeholder is currently engaged, (C) and (D) indicates the desired engagement level required for successful delivery of project. In cases (C) and (D) falls under the same column, meaning that the stakeholder is currently engaged, and the stakeholder is encouraged to continue engaging.

MSMEs, suppliers, panelists, mentors, and facilitators for Human Rights Workshop and Financial Management, who are external stakeholders from BELTRAIDE shall be unaware of the project at the initial stage. As part of the project, the marketing manager will launch an advertising campaign to educate and raise awareness through constant dissemination of information. The Seniors Projects will do a stakeholder engagement assessment (*Table 21*) to determine whether the stakeholders are engaged and what can to do to get them involved.

**Table 20: Stakeholder Engagement Assessment Matrix**

ID	Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
1	MSMEs	C			D	
2	Executive Director, BELTRAIDE					C D
3	CENPROMPYE					C D
4	SBDCBelize and ExportBelize Manager				C D	
5	Marketing Manager				C D	
6	Senior Finance Officer				C D	
7	Project Team				C D	
8	Facilitators				C D	

9	Facilitator Human Rights	C			D	
10	Facilitator Financial Management	C			D	
11	Panelist	C			D	
12	Suppliers	C		D		
13	Advisors				C D	
14	Mentors	C			D	

*Note:* Stakeholder Matrix developed by Wendy O. Hernandez.

#### **4.6.5 Manage Stakeholder.**

Project team members shall meet daily, or as necessary, to meet needs and expectations of stakeholders, as well to address any issues, and to promote their involvement in the project. The stakeholders will be briefed on the project before the project starts, and while they are participating in the various or all stages of the project. The Seniors Projects Officer will identify the needs of the stakeholders through informal or formal conversations or in meetings and will be able to negotiate stakeholder support or agreement to the project or its outcomes. The Seniors Projects Officer will log any issues in the Issues Log (*Appendix 14*) and assign an owner who shall be responsible of resolving the issue by a target date. The projects team will review issues during project meetings to ensure all stakeholders are aware of the progress and status of the issue.

As a first step, if the Senior Project Officer cannot solve the issue, he/she must consult with the managers of either SBDCBelize or EXPORTBelize. If managers cannot resolve the issue, then the Executive Director of BELTRADE can decide. If the Executive Director cannot solve the issue, the Seniors Projects Officer must consult CENPROMYPE as an extreme measure. The projects officer will inform the owner of the issue escalated level of any resolutions, as well as update the issue log to close the issue and log it into the lessons learned repository to successfully manage other replicas of this project.

#### **4.6.6 Monitor Stakeholder.**

**The Seniors Projects Officer shall monitor** stakeholder engagement so that engagement strategies can be improved or modified to maintain or increase stakeholder involvement. Through active listening the officer can reduce more misunderstandings and other miscommunication among stakeholders. Overall, the Senior Projects Officer shall act on its leadership to continuously communicate the vision and inspire stakeholders to continue supporting the work and outcomes of the project.

In addition, she shall use the stakeholder engagement matrix to track any changes in the level of engagement of each stakeholder and use feedback to identify the causes of stakeholder disengagement, if there are any. Change requests to include corrective or preventative actions to improve the current level of the stakeholder, change requests may be processed through Perform Integrated Change Control Process.

## **4.7. COMMUNICATIONS MANAGEMENT PLAN**

### **4.7.1 Introduction**

Effective and open communication is critical to the success of the FEP. It is necessary to ensure there is a defined communication management plan for timely and efficient disposition to all stakeholders of all information relating to the project. This plan will facilitate communication amongst stakeholders of the project.

### **4.7.2 Communication Management Plan Approach**

This Communication Plan (2.2.6 # 6) uses the three processes listed by the PMBOK® Guide: plan communications: develop an appropriate approach for project communication activities based on needs of stakeholders; manage communications: disseminate project information on time and monitor communications: meet information needs of the project and its stakeholders

### **4.7.3 Plan Communication Management Plan**

These are the critical success factors for this plan:

1. Identify, develop, and monitor project communication interventions and activities based on the diverse needs of stakeholders and the FEP.
2. Communication responsibilities are determined by roles within BELTRAIDE, knowledge and expertise, and stakeholder relationships.
3. Communication Responses/actions based on the WBS via specific channels.
4. The plan includes provisions to measure effectiveness, meet objectives, adjust the plan, and share lessons learnt.

The *Table 22* outlines proposed strategies tailored to both internal and external stakeholders on what information should be shared among each and all stakeholders.

**Table 21: Communication Strategic Plan**

<b>Stakeholder</b>	<b>Strategy</b>
CENPROMYPE (Coordinator)	<ul style="list-style-type: none"> <li>● Provide regular progress reports to validate expenses.</li> </ul>
Executive Director, BELTRAIDE	<ul style="list-style-type: none"> <li>● Provide updates of milestones for approval of disbarments of funds activities.</li> </ul>
SBDCBelize & ExportBelize Manager	<ul style="list-style-type: none"> <li>● Inform them of the progress of each activity so that they can coordinate with their team, advisors, and mentors.</li> </ul>
Consultants 1 & 2	<ul style="list-style-type: none"> <li>● Provide TOR to deliver the workshops and all logistics associated with workshops.</li> </ul>
Facilitators	<ul style="list-style-type: none"> <li>● Provide workshop manuals and all logistics associated with workshops.</li> </ul>
Advisors	<ul style="list-style-type: none"> <li>● Provide manuals to review the content taught to advise accordingly.</li> <li>● Provide information and all logistics associated with workshops.</li> </ul>
Mentors	<ul style="list-style-type: none"> <li>● Provide information about mentoring expectations and all logistics associated with workshops.</li> </ul>
Marketing Manager	<ul style="list-style-type: none"> <li>● Provide information to promote and disseminate information about the project, application call, milestones, and closure of the project via different channels.</li> </ul>
Senior Financial Officer	<ul style="list-style-type: none"> <li>● Provide invoices and investment plans along with banking information to deposit payments and/or seed capital into corresponding accounts.</li> </ul>
Panelist of business pitches	<ul style="list-style-type: none"> <li>● Provide information regarding the seed capital selection process</li> <li>● Keep them informed of all logistics associated with business pitches.</li> </ul>
Target Audience/MSMEs	<ul style="list-style-type: none"> <li>● Provide information about application process, trainings, and business pitches.</li> <li>● Provide information regarding closure of the project.</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>● Indicate the resources required to deliver services within a specific timeframe.</li> </ul>

*Note.* This communication strategy matrix was developed by Wendy O. Hernandez

The Seniors Projects Officer shall review and modify this matrix regularly to effectively provide the pertinent information to each stakeholder for successful project outcomes.

#### 4.7.4 Manage Communications

Table 23 provides a category list of types of information and when and how often information must be relayed to stakeholders and through what channels.

**Table 22: FEP Communication Matrix**

Type	Audience	Description	Frequency	Owner	Channels
Project Presentations	CENPROMYPE, Project Team, MSMEs	Kick-off Meeting	Once	Seniors Projects Officer	Meetings
Project announcement	MSMEs	Milestones of project.	As necessary	Marketing Manager	Blog Posts, articles, Ads, social media.
Personal Communication	CENPROMYPE, MSMEs, Suppliers, Facilitators, Mentors, Advisors	Regular communication	Bi-weekly	Seniors Projects Officer	Telephone calls, Email, Meetings, Web Conference
Project Reminders	Project Team, MSMEs, Suppliers, Mentors, Advisors,	Schedule reminders	Weekly	Seniors Projects Officer	Email, Telephone Calls.
Reviews and Meetings	Project Team	Updated issues and review project status	Bi-weekly	Seniors Projects Officer	Meetings & Emails
Reports	Project Team	Teams provide their status reports	Bi-weekly	SBDCBelize ExportBelize	Emails
Final Report	CENPROMYPE,	Complete project status as to high level personnel.	Once	Seniors Projects Officer	Email & Meetings

*Note.* The table was developed based on the template provided by

<https://gspm.campusuci2.com/mod/assign/view.php?id=367>

The project team shall use soft skills such as active listening, conflict management, cultural awareness, networking, and meeting management to create a more collaborative environment among stakeholders since participants may not have a single cultural background.

The project teams shall be able to identify, track and resolve project issues (2.2.15) throughout the project lifecycle using the escalation model for communicating issues to key decision-making stakeholders to resolve issues. The Seniors Projects Officer will log any issues in the Issues Log (*Appendix 14*) and assign an owner who is responsible to resolve the issue by a target date and update the issue as quickly as possible. The projects team will review issues during project meetings to ensure all stakeholders are aware of the progress and status of the issue.

As a first step, if the Senior Project Officer cannot solve the issue, he/she must consult with the managers of either SBDCBelize or EXPORTBelize. If both managers cannot resolve the issue, then it must be solved by the Executive Director of BELTRAIDE. If the Executive Director cannot solve the issue, the Seniors Projects Officer must consult CENPROMYPE as an extreme measure. The projects officer will inform the owner of the issue and escalated level of any resolutions and appropriate escalated level, as well update the issues log to close the issue and logged into the lessons learnt repository to successfully manage other replicas of this project.

#### **4.7.5 Monitor Communications**

The team shall monitor throughout the project if all communication activities have maintained stakeholder support for the project. As such, the project team shall establish a mechanism to track whether the communication activities had the desired effect.

If the communications activities need to be adjusted, intervened, or acted upon, the changes request shall be performed via the Integrated Perform Control Process. Changes in stakeholder strategy, content to be communicated, and

communication distribution methods may be necessary, as well as new procedures that eliminate bottlenecks.

The Seniors Projects Officer will evaluate, along with the Marketing Officer, the impact of the communication activities by collecting lessons learned, observations from the team, data reviews from the issue log, and changes in the project communication matrix listed in *Table 23*. The project team shall use the results of this monitoring activities to undertake an analytical comparative analysis to determine the change and impact of the communication activities associated with the FEP.

The results from the monitoring mechanism will update the communication management and stakeholders' engagement plans to make communication more effective and meet stakeholders needs, as well will update the lessons learnt register, which will also update the work performance information.



## **4.8 RISK MANAGEMENT PLAN**

### **4.8.1 Introduction**

All projects are risky because they require the coordination of various persons and resources, as well as time. These elements can create threats or opportunities that can decrease or increase the chances of project success. Thus, this risk management plan lists the risks and strategies to enhance the chances of completing the project within scope, budget, and timeline.

### **4.8.2 Risk Management Approach**

The PMBOK® Guide processes were followed to develop the risk management plan outlined in 2.2.6 #8. It is important to note that these processes can overlap and interact throughout the implementation of the project. This document followed the following process sequentially:

- Plan Risk: definition of how to conduct risk management activities for FEP.
- Identify Risk: identified individual risks for the FEP.
- Perform Qualitative Risk Analysis: probability and impact analysis of risks.
- Plan Risk Response Strategies developed to address the identified risks.
- Monitor Risk: measures to monitor and evaluate risks.

Quantitative risk does not apply to this project, and risk response implementation applies only once the project starts and throughout its implementation.

### **4.8.3 Plan Risks**

The student conducted three expert interviews with the Senior Project Officer to identify the organization's overall approach to risk and the types of risks most likely to appear in similar projects.

This plan aims to provide strategies to minimize or prevent any identified risk by taking timely action to respond to the threat or opportunity. These risks that cannot be controlled shall use funding from the contingency reserve (\$7,125.20) which is 10% of the total cost of the budget to counteracts its effects. The following table lists the roles and responsibilities of the project team in risk management.

**Table 23: Roles and Responsibilities for Risk Management.**

<b>Role</b>	<b>Responsibilities</b>
<b>Seniors Projects Officer</b>	Understand project needs and requirements to identify, evaluate risks, develop effective risk control processes, and monitor and control risks.  Submit detailed risks reports to appropriate executives
<b>Manager, SBDCBelize; Manager, ExportBelize</b>	Develop strategies to avoid, transfer, mitigate, or accept new risks identified throughout the project implementation.
<b>Facilitators Advisors Mentors</b>	Assign risks within their work packages.
<b>Projects Officer</b>	Maintain communication with all stakeholders to engage them in the risk management process.
<b>CENPROMYPE Coordinator</b>	Sign off authority on the final acceptance of any strategies for risk management.
<b>Executive Director of BELTRAIDE</b>	Risk improvement by top management for business survival of executing agency

*Note:* Roles and Responsibilities Matrix was developed by Wendy O. Hernandez.

The following elements are critical success factors for this plan:

1. The plan is developed at the start of the project life cycle to consider the diverse needs of the project and is reviewed and modified using a participatory approach that allows for manageable interventions.
2. The person responsible for risks intervenes based on their job function, knowledge and expertise, stakeholder's relationships, status, and power.
3. Establish and communicate risk and milestones from the beginning of the project to gain top management's support.
4. Respond to each risk by addressing the business needs of all beneficiaries, especially female entrepreneurs.
5. Provide provisions to measure plan effectiveness, meeting objectives, adjusting the plan, and sharing lessons learned.

#### 4.8.4 Identify Risks

The student assessed the probability and impact of risks (2.2.16) to increase positive risks' probability and impact and decrease negative risks' probability and impact. Risks on the project are inevitable, regardless of their categorization, threats, or opportunities. Table 22 details an RBS (2.2.17) into four main categories and different descriptions for each.

**Table 24: FEP Risk Breakdown Structure**

RBS Level 0	RBS Level 1	RBS Level 2
0. Female Entrepreneurship Program (FEP)	1. Organizational Risk	1.1 Funding
		1.2 Resources
		1.3 Trainings
		1.4 Equipment/tools
	2. Health Risk	2.1 Covid-19 pandemic
	3. External Risk	3.1 Market
		3.2 Suppliers
		3.3 Customers
		3.4 Economic climate
	4. Management Risk	4.1 Communications
		4.2 Controlling
		4.3 Monitoring and evaluation

*Note:* This table was created based on the PMBOK® Guide (2017).

#### 4.8.5 Perform Qualitative Risk Analysis

The student conducted a risk probability and impact assessment (Table 29) using a probability and impact matrix (Table 26) that provides indicators to assess the likelihood that a specific risk will occur and its potential impact on the project.

**Table 25: Probability and Impact Matrix.**

Key	Category	Description		
	Low			
	Medium			
	High			
Impact Range	1 to 5	1	3	5
Probability	0.1 to 0.9	0.1	0.5	0.9
Risk Measure	Probability X Impact			
		Impact Range on a project Objective		
	Probability	1	3	5
		Impact Scores		
	0.9	0.9	2.7	4.5
	0.5	0.5	1.5	2.5
	0.1	0.1	0.3	0.5

Note: This Matrix was created based on BELTRAIDE Risk Management Process.

The probability points in *Table 26* will determine the probability score of a risk. A risk with low probability (0.1) of happening will be assigned an impact score of 1, a risk with medium probability (0.5) of happening will be assigned a score of 3, and a risk with high probability (0.9) of happening will be assigned an impact score of 5. As such, the final score derived from combining a probability score ( $p$ ) and impact ( $i$ ) score determines the urgency of risk response planning.

*Table 27* highlights the impacts of each risk on schedule, cost, schedule, or quality, which must be monitored by the Senior Projects Officer to control or minimize the negative effects of each risk.

**Table 26: Impacts for Risks**

Impact Scale	Low	Medium	High
Impact Range	1	3	5

<b>Objectives</b>	Schedule	> 1-10 days	>11-20 days	>21-30 days
	Cost	5% increase in cost	25% increase in cost	40% increase in budget
	Scope	Insignificant change in scope	Significant scope change	Major scope change
	Quality	The product or service has minor impact on specifications and minimal failures	The product or service meets some of the specifications and presents some failures	The product or service do not meet any of the specifications and major failures.

*Note:* This table was developed by Wendy O. Hernandez



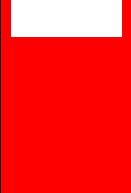
Therefore, a risk that delays the schedule by 1 to 10 days (1) will result in less than 5% cost increase (1); produce insignificant scope change (1); and has minor impact on specifications and minimal failures (1) will be considered as low impact and assigned an impact score of 1. Yet, if a risk delays a schedule by 21 to 30 days (5) and result in a 25% cost increase (3); but produces minor scope change (1); and the product or service has minor impact on specifications and minor failures (1) it will be considered medium impact and assigned an impact score of 2.5.

#### 4.8.6 Plan Risk Responses

The student developed strategies to plan responses for each risk (*Table 27*) such as avoid, accept, or mitigate to reduce overall risk exposure. None of the risks shall be escalated or transferred to a third party. This process should be continuous throughout the project for effective risk management.

**Table 27: Risk Response Planning**

Color	Urgency of Risk	Risk Score	Strategy
-------	-----------------	------------	----------

	Low priority	0.1 > 0.9	Accept the existence of a threat, but no proactive action is necessary as the risk may be harmless.
	Medium priority	1.5 > 2.7	From early on, mitigate the risk to reduce its probability and impact. Do not ignore this risk.
	High priority	>4.5	Avoid or mitigate the risk to prevent occurrence or mitigate its impacts at the earliest. Contingency reserves can be used to accept threats that cannot be avoided or are not cost-effective.

*Note:* This table was developed by Wendy O. Hernandez

#### **4.8.7 Monitor Risks**

At the appropriate time in the project schedule, the owner of each risk will manage and provide work performance data of their risk at each bi-weekly meeting. The risk owners must submit a risk report (*Appendix 9*) detailing risk responses, risks that have occurred, risks that are active, and risks that have closed out in every risk meeting. At these risk meetings, the team will determine whether risk responses are effective, identify new risks, reassess current risks, close outdated risks, and identify lessons learnt. This information will allow the Seniors Projects Officer to make project decisions based on current information about project risks exposures.

Corrective and preventive actions may be required to address the current level of project risk, which may result in changes to the cost and schedule baselines or other aspects of the project management plan. Change requests may be processed for review and disposition through the Perform Integrated Change Control process.

**Table 28: Risk Assessment for FEP**

#	Risk Description	(P)	(I)	Risk Measure (Pxl)	Strategy	Contingency Plan	Person/Group Assigned
1.1	Overspending due to poor monetary management.	0.1	5	0.5	Accept	Continue using accounting methods for transparency and accountability	Senior Financial Officer
1.2	Reassignments or departures of key staff members can delay key milestones.	0.1	3	0.3	Accept	Ensure that anyone who is reassigned or departs provides a succession plan.	Seniors Projects Officer
1.3	Unable to identify legal and financial experts to facilitate Legal Framework Workshop and Introduction to Savings Workshop	0.5	3	1.5	Mitigate	Communicate with the Women's Department and DFC to identify consultants within their organizations based on memorandums of understanding	Seniors Projects Officer
1.4	Business and technical workshops may not not understandable.	0.1	5	0.5	Accept	Ensure that its facilitators within BELTRAIDE use and update certified training manuals from previous FEP.	Manager, SBDCBelize Manager, Export Belize

<b>1.3</b>	Functional units may be busy with other projects that will cause delays in project activities.	0.9	5	4.5	Avoid	Delegate tasks to project officers to coordinate other projects tasks.	Seniors Projects Officer
<b>1.4</b>	Hurricane season can disrupt activities during June, July, and August.	0.5	3	1.5	Accept	Become familiar with the Hurricane Preparedness Plan from BELTRAIDE	Senior Projects Officer
<b>2.1</b>	Covid-19 infections can spread can hinder MSMEs participation.	0.1	5	0.5	Accept	Verify that all participants are vaccinated and that all training adhere to healthy protocols.	Projects Officer
<b>3.2</b>	Payment delays for outsourced services may lead to resources shortages and overpayment	0.5	3	1.5	Mitigate	Follow procurement practices according to procurement plan and request quotes from at least three suppliers on time.	Seniors Projects Officer
<b>3.3</b>	Work by trainees may lack quality if they do not fully understand trainings	0.1	3	0.3	Accept	Advisors will be available to guide trainees to complete their work.	BELTRAIDE Advisors
<b>3.4</b>	All trainees might not have computers/internet to do virtual training.	0.5	3	1.5	Mitigate	Provide trainees with computers from BELTRAIDE's Mobile Training Center.	Seniors Projects Officer



<b>4.1</b>	Improper promotion may result in MSMEs lacking interest in the project.	0.5	3	1.5	Mitigate	Implement an effective communication and stakeholder management plan.	Marketing Manager
<b>4.1</b>	Poor & inconsistent communication with relevant stakeholders can lead to discontinued support for the project.	0.5	3	1.5	Mitigate	Create a sense of ownership among stakeholders at the onset of the project and keep in constant communication to maintain their support	Seniors Projects Officer
<b>4.2</b>	Untimely approvals from Executive Director /Managers may delay activities and project.	0.5	5	2.5	Mitigate	Constantly remind ED and managers to provide their approval on time.	Seniors Projects Officer
<b>4.3</b>	Inadequate indicators to compare the new knowledge acquired by the trainees.	0.5	3	1.5	Mitigate	Obtain baseline data at the onset of the project to compare with post-surveys regarding facilitator expertise and training methods.	Projects Officer

*Note:* This Risk Register was elaborated by Wendy O. Hernandez based on BELTRAIDE Risk Management Process

## 4.9 RESOURCE MANAGEMENT PLAN

### 4.9.1 Introduction

The Resource Management Plan outlines the process utilized to successfully identify, outsource, and manage all resources associated with successfully implementing FEP. Physical resources for this project include equipment, materials, and facilities, whereas human resources mean full time or part time team personnel. BELTRAIDE can use this information as it replicates similar projects under this program.

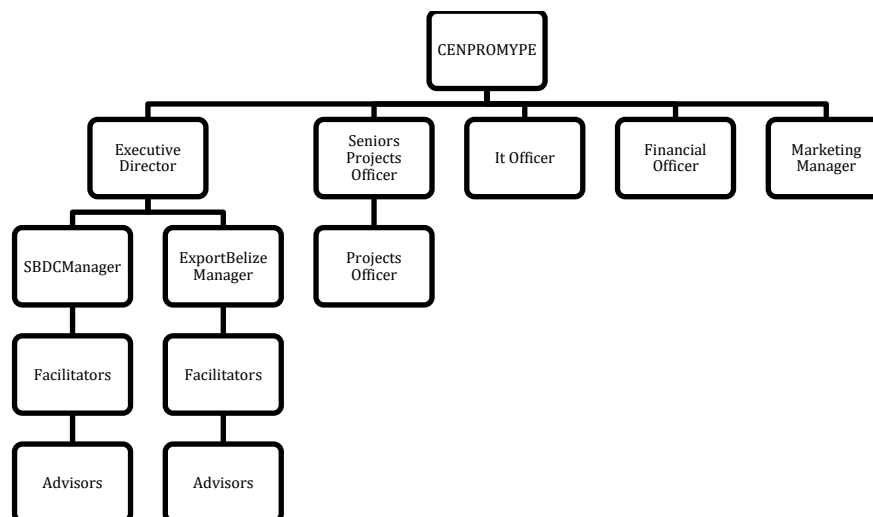
### 4.9.2 Resource Management Approach

The five PMBOK® Guide processes of plan resources, Estimate Activity Resources, acquire resources, Develop Team, Manage Team, Control Resources, and acquire resources guide this Project Resource Management Plan.

### 4.9.3 Plan Resource Management

The student used the plan resource management (2.2.18) to estimate and determine which resources to acquire and how to manage the resources for FEP. The process involved an interview with the Senior Projects Officer who has previous knowledge of similar projects and an Organizational Breakdown Structure (OBS) listing the staff within BELTRAIDE who will participate in the FEP.

**Figure 6: Organizational Chart for FEP**



*Note:* Organizational Breakdown Structure developed by Wendy O. Hernandez.

The RACI (responsible, accountable, consult, and inform) in *Table 29* illustrates the connections between project team members and shows the activities and the assigned resources as individuals or groups.

**Table 29: RACI Matrix**

<b>Responsibility Assignment Matrix (RACI Chart)</b>				
<b>Activities</b>	<b>R</b>	<b>A</b>	<b>C</b>	<b>I</b>
<b>Initial/Planning Phase</b>	Seniors Projects Officer	SBDCBelize Manager; EXPORTBelize Manager	Executive Director	CENPROMYPE Coordinator
<b>Trainings &amp; Capacity Building</b>	Seniors Projects Officer	<ul style="list-style-type: none"> <li>• Business Facilitator, Consultants, Advisors and Mentors.</li> <li>• Panelists</li> </ul>	SBDCManager ExportBelize Manager	Executive Director
<b>Implementation (support)</b>	Projects Officer	<ul style="list-style-type: none"> <li>• IT Senior Officer</li> <li>• Financial Senior Officer</li> <li>• Communication Officer</li> <li>• Suppliers</li> </ul>	Seniors Projects Officer	Executive Director
<b>Monitoring</b>	Projects Officer	Seniors Projects Officer	SBDCBelize Manager EXPORTBelize Manager	Executive Director
<b>Closure</b>	Seniors Projects Officer	<ul style="list-style-type: none"> <li>• SBDCBelize Manager</li> <li>• Export Belize Manager</li> </ul>	Executive Director	CENPROMYPE Coordinator
<b>R- Responsible for completing the work</b> <b>A – Accountable for ensuring the task is completed</b> <b>C – Consult before decisions are made</b> <b>I – Inform when an action/decision is made</b>				

*Note:* This RACI Matrix was developed by Wendy Hernandez.

#### 4.9.4 Estimate Activity Resources

The tools and techniques used to estimate resources included expert judgment of the Seniors Projects Officer who provided its expertise to identify the resources needed to implement the FEP. During the meeting with the Senior Projects Officer, the team determined the required resources, effort, skill level, material, quantity, and labor hours required for each activity. Analogous estimating helped to estimate resources by reviewing resource information from similar projects.

#### 4.9.5 Acquire Resources

The students used the resource requirements and the cost baseline to identify resources that may be either internal or external and to assign them to the respective activities within the project. The procurement management plan outlines guidelines for strategic outsourcing of external resources that will affect the budget.

Most staff will work the entire six-month project term, except for the Executive Director, Financial Officer, IT Officer, Marketing Officer, 3 panelists, and 2 training consultants. The team shall use the resources only throughout the week during working hours from 8:30 a.m. to 5:00 p.m. at venues in Belize City.

The external stakeholders are 2 consultants who will facilitate the Human Rights Workshop and the Intro to Financial Management Workshop; three panelist who will select winning business pitches, and suppliers who will provide decorations, PA sounds, catering, venues, healthy and training supplies, and printing of material. *Table 30* displays the estimate of resources along with the type of resources required for specific tasks.

***Table 30: Resource Requirement Matrix***

#	Quantity	Description	Task	Category	Type
1	1	CENPROMYPE Coordinator	Entire lifecycle	Personnel	Internal
2	1	Executive Director	Entire lifecycle	Personnel	Internal
3	1	SBDCManager	Entire lifecycle	Personnel	Internal

4	1	ExportBelize Manager	Entire lifecycle	Personnel	Internal
5	1	Senior's Projects Officer	Entire lifecycle	Personnel	Internal
6	1	Projects Officer	Entire lifecycle	Personnel	Internal
7	6	Facilitators	Trainings	Personnel	Internal
8	7	Advisors	Advising	Personnel	Internal
9	7	Mentors	Mentoring	Personnel	Internal
10	1	Financial Senior Officer	Entire lifecycle	Personnel	Internal
11	1	Senior IT Officer	Entire lifecycle	Personnel	Internal
12	1	Marketing Manager	Entire lifecycle	Personnel	Internal
13	1	Panelist 1	Business Pitches	Personnel	External
14	1	Panelist 2	Business Pitches	Personnel	External
15	1	Panelist 3	Business Pitches	Personnel	External
16	1	Facilitator (Consultant)	Human Rights Workshop	Personnel	External
17	1	Facilitator (Consultant)	Intro to Financial Management Workshop	Personnel	External
18	1	PA System	Graduation	Equipment	External
19	1	Projector	Trainings, Graduation, Sementors Conference, Business Pitches	Equipment	Internal
21	1	Easel Stand	Trainings	Equipment	Internal
22	1	Computer for each staff	Entire lifecycle	Equipment	Internal
23	75	Pens	Sementors Conference	Material	External
24	25	Pens	Trainings	Material	External
25	25	Post Its packs	Trainings	Material	External

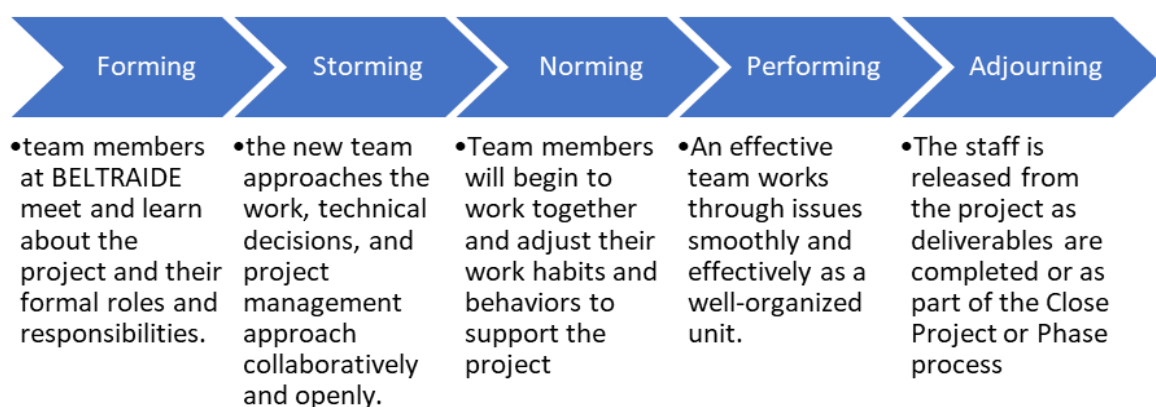
<b>26</b>	25	Notebooks	Trainings	Material	External
<b>27</b>	266	Masks	Trainings, Graduation, Shementors, Conference, Business Pitches	Material	External
<b>28</b>	15	Hand Sanitizers	Trainings, Graduation, Shementors Conference, Business Pitches	Material	External
<b>29</b>	17	Business Tool Kit	Training	Material	Internal
<b>30</b>	17	Printing of Business Toolkit	Training	Material	External
<b>31</b>	17	Training Manuals	Training	Material	Internal
<b>32</b>	15	Certificate	Graduation	Material	External
<b>33</b>	15	Frames	Graduation	Material	External
<b>34</b>	1	Decorations	Shementors Conference	Material	External
<b>35</b>	1	Decorations	Graduation	Material	External
<b>36</b>	1	Project Banner	Entire lifecycle	Material	External
<b>37</b>	136	Catering	Trainings	Material	External
<b>38</b>	40	Catering	Graduation	Material	External
<b>39</b>	70	Catering	Shementors Conference	Material	External
<b>40</b>	1	Venue inclusive of 18 tables & 18 chairs	Trainings	Facilities	External
<b>41</b>	1	Venue inclusive of 40 chairs & 4 tables	Graduation	Facilities	External
<b>42</b>	1	Venue inclusive of 70 chairs and tables	Shementors Conference	Facilities	External

*Note:* Resource requirement matrix was developed by Wendy O. Hernandez

#### 4.9.6. Develop Team

The way that humans perform at their best is by motivating, providing rewards, and developing their capacities. Thus, developing the team would improve competencies, develop trust among members, ensure effective communication, and the overall team environment. The Seniors Projects Officer shall use the Tuckman ladder (*figure 7*), not necessarily in a sequential manner, to develop the team.

**Figure 7: Tuckerman Ladder to Develop Team**



*Note:* Wendy O. Hernandez developed Tuckerman Ladder

The Seniors Projects Officer can use the following technique to determine which team members to train, coach, mentor, motivate, or assist as follows:

1. Team building meetings before and after implementing each of the four components to review team performance assessments and job satisfaction.
2. Use virtual teams, specifically Microsoft Teams where the team can use conversational threads to discuss issues to develop team.
3. Use communication technology such as video conferencing and institutional emails to raise issues or opportunities to develop team.

If necessary, the implementing managers will train facilitators, advisors, and mentors on business development and entrepreneurship. The team will also be encouraged to participate in decision making and to work independently.

#### 4.9.7 Manage Teams

The projects team will coordinate the team to understand their responsibilities to carry out their tasks and achieve team, project, and organizational goals. The Projects Officer will track Team members' performance along with the project team assignments to understand their roles and responsibilities and record any disagreements in the issue log (*Appendix 8*). The projects team will encourage stakeholders to provide feedback on performance, skills, or ability to work as a team and act upon this feedback to improve the working environment.

Project team members should resolve any conflicts regarding resources, schedules, or work styles between them as early as possible; however, if the issues escalate, the Seniors Project Officer shall facilitate the issue in a collaborative manner by using the below conflict management technique when applicable to resolve the conflict.

- a) Withdraw/avoid the issue when parties are uncooperative but the issue it's not of immediate concern or when it won't harm the successful completion of the project.
- b) Smooth/accommodate to keep harmony among the team temporarily but essential to avoid outward conflict.
- c) Find a compromise/reconcile to partially satisfy all parties temporarily when the issue is not detrimental for the project success.
- d) Force/direct: push viewpoint on others when both parties are uncooperative and strong-willed, and time is of essence.
- e) Collaborate/problem solve disagreements are confronted directly because parties assertive and somewhat cooperative to find a long-term solution to not just the problem, but underlying circumstances.

Microsoft Teams, institutional emails, institutional phone calls shall be the primary channels of communication to manage and coordinate team members across project activities. As a last step, the projects officer will record any



challenges recorded, how they might have been prevented, and approaches that worked well to manage teams in the lessons learned registry (*appendix 4*).

#### **4.9.8 Control Resources**

It is imperative that all resources are readily available, on time, and supplied by the right suppliers that is why, resources need to be controlled so the project continues with delay. This process, specifically, shall focus on controlling equipment, materials, facilities, and infrastructure, since the human resources are addressed in the manage team process.

The Projects Officer will primarily monitor the resources expenditures, identifying resources shortage or resource availability, and identify any resources failures according to the project need by using work performance data. This process must be held before starting the activities and after purchasing the resources to take corrective actions when required. The Seniors Projects Officer along with the projects officer shall use negotiation and influencing skills to get required sources on time and use these methodical steps to understand any other problem, strategize on the problem, and implement the problem-solving solutions.

1. Identify and define the problem by considering who, what, where, why, when, or how.
2. Analyze the root of the problem by using a root cause analysis to discover the causes of the problem to identify proper solutions.
3. Identify and choose a suitable solution by doing mind work and research and considering expectations and priorities, as well as the resources available and indicators available to measure its success.
4. Determine if the problem has been fixed by reasoning and evaluating if all resources are available and resource spending aligns with budget expenses.

Relevant stakeholders must be informed if the resources are not available or present failures. Any changes to the plan may be done via a change request and be addressed through the Perform Integrated Change Control process.

## **4.10. PROCUREMENT MANAGEMENT PLAN.**

### **4.10.1 Introduction**

This Procurement Management Plan outlines and defines the procurement activities necessary to acquire labor, materials, equipment, and services needed to effectively implement the FEP. Procurement will be managed by this plan as the project develops and updates as requirements change. Additionally, the plan identifies the key roles and responsibilities of the individuals responsible for managing procurement activities.

### **4.10.2 Procurement Management Approach**

The Seniors Projects will provide oversight and management for all procurement activities using the three procurement processes mentioned in the PMBOK® Guide: Plan procurement, conduct procurement and control procurement. Project management plays a key role in promoting RD principles; moreover, this project brings services that can impact the social wellbeing of the beneficiaries. Specifically, Procurement Management will effectively run FEP because it also includes acquiring necessary products, services, and results from outside the project team.

### **4.10.3 Plan Procurement**

The objective of this plan is to develop a framework based on 2.2.18, including a description of the processes for acquiring resources as well as the controls and management of contracts and purchase orders. The plan also focuses on 2.3.3 to procure goods and services that can have long-term economic viability and minimize any adverse effects to the environment.

Therefore, this process considered the Scope baseline and Resource Management Plan, which define the resources needed. The Projects Officer shall use organizational process assets such as pre-approved seller lists to request quotations for supplies and emails will be forwarded to consultants who have previously facilitated the workshops; however, the TOR shall be advertised publicly to allow other potential consultants to submit their applications.

Table 31 lists the specific roles and responsibilities of the project team. BELTRAIDE's policies and procedures grant the Executive Director the full authority to give the final approval of any procurement, whereas the Senior Projects Officer oversees leading the management of procurement. It is the Senior Financial Officer who is responsible for making any payments for the FEP.

**Table 31: Procurement Roles and Responsibilities**

<b>Role</b>	<b>Responsibility</b>	<b>Spending Level and Authority</b>
Executive Director	<ul style="list-style-type: none"> <li>● Approve Requisition Forms</li> <li>● Approve outsourcing goods from a selected supplier.</li> <li>● Final authorization to make payments.</li> <li>● Sign contracts</li> </ul>	Project Budget
Sr. Projects Officer	<ul style="list-style-type: none"> <li>● Identify procurement risk</li> <li>● Establish seller selections criteria</li> <li>● Prepare Terms of Reference (TOR)</li> <li>● Prepare the budget for procurement.</li> <li>● Conduct technical/financial evaluation</li> <li>● Prepare costs report for budget report.</li> <li>● Lead contract negotiations and signing</li> <li>● Prepare and submit requisition forms.</li> </ul>	Pre-Approved purchase orders (does not exceed \$BZE 1,000) and Fixed-Price Contracts.
Projects Officer	<ul style="list-style-type: none"> <li>● Shortlist qualified sellers for goods.</li> <li>● Prepare comparative analysis of quotations</li> <li>● Assist in technical/financial evaluation</li> <li>● Monitor procurement against cost baseline</li> </ul>	None
Sr. Financial Officer	<ul style="list-style-type: none"> <li>● Pay for services and goods procured</li> <li>● Collect and document all receipts</li> <li>● Prepare and monitor payroll</li> <li>● Monthly reports on actual costs</li> <li>● Cosigner of checks</li> </ul>	None. Secondary signatory to approved purchases.
Marketing Manager	Consultancies for Facilitators.	None.

Note: Roles and Responsibilities for procurement matrix developed by Wendy O. Hernandez

BELTRAIDE, with CENPROMYPE's approval, shall follow its procurement guidelines. The external supplies required will be outsourced using the buyers/service provider with no subcontracting, meaning quotations shall be requested to three different businesses. The two consultants who shall facilitate the Human Rights Workshop and the Intro to Financial Management Workshop will be outsourced through buyer/service provider with subcontracting method by using fixed-price contracts (2.2.20).

The Seniors Projects Officer should the following for suppliers and consultants:

1. Provide clear requirements about goods or services required.
2. Give all suppliers a full and fair opportunity to compete.
3. Provide prompt responses for doubts or inquiries about the requirements.
4. Choose suppliers/consultants that can meet requirements and offer the best value-for- money and time.
5. Offer a debrief to unsuccessful bidders
6. Pay invoices promptly.

The Seniors Projects Officer shall procure supplies, materials, and equipment by evaluating quotation based on their price offering (*Appendix 12*). Thereafter, she/her shall then use her judgment to select suppliers based on delivery date and quality. In contrast, the consultants will be hired through a selection procedure (2.2.21) that will include technical and financial evaluation based on selection criteria provided in a Terms of Reference (TOR). The Senior Financial Officer will make payments in Belizean Currency (2 BZ to 1 US).

Deliveries of equipment and supplies and work completion dates for contracted work must line up with the dates for each activity in the project schedule. Any procurement activities that create a project delay or fall on the project critical path may require special attention.

#### 4.10.4 Conduct Procurement Management

The Seniors Projects Officer shall review the procurement list (*Table 32*) before submitting it to the Projects Officer who shall initiate outsourcing to ensure quality, delivery is according to schedule, and costs are reasonable for all items.

**Table 32: List of External Resources for Procurement**

Type	Item	Source Selection
External	Facilitator 1	Quality-Based Selection
External	Facilitator 2	Quality-Based Selection
External	Decorations	Quotation
External	Venue	Quotation
External	Masks	Quotation
External	Hand Sanitizer	Quotation
External	PA system	Quotation
External	Pens	Quotation
External	Notepads	Quotation
External	Post-It	Quotation
External	Printing of Business Toolkit	Quotation
External	Certificate	Quotation
External	Frames	Quotation
External	Project Banner	Quotation
External	Catering	Quotation
External	Venue	Quotation

*Note:* Wendy O. Hernandez developed Procurement List Matrix

A quotation comparison (*appendix 12*) will identify vendors and select suppliers based on cost. If the supplier with the best price cannot deliver on time or the product does not meet quality requirements, the second-best price supplier will be evaluated based on delivery date and quality, until a winner is selected. Following the comparison, the Seniors Projects Officer will review and recommend approval to the Executive Director of BELTRAIDE via email. The Project Officer shall procure supplies via purchase orders from suppliers who provided quotes. The supplier will then provide receipts for check payments or online payments.

The TOR (*Appendix 11*), which outlines the background of the project, objectives, schedules, qualifications, and selection criteria, shall encourage vendors to submit bids for the training consultancies. BELTRAIDE will advertise the procurement on its social media platforms and website to reach potential consultants. The project team will hold a pre-bidding conference to answer any doubts potential bidders about the terms of reference and to make inform them to develop their proposals.

After the deadline, the SBDCBelize Manager, EXPORT Belize Manager, and Senior Projects Officer will conduct a technical and financial evaluation based on the selection criteria (*Appendix 11*) to determine who will win the opportunity to negotiate a fixed term contract. The projects team will combine the scores of each of the three evaluators to select the winning bidder, who shall then be notified in writing of his/her success, then negotiations on signing a contract will begin. Unsuccessful applicants will be informed via official letters of their rankings once the contract has been signed.

#### **4.10.5 Control Procurement**

It is necessary to control procurement relationships, monitor contract performance, make necessary changes, and close out contracts to meet project objectives based on legal requirements. The Seniors Projects Officer shall oversee this process and will report to the Executive Director. Moreover, the Projects officer will coordinate with the financial officer that payments to consultants and suppliers

are according to their specifications. Its noteworthy that the procurement team must adhere to anti-corruption initiatives to contribute to proper procurement controls.

The project officer shall record for administration purposes the copies of all quotations, purchases orders, and payment information. The actual products acquired through quotations will be inspected before purchasing and after delivery.

Contracts will be reviewed to verify that they follow terms and conditions, and if necessary, amend between the parties by mutual consent before contract closure. Finally, the consultants will be notified in writing that the contract has concluded once the deliverables are completed on time, within scope, and meet quality requirements.

The Seniors Projects Officer shall review procurement relationships and contracts to ensure procurement resources are available and appropriate for the project. Any changes required to manage procurement relationships, monitor contract performance, changes and or corrections to contracts, and closing out contracts, the project team will review the contract through the Perform Integrated Change Control process.

The metrics in *Appendix 13* may be used to compare deliverables received, technical performance achieved, and costs incurred to understand the seller's performance. This tool will help ensure that the procurement activities stay on schedule and will assist with future procurement activities' vendor selection criteria. Each metric rates on a 1-3 scale as indicated in the sample below:

## 5. CONCLUSIONS

This project management plan is a robust document that was developed using the PMBOK® Guide to integrate the various knowledge areas that can guide the effective and efficient implementation of the project's activities given its short lifespan. The BELTRAIDE team has prior experience in developing similar projects so the plan will only enhance the successful completion of this project.

Female entrepreneurs will be provided with entrepreneurial and business development services to build their businesses and secure seed capital funds through the FEP. The Seniors Projects Officer of BELTRAIDE will take the role of Project Manager of the FEP, and she will be assisted by a projects officer, the EXPORTBelize and SBDCBelize Team, as well as the corporate service of BELTRAIDE. The project is valued at \$BZ 82,296.06 and is scheduled to start ending of February 2023 and completed Mid-April, 2023.

Since CENPROMYPE approved the project for funding, its implementation will be dependent on its subsidiary plans, particularly cost management plans, schedule management plans, and quality management plans, since quality as well as the triple constraint must be monitored.

For the FEP Project, ten subsidiary plans were developed to strategically provide entrepreneurial and business development services to female entrepreneurs in Belize so they can empower themselves and contribute to the country's economic development.

1. A project charter that was developed by CENPROMYPE was modified to meet the Belizean reality to formally authorize the FEP project and to grant the Seniors Project Officer the authority to apply organizational resources to the project. The project charter served as the basis for developing this management plan and its subsidiary plans.
2. The scope management plan was narrowed down to define a scope statement, scope management roles and responsibilities chart, and work



breakdown structure and WBS dictionary to execute the activities required to deliver each work package of the FEP.

3. The schedule management plan provides a timeline guide to plan, implement, and close the project. This section includes the processes of Define Activities, Estimating Activity Durations, Develop Schedule, and Control Schedule processes. A Project Schedule (Gantt chart) was developed to highlight the dates of each activity to increase the likelihood of completing the project on time.
4. The cost management plan provides detailed cost per activities to keep track of the budget and schedule since most of the funds are financed by CENPROMYPE, to whom BELTRAIDE must report expenses based on the specified timeframe of the FEP. The budget includes contingency funds (10%) for identified risks and management reserve funds (5%) for unidentified risks.
5. The quality management plan provides necessary information required to effectively manage project quality. The processes used in the plan are Plan Quality Management, Manage Quality, and Control Quality. The plan includes a roles and responsibility table, and a quality baseline that must be followed to meet the leadership, efficiency, and customer service objectives of the FEP.
6. The Stakeholder Management Plan involves the processes such as identify stakeholder, plan stakeholder, manage stakeholder, and monitor stakeholder. It divided the stakeholders among four main categories: CENPROMYPE, BELTRAIDE Team, MSMEs, and External Support. The main objective of this plan is to keep stakeholders engage throughout the entire project.
7. Communication management plan includes a communication strategy for all stakeholders and a project Communication Matrix which highlights different communication activities, audience, communication frequency, and

channels. This plan was developed upon the stakeholder plan to assist all stakeholders to conduct the activities and maintain their support throughout the project.

8. The risk management plan is comprised of Identify Risk and Perform Quality Risk Analysis processes. It includes a Risk Breakdown Structure (RBS), Risk Register, and Probability and Impact Matrix. These tools are complemented with expert interviews, risk assessment meetings, and historical reviews of similar projects. This section also includes strategies and contingency plans for each risk.
9. Resource management plan that identifies the resources required, how to acquire them, and how to manage them. It specifically states that the project requires human resources but also equipment, materials, and services for FEP. Particularly, it provides key techniques to motivate the team to perform at their best. It also provides tools on how to manage the use of resources.
10. The procurement management outlines and define the procurement activities needed to acquire material, equipment, and services to implement FEP. This section includes the processes of Plan Procurement, Conduct Procurement, and Control Procurement. This section identified the procurement roles and responsibilities and their spending level and authority. Additionally, it provides a tool to compare suppliers based on price and a TOR to evaluate consultants who will be hired via a quality-cost based selection procedure. The plan considers the procurement process of BELTRAIDE while adapting it to the Regenerative Development methodology.

## 6. RECOMMENDATIONS

Using these documents, proper planning will be in place, and issues will be identified and addressed proactively. However, the BELTRAIDE should employ the following for successful management of FEP:

1. The Executive Director of BELTRAIDE should ensure that the Seniors Projects Officer possess knowledge and experience in leadership, critical thinking, technical competence, team management, strategy development, decision making and effective communication skills to create team building and engage openly with stakeholders.
2. The Seniors Projects Officer should utilize the regenerative development approach to streamline all project resources to contribute to zero gas emissions, restore ecosystems, and provide inclusive, safe, and fair livelihood.
3. Post-project, the SBDCBelize and ExportBelize advisors should continue providing capacity building to MSMEs to increase their chances of sustainability and scalability
4. The SBDCBelize and ExportBelize managers should connect the program's beneficiaries to other business support organizations that can offer exposure, finance, and technical assistance locally and internationally, if possible, from the Caribbean.
5. The Marketing and Communication Teams should tailor a marketing campaign that create awareness and promotes the FEP and highlights the efforts provided by CENPROMYPE to develop this regional project.
6. The Senior Projects Officer with the ExportBelize and SBDCBelize managers can develop a balanced scorecard with Key Performance Indicators (KPI) that will serve as a guide to implement activities for FEP based on BELTRAIDE goals. It is important to include a customer satisfaction percentage to measure whether BELTRAIDEs brand perception has improved, employee productivity and satisfaction metrics to check if staff

have improved their capacity building, amount of reduce energy costs, reduce paper and ink usage to determine if the organization has improved profitability and promoted sustainability; as well, innovation indicators such as what new services have been added or how has the FEP been improved to better serve MSMEs.

7. The Projects Unit should follow the methodology of the PMBOK® Guide when making changes to this plan to ensure its consistency and coherence.

## **7. FGP VALIDATION IN REGENERATIVE AND SUSTAINABLE DEVELOPMENT**

Society has developed various approaches to reduce the adverse effects of technological advancements and overconsumption of resources. However, the new methods of consumption coupled with the degradation of nature have caused “four of nine planetary boundaries: safe operating space for humanity, have been crossed: loss of biosphere integrity, land system change, the biogeochemical flow and climate change.” (Muller, 2017, p.3). These violations threaten to create catastrophic disasters for humanity if proper interventions are not developed.

Regenerative Development (RD) can restore elements of the environment to improve capacity of sustaining life by reversing the risks of violating these four planetary boundaries and by avoiding overstepping the other five planetary boundaries. This development strategy is centered around the idea that the earth can be healed and regenerated through human development and by rekindling the wisdom of human nature and applying it to the development and regeneration of physical places” (Muller, 2017, p.12).

Project management plays a key role in promoting RD principles since a “project can be viewed as a temporary organization bringing changes to products and services, business processes, policies, or assets (Lundin & Soderholm, 1995; Turner & Muller, 2003). Through this final graduation project, the student shall develop a Project management plan for the FEP that seeks to uphold the principles of economic value to improve the quality of life and happiness of individuals, primarily women, while protecting the environment. This plan will also be aligned with the United Nations Sustainable Goals of achieving no poverty and gender equality.

Creating regenerative development is all about looking at the bigger picture and how whole systems work (Zari, 2010). Thus, this plan concentrates on the processes of Initiating, Planning, Executing, Monitoring and Controlling, and Closing. These processes shall be categorized by knowledge areas defined by its

specific requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques. In addition, Regenerative design “allows complexity and on-going feedback and dialogue processes that allow the development to evolve over long time periods. (Zari, 2017). BELTRAIDE will use this plan over a longer period to accomplish its goals.

RD “utilizes design that relies on doing more with less to accomplish its ends”, and “another dimension that must be mainstreamed to achieve regenerative development is what is called ‘internalizing externalities’ which means contemplating the true cost of nature in economic evaluations” (Muller, 2017). The plan should consider the value of nature and resources to avoid spillover and higher budgetary costs for further development. Additionally, this project will be developed in a sustainable manner where tutoring and reading will take place to avoid gas emissions via transportation, and deliverables will be reviewed electronically to reduce waste.

This plan shall utilize RD Principles to aid in reversing the crossing of the four planetary boundaries and to continue to stay within the other five planetary boundaries to preserve the livelihood of humans and the planet.

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## 9. APPENDIX

### Appendix 1: FGP Charter

#### CHARTER OF THE PROPOSED FINAL GRADUATION PROJECT (FGP)

1. Student name

Wendy Orbelina Hernandez

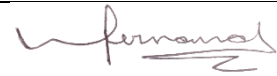
2. FGP name

Development of a Project Management Plan to implement the Female Entrepreneurship Program in Belize.

3. Application Area (Sector or activity)

Micro, Small, and Medium Enterprises.

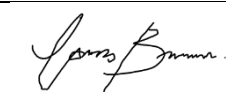
4. Student signature



5. Name of the Graduation Seminar facilitator

Carlos Brenes Mena

6. Signature of the facilitator



7. Date of charter approval

July 31, 2022

8. Project start and finish date

July 18, 2022

February 2nd, 2023

### 9. Research question

How to develop a Project Management Plan, based on the tools and techniques listed in Project Management Body of Knowledge (PMBOK) under the master's Program at the University for International Cooperation, to implement the Female Entrepreneurship Program in Belize via efficient project management standards and guidelines

### 10. Research hypothesis

The tools and techniques listed in the Project Management Body of Knowledge (PMBOK) under the master's Program at the University for International Cooperation, will develop a Project Management Plan to implement the Female Entrepreneurship Program in Belize via efficient project management standards and guidelines

### 11. General objective

To prepare a Project Management Plan outlining how BELTRAIDE will successfully execute, implement, and monitor the Female Entrepreneurship Program in Belize.

### 12. Specific objectives

1. Create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to the project.
2. To develop a scope management plan to ensure that the project includes all the work required to complete the project successfully.
3. To develop a schedule management plan to plan and manage the completion of the project.
4. To develop a cost management plan to ensure proper managing and controlling of costs to complete the project within the approved budget.

5. To develop a quality management plan to manage and control the project to meet stakeholder's expectations.
6. To develop a stakeholder management plan that identifies persons, groups, or organizations that could impact or be impacted by the project. Also, to develop appropriate management strategies to engage stakeholders effectively
7. To develop a communication management plan to ensure that information is shared appropriately and in a scheduled manner to all stakeholders involved.
8. To develop a risk management plan that identifies, analyzes, plans responses, implements, and monitors risks within the project.
9. To develop a human resource management plan that identifies the resources required, how to acquire them, and how to manage them.
10. To develop a regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.

### 13. FGP purpose or justification

Approximately 93% of businesses in Belize are Micro, Small or Medium Enterprises (MSMEs), and it is estimated that MSMEs generate over 70% of private sector employment and incomes in Belize. MSMEs are considered a key source of employment for women, youth, and the rural poor, with high women and youth involvement in secondary and tertiary sectors of the economy. Within the Belizean context the greater majority of MSMEs are associated with creative industries, tourism and leisure, and food and beverages.

A May 2020 survey looking to assess the impact of COVID-19 on MSMEs revealed that most Micro-enterprise respondents only had working capital to continue operations for an additional 1-2 months, while small and medium enterprises had operating capital for at most 3 more months. As much as 61.7% of small and Micro-enterprises reported the need to downscale during this schedule. This great shock felt by MSMEs is due to several factors including their liquidity gap; disruptions of operational structures as companies experience a reduction in the supply of labor, reduced capacity utilization, and interruptions to business networks and supply chains; reductions in consumption and spending as the consumer base faces income losses.

Belize has a significantly male dominated labor force with male outnumbering female participation by 19 to 1 in primary industries resulting in decline in the ratio of male to female employment in the tertiary sector to 1.2 to 1. An estimated 43% of MSMEs owners are women, while 26% of MSMEs were youth entrepreneurs. Levels of female participation in Micro and small enterprises, makes these areas important sources of gender-equal employment in Belize.

Developing a Project Management Plan for this project shall serve as a guide for BELTRAIDE projects unit in successfully managing the actions that will contribute to improving the resilience of women led MSMEs in a post-pandemic economy.

14. Work Breakdown Structure (WBS). In table form, describe the main deliverable as well as secondary products or services to be created by the FGP.

<b>Final Graduation Project</b>	
<b>WBS</b>	<b>Task</b>

1	<i>Final Graduation Seminar</i>
1.1	Final Graduation Deliverables
1.1.1	Charter (1-10) and Preliminary Bibliography
1.1.2	Charter (11-12) and Work Breakdown Structure
1.1.3	Charter (13-19)
1.1.4	Chapter II: Theoretical Framework
1.1.5	Chapter III: Methodological Framework
1.1.6	Chapter I: Introduction and Chapter VII: Project validation in the regenerative and sustainable development
1.1.7	Executive Summary and Abstract
2	<i>Tutoring Process</i>
2.1	Appointment of Tutor
2.2	Consultations/Communication regarding deliverables
2.3	Adjustments of deliverables based on feedback
2.4	Final approval of deliverables
3	<i>FEP Project Management Plan</i>
3.1	Chapter IV: Final Project Management Plan Deliverables
3.1.1	Project Charter
3.1.2	Scope Management Plan
3.1.3	Quality Management Plan
3.1.4	Communication Management Plan
3.1.5	Stakeholder Management Plan
3.1.6	Risk Management Plan
3.1.7	Schedule Management Plan
3.1.8	Resource Management Plan
3.1.9	Procurement Management Plan
3.1.10	Cost Management Plan
3.2	Chapter V: Conclusion

3.3	Chapter VI. Recommendations
3.4	Bibliography and Annexes
4	<i>Reading by Reviewers</i>
4.1	Reviewers Appointment Request
4.2	Appointment of Reviewers
4.3	Reviews of draft plan and subsidiary plans
4.4	Adjustments based on feedback from reviewers
4.5	Final approval of documents
5	<i>Defense to Board of Examiners</i>
5.1	Final Review by Board
5.2	FGP Grade Report

#### 15.FGP budget

Overall cost to develop this plan is estimated at **US\$700.70.**

<b>ITEM</b>	<b>COST</b>
Microsoft Projects License	\$ 50.00
Phone data	\$ 50.00
Internet	\$200.00
Printing of FGP	\$137.00
Graduation Fee	\$200.00
Contingency	\$63.70
<b>TOTAL</b>	<b>\$700.70</b>

#### 16.FGP planning and development assumptions

- I. The student has acquired adequate knowledge through the Master's in Project Management to complete the final graduation project .

- II. The student understands and accepts the terms and regulations for the Final Graduation Project.
- III. The student has the finances to acquire whatever additional resources are required to complete the final graduation project.
- IV. The terms to develop the final graduation project will not change throughout the execution period.
- V. The faculty and staff of the university will fully support the student to complete the final graduation project
- VI. The student is in good health to complete the final graduation project within the given schedule and scope.
- VII. The student will have access to all project documents via BELTRAIDE.

#### 17.FGP constraints

<b>Category</b>	<b>Description</b>
Scope	Considering the amount of material that needs to be covered, extensive data collection and analysis will be necessary.
Schedule	The student shall complete the FGP in a stringent schedule frame of 12 weeks.
Cost	The student has limited funds for any costs associated with developing the plan.
Quality	The student will be required to make multiple changes following feedback from the reviewers.

#### 18.FGP Development Risks

- I. The student might not complete the FGP if the student does not earn a minimum of 70% for the graduation seminar.
- II. The quality of work might not be satisfactory due to insufficient understanding or due to lack of information about the final work.

III. The reviewers might not provide feedback on the schedule for the student to make the necessary changes based on the delivery schedule.

#### 19.FGP main milestones

<b>Milestones and dates</b>		
<i>Milestone</i>	<i>Start date</i>	<i>End date</i>
Charter (1-10) and Preliminary Bibliography	July 18, 2022	July 24, 2022
Charter (11-12) and Work Breakdown Structure	July 25, 2022	July 31, 2022
Charter (13-19)	August 1, 2022	August 7, 2022
Chapter II: Theoretical Framework	August 8, 2022	August 14, 2022
Chapter III: Methodological Framework	August 15, 2022	August 21, 2022
Chapter I: Introduction and Chapter VII: Project validation in the regenerative and sustainable development	August 22, 2022	August 28, 2022
Executive Summary and Abstract	August 29, 2022	September 4, 2022
Project Management Plan	September 19, 2022	February 2, 2023
Tutoring Process for Final Graduation Project.	September 19, 2022	December 18, 2022
Reading by Reviewers	September 19, 2022	December 18, 2022
Defense of Final Graduation Project	January 8, 2022	February 2, 2023



## 20. Theoretical framework

### a. Estate of the “matter”

BELTRAIDE has carried out the Regional FEP; however, it was not developed using a Project Management Plan as each country adapted the program based on its own needs. Furthermore, in the last 2 years, several cohorts of the same program have been carried out with the assistance of international donors, however a Project Management Plan is still inexistent. Since the methodology of this program belongs to BELTRAIDE, there is no similar information available to develop this theoretical framework or project management plan.

As the program has become a vital component of the services offered by BELTRAIDE, it is imperative to develop a plan to successfully guide the implementation of this program within Belize. The theoretical framework developed for the FGP provides a list of concepts and definitions relevant to academic literature, especially the PMBOK® Guide, which shall be used to develop the Project Management Plan for the Female Entrepreneurship Program.

### b. Basic conceptual framework

Project, Project management, project life cycle, Project Management Processes, MSMEs, Female Entrepreneurship Program, Deliverables

## 21. Methodological framework

<b>Objectives</b>	<b>Deliverables</b>	<b>Information sources</b>	<b>Research method</b>	<b>Tools</b>	<b>Restrictions</b>
Create a project charter that formally authorizes the FEP project and grants the project manager authority to apply organizational resources to the project.	Project Charter	Primary: Interview and Project Proposal.	Qualitative and Quantitative	Project Charter Project Plan Change Request	An informal project proposal for Belize.
To develop a scope management plan that includes all the work required to complete the project successfully.	Scope Management Plan	Primary: Interview and Project Proposal, Technical Reports  Secondary: PMBOK® Guide, Articles and Journals	Qualitative and Quantitative	Scope Statement Work Breakdown Structure	An informal project proposal for Belize.

To develop a cost management plan that properly manages and controls costs within the approved budget.	Cost Management Plan	Primary: Interview and Project Proposal, Technical Reports  Secondary: PMBOK® Guide, Articles and Journals	Qualitative and Quantitative	Resource Requirement Activity duration Cost Estimates Budget	Variances in cost due to the Pandemic might increase or decrease certain costs predictions.
To develop a quality management plan to manage and control the project and quality requirements to meet stakeholder's objectives.	Quality Management Plan	Primary: Interview and Project Proposal, Technical Reports  Secondary: PMBOK® Guide.	Qualitative	Quality Criteria Checklists Quality Reviews	Lack of quality procedure by BELTRAIDE.
To develop a communication management plan to meet the information	Communication Management Plan	Primary: Project Proposal, Technical Reports	Qualitative	Communication Plan Status Reports	Lessons learnt regarding communication mishaps might not be available.

needs of the project and its stakeholders.		Secondary: PMBOK® Guide.		Lessons Learned	
To develop a stakeholder management plan that identifies the people, groups, or organizations that could impact or be impacted by the FEP.	Stakeholder Management Plan	Primary: Project Proposal, Technical Reports  Secondary: PMBOK® Guide	Qualitative	Stakeholder Analysis Stakeholder Register The Power/Interest Grid	The stakeholders can be subject to change as it's a yearly program.
To develop a risk management plan that identifies, analyzes, monitors, and plans responses for risks within the FEP project.	Risk Management Plan	Primary: Project Proposal, Technical Reports  Secondary: PMBOK® Guide, Regenerative Development Journals and Articles	Qualitative and Quantitative	Identify Risk Grid Risk Response Plan Risk Matrix	Not all risks can be identified.

To develop a schedule management plan that ensures that the FEP project is completed on schedule.	Schedule Management Plan	Primary: Project Proposal and Technical Reports  Secondary: PMBOK® Guide	Qualitative and Quantitative	Gantt Charts Task Estimates Project/Work Schedules	Schedules can be subject to change as the program is dependent on donors.
To develop a human resource management plan that assigns resources to work packages in compliance with the labor laws of Belize.	Human Resource Management Plan	Primary: Project Proposal, Technical Reports  Secondary: PMBOK® Guide, Regenerative Development Journals and Articles	Qualitative and Quantitative	Roles and Responsibilities Matrix Project Organization Chart Performance Evaluation	Unavailability of resources.

<p>To develop a regenerative/sustainable procurement management plan that identifies and assigns contracts to suppliers who can procure goods and services that are both environmentally friendly and economically viable.</p>	<p>Procurement Management Plan</p>	<p>Primary: Project Proposal, Technical Reports</p> <p>Secondary: PMBOK® Guide, Articles and Journals about Regenerative Development.</p>	<p>Qualitative and Quantitative</p>	<p>Procurement Plan Statement of Work/Request for Proposals and Contracts</p>	<p>Procurement procedures by BELTRAIDE might not be thorough to develop a detailed plan.</p>
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22. Validation of the work in the field of regenerative and sustainable development.

The FGP will comply with the concepts of regenerative and sustainable development in the sense that it will include the processes of Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Moreover, the Project Management Plan shall be developed in a manner that can be used by any staff member of BELTRAIDE over a longer period.

The Project Management Plan shall be developed considering the value of nature and resources to avoid spillage and increase of budgetary cost to utilize for further development. In addition, this project shall be developed in a sustainable manner where meetings with tutors and readers will be held virtually to avoid emission of gasses via transportation, and review of deliverables will be shared in digital format to reduce waste.

The indicators that will measure the sustainability of this plan are the number of digital deliverables, number of virtual meetings and feedback.

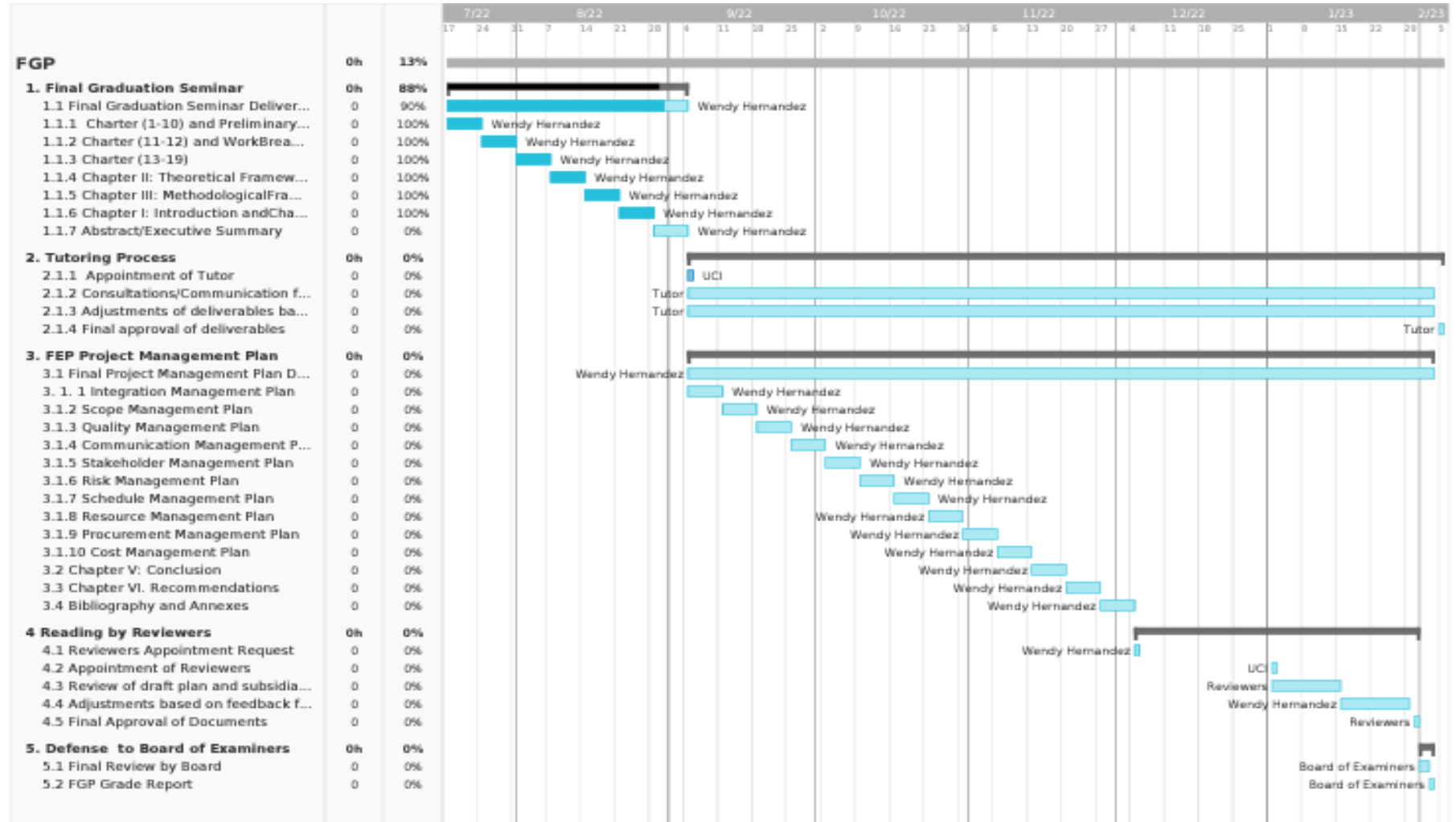
## Appendix 2: FGP WBS

<b>Final Graduation Project</b>	
<b>WBS No.</b>	<b>Task</b>
1	<i>Final Graduation Seminar</i>
1.1	Final Graduation Deliverables
1.1.1	Charter (1-10) and Preliminary Bibliography
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3.1.6	Risk Management Plan
3.1.7	Schedule Management Plan
3.1.8	Resource Management Plan



3.1.9	Procurement Management Plan
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### Appendix 3: FGP Schedule





## Appendix 5: Change Request Form

**Project name:** Female Entrepreneurship Program

**Requested by:**

--	--

**Date:**

**Request name:**

--	--

**Request number:**

**Change description:**

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**Change reason:**

--

**Impact of change:**

<ul style="list-style-type: none"> <li>● <b>Scope:</b></li> <li>● <b>Budget:</b></li> <li>● <b>Timeline:</b></li> <li>● <b>Resourcing:</b></li> <li>● <b>Communications:</b></li> <li>● <b>Other:</b></li> </ul>
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**Proposed action:**

--

**Associated cost:**

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**Approved by:** \_\_\_\_\_

**Date**



### Appendix 6: Review Feedback

<b>Submission Date:</b>		<b>Stakeholder</b>		
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>
<b>Workpa ckage</b>	<b>Acti vity</b>	<b>Comment (explain issue, area of concern, item requiring change and provide justification for change)</b>	<b>Proposed change or recommendation for consideration</b>	<b>Seniors Projects Officer observations and action taken on each comment submitted</b>

**Appendix 7: Monthly Reports for Stakeholders.**

<b>Project status report</b>				
<b>Project Summary</b>				
<b>Report Date</b>	<b>Project Name</b>		<b>Report Period</b>	
<b>Status Summary</b>				
<b>Project Overview</b>				
<b>Task</b>	<b>% Done</b>	<b>Due date</b>	<b>Expected completion date</b>	<b>Notes</b>
<b>Budget Overview</b>				
<b>Category</b>	<b>Budget (BZ)</b>	<b>Spent (BZ)</b>	<b>% Of total</b>	<b>On track</b>
<b>Total</b>				
<b>Milestones</b>				
<b>Milestones</b>		<b>Due Date</b>		<b>Status</b>
<b>Risks and Issues</b>				
<b>Issue</b>		<b>Assigned to</b>		<b>Date</b>
<b>Executive assistance requests</b>				
<b>Description including reference to milestone impacted</b>			<b>Action required</b>	







**Appendix 10: Contract Control**

<b>CONTRACT ADMINISTRATION MATRIX</b>					
Project:			Contract Type:		
Contract Director:					
Contact Manager:					
Technical Group:					
Validity of the Contract:					
<b>Start Date:</b>		<b>Closing Date:</b>			
<b>ACTIVITIES</b>	<b>DATE</b>	<b>REQUIRES VALIDATION?</b>	<b>VALIDATED BY</b>	<b>OTHER ASPECTS</b>	<b>STATUS</b>
<b>REVIEWS / VISITS</b>					
<b>PAYMENTS / AMOUNTS</b>					
<b>VERIFICATION OF GUARANTEES</b>					
<b>SUBCONTRACTOR CONTROL</b>					
<b>CLOSING CONTRACT</b>					

## **Appendix 11: Terms of References.**

Terms of Reference (TOR)  
Business facilitator consultancy

### **PROJECT DESCRIPTION**

#### **PROJECT OBJECTIVES**

*Main objective:*

*Specific Objectives:*

#### **OUTPUT AND DELIVERABLES**

The following OUTPUT, along with its DELIVERABLES are required.

Output 1: Develop Training Work Plan

Output 2: Implementation of Training

Output 3: Provide Training Report

#### **QUALIFICATION REQUIREMENTS AND CHARACTERISTICS**

- The Consulting individual or Firm must possess the following qualifications:
- The facilitator must have a Minimum Master's Degree in business management, entrepreneurship, education, or pedagogy.
- Certified training in business training and background on adult learning techniques or over five (5) years' experience offering training formal and informal business, business advisory service or related consultancy
- Professional solid knowledge of business development principles and modern-day industry support
- Experience and understanding SBDC methodology in Central America and the Caribbean Region will be a plus.

The consultant must demonstrate the following skills:

Detailed-Oriented

Creativity

Customer-Service skills

Possess good problem solving and decision-making skills

Management Skills

Practical verbal, written and listening communications skill

#### **REPORTING REQUIREMENTS AND PAYMENT TERMS**

The Consultant must send a written submission and receive approval of the outlined Outputs and Deliverables within the stipulated timelines. The Consultant shall prepare and deliver a final report in PDF and Word Document Files.

Payment for each Output is contingent on approval by the Executive Director and will be made as below:

DELIVERABLE	OUTPUTS	TIMELINE	PAYMENT	Due Date
Training Work Plan	Workplan			
Implementation of Training	Trainings Evaluations of facilitators			
Final Report	Final Report			
TOTAL		weeks	100%	

### **COORDINATION**

Consultant shall report directly to the Seniors Projects Officer of BELTRAIDE's to whom deliverable reports shall be provided in electronic format.

### **DURATION OF WORK**

The duration of the work is expected to be \_\_\_\_\_ weeks/months from the date of contract signing. This will include approximately five \_\_\_\_\_ allotted to the training development.

### **GUIDELINES FOR APPLICATION**

The required documents can be submitted either through email or mail as follows:  
The workplan along with a financial proposal can be emailed to [projects@belizeinvest.org.bz](mailto:projects@belizeinvest.org.bz) as an attachment clearly marked "Workplan".

The email shall be labelled as "Female Entrepreneurship Program- Training Consultancy (Name of Workshop)

Documents required:

A cover letter explaining why you are the most suitable candidate for this assignment.

A brief workplan on how you will approach, conduct the tasks and CV

The workplan shall include two (2) examples of previous relevant work.

A fixed lump sum amounts inclusive of a summary of total costs, a breakdown of remuneration and of reimbursable expenses. The total cost should include Income Tax and Social Security. Reimbursable expenses should include the following: per diem, travel cost, communication costs, other allowances where applicable and provisional or fixed sums (if any). The financial proposal shall be stated in Belize Dollars.

The deadline to submit application is Date, Month, Year before \_\_\_\_\_ p.m.

## **EVALUATION**

The Quality and Cost-Based selection will be used for the evaluation.

Technical Criteria weight- 70 points

Financial Criteria weight- 30 points

Evaluation Criteria for the Technical Proposal:

Education Background- 15 points

Experiences and competences as defined in the TOR- 25 points

Methodology and overall approach- 20 points

Example of previous work- 30 points

Overall quality of the proposal (comprehensiveness, structure, language, and clarity)- 10 points

Only candidates who obtain a minimum of 70 points will be considered for the Financial Evaluation.

Evaluation Criteria for Financial Proposal:

The lowest evaluated Financial Proposal ( $F_m$ ) is given a maximum financial score ( $S_f$ ) of 100.

The formula for determining the financial scores ( $S_f$ ) of all other Proposals is calculated as following:  $S_f = 100 \times F_m / F$ . In which ( $S_f$ ) is the financial score; ( $F_m$ ) is the lowest price, and  $F$  the price of the proposal under consideration. The weights given to the Technical ( $T$ ) and Financial ( $P$ ) Proposals are  $T = 0.7$ ; and  $P = 0.3$

The Proposals will be ranked according to their combined technical ( $S_t$ ) and financial ( $S_f$ ) scores using the weights:  $S = S_t \times T\% + S_f \times P\%$ .

Where:

( $T$ )= the weight given to the Workplan

( $P$ )= the weight given to the Financial Proposal.

$$T + P = (1)$$

The Consultant(s) achieving the highest combined technical and financial score will be invited for negotiations.

**Appendix 12: Price Evaluation for Quotations.**

		[VENDOR NAME 1]			[VENDOR NAME 2]			[VENDOR NAME 3]		
ITEM NAME	ITEM DESCRIPTION	PRICE	QTY	TOTAL	PRICE	QTY	TOTAL	PRICE	QTY	TOTAL
				\$ -			\$ -			\$ -
				\$ -			\$ -			\$ -
		<b>SUBTOTAL</b>		\$ -	<b>SUBTOTAL</b>		\$ -	<b>SUBTOTAL</b>		\$ -
		<b>TAX RATE</b>			<b>TAX RATE</b>			<b>TAX RATE</b>		
	12.50%			%			%			%
		<b>TOTAL TAX</b>		\$ -	<b>TOTAL TAX</b>		\$ -	<b>TOTAL TAX</b>		\$ -
		<b>TOTAL</b>		\$ -	<b>TOTAL</b>		\$ -	<b>TOTAL</b>		\$ -

**Appendix 13: Procurement Work Performance Matrix**

Vend or	Product/ service Quality	Documentation Quality (If applicable)	Lead Time (time to fulfill order)	Cost per Unit	Cost reduction (savings)	Supplier/Consultant Availability
<b>Metrics</b>						
1	Unsatisfactory					
2	Acceptable					
3	Exceptional					

## Appendix 14: Final Graduation Project Philology Letter



Department of English  
Banana Bank  
Belmopan City  
Belize, Central America

December 7, 2022

Universidad Para La Cooperacion Internacional  
Avenida 15, Calle 35  
Barro Escalante, San Jose 10101  
Costa Rica

To Whom it May Concern:

**Re: Philological Review of Wendy Hernandez's Thesis Submission**

I have read and reviewed the Final Graduation Project entitled "*Project Management Plan for The Female Entrepreneurship Program in Belize*" prepared by Ms. Wendy Hernandez and submitted in partial fulfillment of the requirements for the Master's in Project Management (MPM) Degree at UCI.

I have considered the standard of academic writing and the use of English in the document. I find the language and expression therein to be lucid and precise. Syntax is sophisticated and correct throughout. Spelling is accurate and they are appropriate for work at this level. Overall, the fluency of writing is proficient, precise and mature. The scholarly apparatus is accurate, consistent and well-judged. The document appears complete and logically organized.

Should any further information regarding these comments be required or should the thesis committee wish to discuss any aspect of my evaluation, I would be available to assist.

Sincerely,

---

Amiecka Shanique Myers  
English Lecture  
Department of English  
Belmopan Baptist High School  
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+(501) 636 1663



**Appendix 15: Graduate Academic Qualification of the Philologist**

