UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

MONITORING AND CONTROLLING METHODOLOGY FOR THE SMALL
BUSINESS DEVELOPMENT CENTRE Belize (SBDCBelize)

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DEDICATION

I dedicate this project to my mom and dad, Elia and Eduardo Alfaro.

ACKNOWLEDGMENTS

I am very grateful to my parents for pushing me to accomplish my goals.

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ABBREVIATIONS AND ACRONYMS

- BELTRAIDE – Belize Trade and Investment Development Service
- FGP – Final Graduation Project
- MSME – Micro, Small and Medium Enterprise
- PMI – Project Management Institute
- SBDCBelize – Small Business Development Centre Belize
- TIPS – Trade and Investment Promotion Service

EXECUTIVE SUMMARY

Belize Trade and Investment Development Service (BELTRAIDE) is a statutory body of the Ministry of Economic Development, Petroleum, Investment, Trade and Commerce of the Government of Belize with a mandate to attract high-quality investment, develop small and medium enterprises as well as promote export.

BELTRAIDE has been implementing projects since 2003 but without a project management structure. In 2010, the organization was restructured and a post for a project officer was created for the administration and monitoring of the project. The officer did not have any background in project management but acquired the knowledge by administering projects along with the funding agents.

The Small Business Development Centre Belize (SBDCBelize) opened its doors three years ago as a unit of BELTRAIDE, to serve the small business and entrepreneurs sector. Since then, many projects have been implemented by SBDCBelize, concentrating on entrepreneurship and business development. However, these have been done without a project management process with a monitoring and controlling methodology.

The problem is that there is no methodology for the monitoring and controlling of the projects implemented. The organization has a standard operating procedure without a monitoring and controlling methodology and with only a limited project management template used in the implementation of projects.

It is important to have a monitoring and controlling methodology because several projects are repeated in other parts of the country without knowledge of the impact the projects have on the entrepreneurs. With the methodology presented in this paper, the impact and quality will be monitored in the project.

The general objective of this Final Graduation Project was to create a methodology to monitor and control the implementation of projects in the Small Business Development Centre Belize – a means of measuring the projects' impact and control the quality of implementation. The specific objectives were to conduct an analysis of the current project management process so as to better analyze the level of project management practice, to outline a process to manage the project according to the project management's standardized process, to create the project management templates to be used in the internal monitoring and controlling process, to create a project management methodology for the SBDCBelize to monitor and administer projects, and to add a monitoring and controlling methodology to the organization's current standard operating procedures, which presently does not have a monitoring and controlling section.

The methodology that is currently used to develop the monitoring and controlling process for the organization was observed in order to determine to what level the project management standard was followed. It was found that the organization does have some aspects of project management in the project life cycle. The

research method that was used was an analytical method. The process was analyzed to determine what aspects were missing and what can be added to the organization's standard operating procedures. Project management templates were analyzed in order to be adopted to the organization's needs. The monitoring and controlling methodology was integrated into the organization's standard operating procedure for project management. The organization's Standard Operating Procedure was used as primary information in the research.

1 INTRODUCTION

1.1 Background

The Small Business Development Centre Belize (SBDCBelize) has been implementing projects to develop small businesses since 2003 under international funding agents. However, the organization started implementing projects without having a project management structure. In 2010, the organization was restructured and the post of a Project Officer was create to administer and monitor all projects in the organization. That same year the organization was in the phase of networking with three major funding agents to start new projects. At that time, only one officer was assigned to the unit along with a manager who was in charge of the organization's entire administration.

In 2014, the organization restructured again and the SBDCBelize began serving the small business and entrepreneurship community with its aim dedicated to the development of entrepreneurs in the country and building the economy. Since then, more and more entrepreneurship projects have been implemented in the country. However, the organization does not have in place a project management process with a monitoring and controlling methodology.

With a monitoring and controlling methodology, the organization will have a better picture of the impact each project is having on the entrepreneurs. It is proposed that the organization adopt in its standard operating procedure a monitoring and controlling methodology and create a project management template to be used in the implementation of projects.

 Statement of the problem

There is no methodology for the monitoring and controlling of projects implemented in the country by SBDCBelize. Therefore, the projects to support MSMEs are replicated without knowledge of whether there is an impact on the growth of the

MSMEs and the economic development of the country. There is also no control of the quality of the projects that are implemented in the country for the MSMEs.

1.2 Purpose

Currently, the Small Business Development Centre Belize implements an estimated 6 projects per year in entreprenurship development without having a monitoring and controlling methodology. There is a need to have a structured methodology to better measure the impact of the projects on the entrepreneurs and the country's economy. The SBDCBelize needs to implement a methodology that allows it to measure the impact of each project and control its quality.

This study will structure a methodology for the Small Business Development Centre Belize to monitor and control its projects; this will enable the center to record best practices, rely on established templates, meaure impact, and control quality.

1.3 General objective

The general objective of this project is to create a methodology to monitor and control the implmentation of projects in the Small Business Development Centre Belize (SBDCBelize), to enable the center to measure the impact and sustainability of its small business and entreprenurship development projects and control quality.

1.4 Specific objectives

1. To conduct an analysis of the current project management process so as to better analayze the level of project management pracitce.
2. To outline a process to manage projects in accordance with the Project Management Standarized Process outlined in the PMBOK Guide, 5th Edition.
3. To create project management templates to be used in the projects' internal monitoring and controlling processes.

4. To create a project management methodology for the SBDCBelize to monitor and administer projects.

5. To add a monitoring and controlling methodology to the organization's current standard operating procedure since the current procedure does not have a mointoring and controling section.

2   THEORETICAL FRAMEWORK
2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

The Government, with the goal of promoting economic development in Belize through investment promotion and to facilitate their business processes, established Trade and Investment Promotion Service (TIPS) in 1997as an autonomous institution governed by an act and board of directors. TIPS was renamed the Belize Trade and Investment Development Service (BELTRAIDE) as a public-private agency which focuses on three strategic areas: investment promotion and trade development, facilitation of local business and development of MSEs, and research and technical support to private sector agencies and other business support organizations.

In 2000, the act that governed the organization was revised and a new mandate was added to the organization to implement multilateral and bilateral loan-assisted projects to develop small and medium enterprises (Belize Trade and Investment Development Act, Rev. 2000).

The organization established a SME development unit and in 2003 started implementing projects aimed at developing small business in Belize. However, the unit started implementing projects without having a project management structure. The technical person was the one who implemented and monitored the project. In

2010, the organization was restructured to include a project officer to administer and monitor all projects carried out by the organization (BELTRAIDE, 2012).

In 2012, the Government endorsed the MSME policy and strategy, which showed that MSMEs were deemed important in the GDP of the country. The promotion of the MSMEs would contribute to the growth to the economy, generate employment, and improve the quality and range of goods and services available in the market. Part of the strategy was to establish a Small Business Development Centre that would be dedicated to the promotion and development of MSMEs in Belize. In late 2012, the Small Business Development Centre was founded as part of the organization, with the mandate to promote and develop entrepreneurs and MSMEs in the country (Seepersaud, 2012). With that, more projects came to the SBDCBelize with the aim of developing the MSME economic sector.

2.1.2 Mission and vision statements

Mission:
To create a monitoring and controlling methodology to measure the economic prosperity through the entrepreneurial and business development projects implemented by the Small Business Development Centre Belize

Vision:
That the Small Business Development Centre Belize implement the monitoring and controlling methodology of the projects

2.1.3 Organizational structure
The organizational chart below only reflects the structure for the Small Business Development Centre Belize (SBDCBelize) and the project's sub-unit. Both the manager of the SBDCBelize and the project's sub-unit report directly to the general

manager. The general manager is the one who oversees and makes the decisions of all projects in the organization.
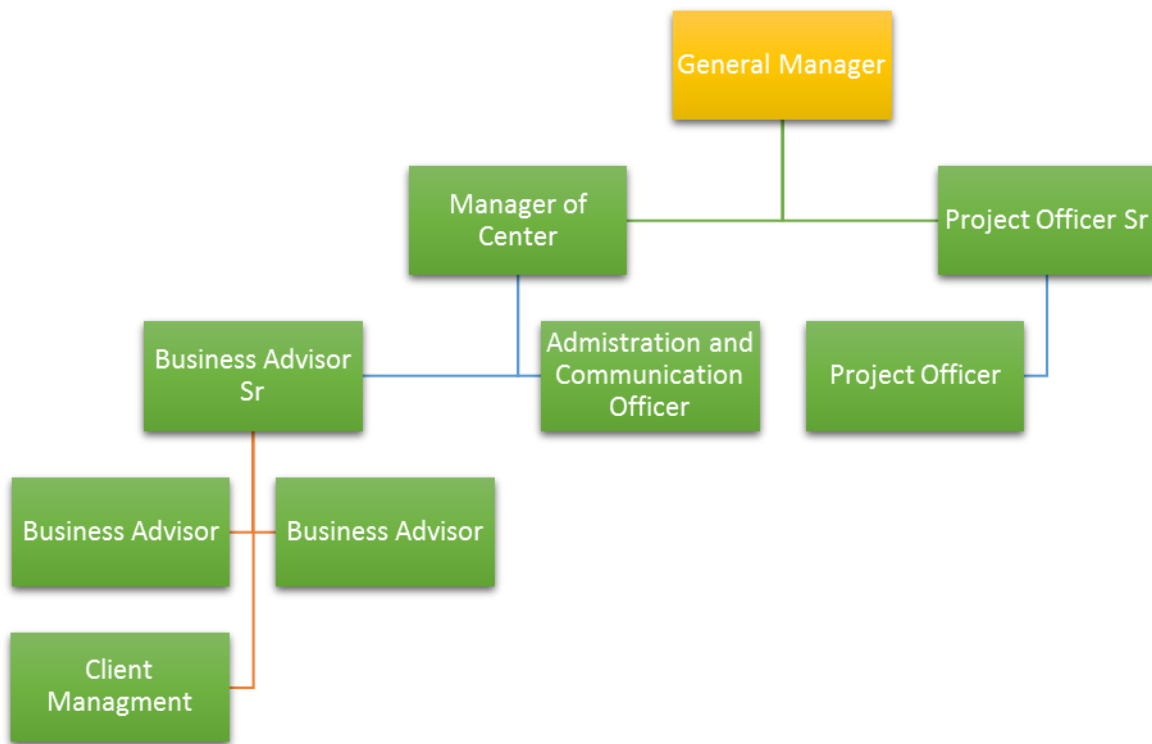
Figure 1: Organizational Structure-SBDCBelize (Source: BELTRAIDE, 2012)

2.1.4 Products Offered

The Small Business Development Centre Belize offers entrepreneurs one-on-one customized business advising based on their specific needs, as well as technical assistance, capacity building, and cooperation to foster entrepreneurship in the country. Below are more details on the services offered.

one on one Business Advising	Capacity Building	Cooperation
• Needs based • Business Plan Development • Financial Advise • Financing Options • Loan Application Assistance • Marketing & Sales	• Entrepreneurial Development • Business Plan • Marketing and Sales • Basic Bookkepping • Establish a Business • Accounting • Costing and Pricing	• Partnership with other organizations to implement projects • Cooperation Agreement with financing institutions • Training Agreements

Figure 2: Service Offered (Source: BELTRAIDE, 2012)

2.2 Project Management concepts

2.2.1 Project

A project is a temporary activity that is implemented to create a unique product, service or result. The project has a well-defined start and end date with a specific scope. The project ends when it reaches its objective or when its objective will not or cannot be achieved or there is no longer a need for the project. It can also end if the client wishes to terminate the project. Temporary does not necessarily mean that the execution period of the project is short, and it usually does not apply to the outcome of the project. A project is generally an ongoing work with a repetitive process that follows an organization's procedures. A project can involve a single individual or organizational unit or multiple organizational units (PMI, 2013, p. 3).

A project in an organization is a temporary activity that will assist the organization to conduct its mandate. The project has a defined scope and start and end dates. The SBDCBelize projects are sponsored by international funding agents or through partnership with another national organization. In the SBDCBelize, the projects aim towards the development of the MSMEs in Belize. The organization executes an estimated six (6) projects per year. Below are some common characteristics of the projects executed by the institution.

- Temporary (3months to 2 years)
- Entrepreneurial Development
- Financing Outcome
- Capacity Building Outcome
- Sponsored by international or national organization

Figure 3: Project Characteristics (Source: BELTRAIDE, 2012)

2.2.2 Project Management

Project management involves applying knowledge, skills, tools, and techniques in the execution of a project to meet the project's requirements. It has five (5) process groups that need to be applied and integrated to accomplish an appropriate project management. In project management, the specific characteristics and circumstances of the project affect the constraints on which the team needs to focus. The relationship between the process groups is such that if one factor changes, another factor is affected. As PMBOK Guide 5th ed. illustrates, if the schedule is changed to a shorter time, more than likely the budget will need to be increased to add additional resources to complete the project in less time.

Changing the project requirement or objective may cause additional risks; therefore, the project team needs to assess the situation, balance the demand, and maintain proactive communication with stakeholders in order to have a successful project (PMI, 2013, p. 5-6).

As shown in PMBOK Guide 5th ed., managing a project includes:
- Identifying requirements
- Addressing the needs, concerns, and expectations of the stakeholders in the planning and executing phase
- Maintaining communication among stakeholders that are active, effective and collaborative
- Managing stakeholders to meet project requirements and creating project deliverables
- Balancing project constraints that include scope, quality, schedule, budget, resources and risks (PMI, 2013, p. 6).
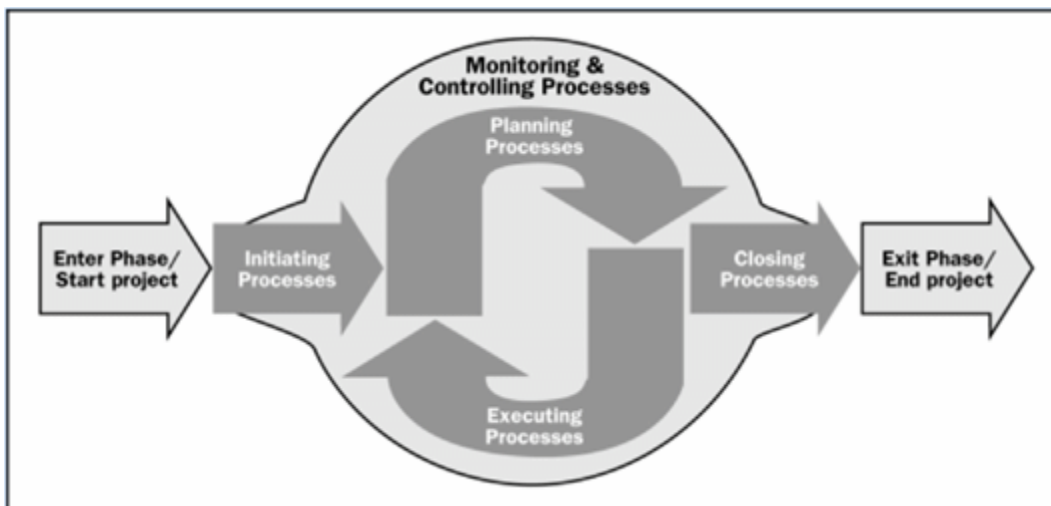
Figure 4: Project Management Process Group (Source: PMI, 2013)

Project management is applied at SBDCBelize but without conscious, deliberate practice. Through the project life, knowledge, skills, tools and techniques are used

to meet the project requirement and objective, but there is no set structure in managing projects in the organization. Depending on the kind of project, stakeholders may be involved in the planning and execution of the project. The scope, budget and schedule are important constraints in the life of a project at the SBDCBelize.

2.2.3 Project Life Cycle

A project life cycle involves the phases that the project passes through from its initiation to its closure. According the PMBOK Guide 5th ed., the life cycle can be documented within a methodology and can be determined by the unique aspects of the organization. The project will have a start and end date but the deliverables and activities that take place in the implementation will change according to the project. The project life cycle is the basic framework for managing the project, regardless of the type of project (PMI, 2013, p. 38).

Figure 5: Project Life Cycle (Source: PMI, 2013)

Below is the project cycle that an organization should follow:

1. **Initiation Phase**:

    A. Opportunity identification

    B. Project charters (Prepared by Technical Units)

    C. Match objective of project charters with funding agents/donors (Projects Unit)

    D. Prepare project proposal and cost estimate (prepared by Technical Unit)

    E. Obtain formal approval to proceed with project (Divisional General Manager)

2. **Planning Phase**:

    A. Review funding agent's requirements (Projects Unit)

    B. Contract or agreement preparation with funding agents (Projects Unit)

    C. Work breakdown structure (WBS) preparation (Projects Unit along with Technical Unit)

    D. Project plan preparation (Projects Unit)

3. **Executing Phase**:

    A. Project tracking and control preparation

    B. Procurement preparation (if necessary)

    C. Contract or agreement preparation with tenders (if necessary)

    D. Execution of project (by Technical Unit)

4. **Controlling and Monitoring**:

    A. Project tracking and control of deadlines

    B. Financial reports (Keep track of budget)

    C. Contractor or agreement administration

5. **Close-Out Project**:

A. Project completion report

B. Financial report that includes expenses for funding agents

The SBDCBelize has a project life cycle in its standard operating system but most of the time is not followed. The organization implements several regional projects whose initial and planning phases are done at regional levels with minoring involvement of SBDCBelize. At the execution phase, since it is a regional project, it is hard to remain on schedule due to delays caused by funding agents. There is no structure for monitoring and controlling projects.

2.2.4 Project Management Processes

The PMBOK Guide, 5th Edition states that a process is a set of consistent actions and activities conducted to create a result. Each process has its inputs, tools, and techniques that must be applied to get the output. For every process, the project manager must take into account organizational process assets and enterprise environmental factors. The project management process is implemented with stakeholder interactions, which ensure effective flow of the project life cycle. The project management process defines the tools and techniques involved in applying skills and knowledge.

The project management process involves good practices that apply globally across the industries. PMBOK Guide 5th ed. found that the process enhances the chances for a successful project. For each project, the project team will determine the project management process input and output that are applicable and the appropriate degree of thoroughness for each process. The project management process has five categories that are known as the process groups or project management process groups (PMI, 2013, p. 47).

- **Initiating Process Group**: The processes performed to define a new project or new phase of an existing project. It is the process to obtain authorization to begin a project or phase

- **Planning Process Group**: The process required to create the scope, improve the objectives, and define the activities required to achieve the objective of the project

- **Executing Process Group:** Process executed to complete the project management plan to achieve the project scope

- **Monitoring and Controlling Process Group:** Defines what is required to track, review and regulate the progress and performance of the project, identify any changes required, and initiate the changes

- **Closing Process Groups:** The final process to finalize all activities and formally close the project

Figure 6: Project Management Process Groups (Source: Roseke, 2012)

The Small Business Development Centre Belize has been executing projects that are similar throughout the years but there is no consistency in the actions and activities. There is not a structured process or any organizational process assets,

nor are there lessons learned or a knowledge base to use as an input when planning a new project. The organization needs to identify the techniques and tools to be used in each process in order to get the intended output. Some of the tools are being used in the project life cycle of the organization such as the project charter and project status report; however, a proper structure is needed for the execution of projects.

Roseke (2016) found in his research that during each process group, several documents are generated. The chart 1 below defines the documentation generated by each process group.

Chart 1: Process Groups-Documents (Source: Roseke, 2013)

Process Group	Documentation
Initiating	Project Charter
Planning	Project Management Plan
Execution	Project Status Reports Stakeholder Communication Change Logs
Controlling	Variance Reports Change Logs
Closing	Project Closure Report

2.2.5 Project management knowledge areas

Knowledge areas are interdependent with the process groups; they are the technical subject of the project management and they bring the project to life. PMBOK 5th ed. defines how it integrates with each process group (PMI, 2013, p. 64).

Chart 2: Project Management Process Groups and Knowledge Area Mapping (Source: PMI, 2013)

Knowledge Area	Project Management Process Group				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring& Controlling Process Group	Closing Process Group
Project Integration Management	Develop project charter	Develop project management plan	Direct and manage project work	-Monitor and control project work. -Perform integrated change control	Close project or phase
Project Scope Management		-Plan scope management -Collect requirement -Define scope -Create WBS		Validate scope control scope	

Project Time Management		-Plan schedule management -Define activities -Sequence activities -Estimate activity resources -Estimate activity durations -Develop schedule		-Control schedule	
Project Cost Management		-Plan cost management -Estimate costs -Determine budget		Control costs	
Project Quality Management		Plan quality management	Perform quality assurance	Control quality	
Project Human Resource Management		Plan human resource management	-Acquire project team -Develop project team -Manage project Team		
Project Communication Management		Plan communications management	Manage communication	Control communications	
Project Risk Management		-Plan Risk management		Control risks	

		-Identify risks -Perform qualitative risk analysis -Plan risk response			
Project Procurement Management		Plan procurement management	Conduct procurement	Control procurement	Close procurement
Project Stakeholder Management	Identify stakeholders	Plan stakeholders management	Manage stake holder engagement	Control stakeholder engagement	

2.2.6 Monitor and control project work

This is the process of tracking, reviewing and reporting progress to meet the objective defined. This process allows stakeholders to understand the status of the project, steps taken, the budget, and the schedule and scope forecasts.
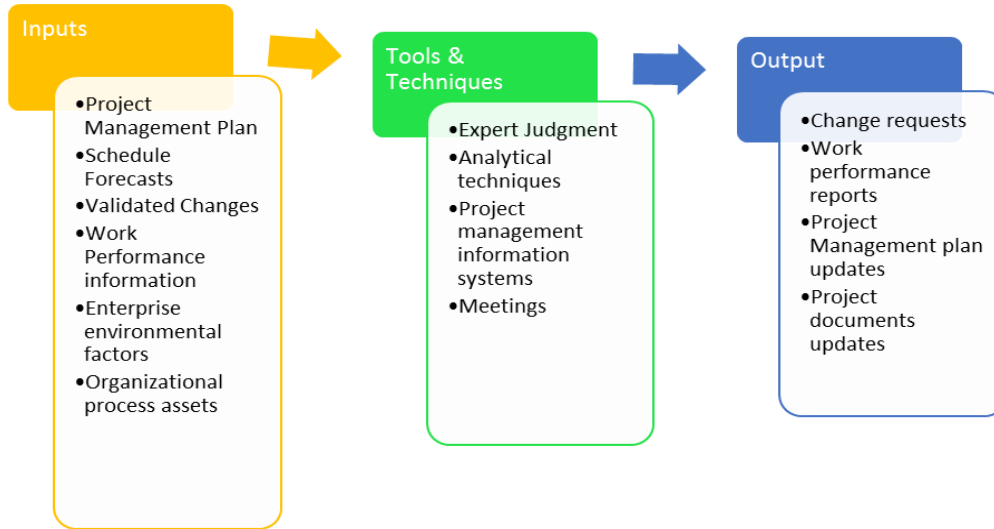
Figure 7: Monitor and Control Project Work: Inputs, Tools & Techniques and Outputs (Source: PMI, 2013)

Monitoring is performed throughout the project. It includes collecting, measuring and distributing performance information and assessing measurements to effect process improvements. It gives the project team insights into the performance of the project and identify any areas that require change or special attention (PMI., 2013, p. 86).

The SBDCBelize should monitor throughout the project management processing order to make sure the project is meeting its scope, schedule and budget.

2.2.7 Controlling

Controlling involves determining corrective or preventive actions and following up on plans to determine where the actions resolve the issue. It is comparing actual project performance with the project management plan. Performing control helps identify new risks and analyze whether appropriate risk response is planned and executed (PMI, 2013, p.57).

Controlling is important in the life of a project as one can correct or prevent issues in the project. Comparing the performance will help in determining if there are risks in the project and analyze how to respond.

3   METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source, according to VirginiaTech (2016), is any system that contains information. There are different types of information sources such as blogs, articles, media, web pages, books, and others. The type of information one uses will depend on one's need and what one is trying to find or answer. Below is a table with types of information sources and their uses.

Chart 3: Types of information Sources (Source: Virginia Tech, 2016)

Type	Information	Use	Example
Magazine	A collection of articles and images about different topics of interest and current events. Usually written by journalists or scholars.	To find information or opinions about culture. To find up-to-date information about events. To find general articles for people who are not specialists of the subject.	• National Geographic • Sports Illustrated
Academic Journal	A collection of articles usually written by scholars	When doing scholarly research.	• Journal of Communication • The Historian

	in an academic or professional field. An editorial board reviews articles to decide whether they should be accepted. Articles in journals can cover very specific topics or narrow fields of research.	To find out what has been studied in your topic. To find bibliographies that point to other relevant research.	
Database	A database contains citations of articles in magazines, journals, and newspapers. It may also contain citations of podcasts, blogs, videos and other media types. Some databases contain abstracts or brief summaries of the articles, while other databases contain complete, full-text articles.	When you want to find articles on your topic in magazines, journals or newspapers.	• Academic Search Complete

Newspaper	A collection of articles about current events, usually published daily.	To find current information about international, national and local events.	• New York Times • Local newspapers
Book	Books cover virtually any topic – factual or fictional. For research purposes, you will probably be looking for books that synthesize all the information on one topic to support a particular argument or thesis.	When looking for lot of information on a topic. To put your topic in context with other important issues. To find summaries of research to support an argument.	• Smith, J. T. Roman Villas: A Study in Social Structure, 1997
Website	The Web allows you to access most types of information on the Internet through a browser. One of the main features of the Web is the ability to quickly link to other related information. The Web contains information beyond plain text, including	To research current situation. To find information about companies. To find both expert and popular opinions.	• www.vt.edu (Virginia Tech)

	sounds, images, and video. The important thing to do when using information on the Internet is to know how to evaluate it.		

The sources of information I use for this Final Project are books and websites. The books and the websites selected adequately cover the topic of Project Management, and the information is sufficiently accurate for the research.

3.2 Primary sources

Primary sources allow direct or firsthand information. They allow researchers to get as close to original ideas and empirical research as possible. They can include creative works, firsthand knowledge and the publication of the results of experimental observation or research (Virginia Tech, 2016).

The primary source used for this Final Graduation Project is A Guide to the Project Management Body of Knowledge, 5th Edition, 2013; the Belize Trade and Investment Development Act 2000; the BELTRAIDE website; and the Belize MSME Policy and Strategy.

3.3 Secondary sources

Secondary sources analyze, review or summarize primary resources. Even if the resources present facts or descriptions about events, they are classified as secondary resources unless the information is based on direct participation or observation (Virginia Tech, 2016). The secondary source used in this Final

Graduation Project are articles from the Project Engineer website and from Program and Thinking Tools.

Chart 4: Information Sources (Source: PMI, 2013)

Objectives	Information sources	
	Primary	**Secondary**
To conduct an analysis of the current project management process to better analyze the level of project management practice	PMBOK Guide 5th Edition: Observation of the project administration	None
To outline a process to manage the projects according to the Project Management Standard of the PMI.	PMBOK Guide 5th Edition	Project Engineer
To create the project management templates to be used in the project monitoring and controlling process	PMBOK Guide 5th Edition	PMI.org templates Program and Thinking Tools
To create a project management methodology for the SBDCBelize to monitor and administer projects	PMBOK Guide 5th Edition	Standard Operation Procedure of the organization
To add a monitoring and control methodology section to the	PMBOK Guide 5th Edition	Standard Operation Procedure of the organization

organization's current standard operating procedure as it does not presently include a monitoring and controlling section		

3.4 Research methods

Research Methodology is a process used to collect information for the purpose of making a decision or testing theories. It includes publication research, interviews, surveys and other techniques that can include present and historical information (Business Dictionary, 2016). There are different research methods that can be used such as analytical, qualitative and quantitative methods.

3.4.1 Analytical method

The analytical method is used to solve any type of problem; it involves critical thinking skills and the evaluation of facts and information. The researcher uses the analytical method to find critical details, to add new ideas to the material being produced, or to find supporting evidence for a current theory to make it more reliable. It is conducted in several ways such as literary research, public opinions, scientific trials and meta-analysis (Reference, 2016).

3.4.2 Quantitative research method

This research method uses sampling techniques and the result may be expressed numerically, enabling the researcher to estimate future events or quantities. An example is research done through consumer surveys (Business Dictionary, 2016).

The Reference (2016) defines this method as a test that is done through gathering data that can be measured with numbers and analyzed with statistical techniques.

3.4.3 Qualitative research method

On the other hand, qualitative researchers examine occurrences from a more holistic framework in an attempt to understand an issue from a variety of standpoints (Reference, 2016).

3.4.4 Collaborative research method

This research method brings together participants with different perspectives on the research topic. An example is a focus group formed so that all participants can contribute their perspectives on a specific topic (Reference, 2016).

Chart 5: Research methods (Source: Reference, 2016)

Objectives	Research methods			
	Analytical Research Method	Qualitative Research Method	Quantitative Research Method	Collaborative Research Method
To conduct an analysis of the current project management process to better analyze the level of project management practice	To analyze the project management process in the organization	Observation of the work that is done to see the level of project management	Not applicable	Not applicable

To outline a process to manage the project according to the project management's standardized process	Analyze the project management's standardized process	Examine the standard management process and see what the organization already has		
To create the project management templates to be used in the project monitoring and controlling process.	Analyze the existing templates from PMI and adapt these to the organization	Look at the holistic framework that the organization already has such as templates		
To create a project management methodology for the SBDCBelize to monitor and administer projects	Analyze the standard methodology in the PMBOK to see what applies.	Examine other methodologies used by other organizations.		
To add a monitoring and controlling methodology section to the organization's current standard operating	Use this method of research to define the methodology that will be used	Observe what is the best method of implementation		

procedure as it does not presently include a monitoring and controlling section			

3.5 Tools

A tool is defined as an item or implement used for a specific purpose. There are two types of tools: physical objects such as hammers or technical objects such as software programs (Business Dictionary, 2016). In project management, there are different tools that are used throughout the project life cycle. The tools are the trick of the trade in project management. Some of the tools used for this Final Graduation Project are PM Projects, Project Charter, Work Breakdown Structure, and Hierarchical Chart.

Chart 6: Tools (Source PMI, 2013)

Objectives	Tools
To conduct an analysis of the current project management process to better analyze the level of project management practice	1. Expert judgment 2. Facilitation technique 3. Meetings
To outline a process to manage the project according to the project management's standardized process	1. Expert judgment 2. Inspections 3. Meetings 4. Facilitation technique
To create the project management templates to be used in the project's monitoring and controlling process	1. Expert judgment 2. Analytical techniques 3. Document analysis

	4. Benchmarking
	5. Context diagrams
	6. Templates in PMI
To create a project management methodology for the SBDCBelize to monitor and administer its projects	1. Document analysis
	2. Expert judgement
	3. Benchmarking
	4. Analytical technique
To add a monitoring and controlling methodology section to the organization's current standard operating procedure as it does not currently include a monitoring and controlling section	1. Expert judgment
	2. Document analysis
	3. Benchmarking

3.6 Assumptions and constraints

An assumption is a factor in the planning process that is considered true, real or certain without having proof. Assumptions are events that we expect to occur through the project life cycle. On the other hand, a constraint is a limiting factor that affects the execution of a project or process. Constraints in the project's life cycle are restrictions that are found throughout; it can be by stakeholders, the environment, the government, and others (PMI, 2013, p. 529,533).

It is assumed that the information is available for the FGP and that the organization will follow the methodology presented in this Project. It also assumed that the organization will implement the methodology in its procedures.

One constraint is the challenge of staying on schedule according to the University deadlines. Another constraint is difficulty accessing the organization's confidential information.

Chart 7: Assumptions and constraints (Source: PMI, 2013)

Objectives	Assumptions	Constraints
To conduct an analysis of the current project management process to better analyze the level of project management practice	That the current standard operating process for the project unit covers each aspect of project management so it can be analyzed	Organization not being open to sharing its current standard operating system that has the project management process
To outline a process to manage the project according to the project management's standardized process	The project team will agree with the process according to the project management Standards	Project management standard is not available
To create the project management templates to be used in the project's monitoring and controlling	That the Project Sub-Unit will use the templates	Necessary templates are not downloadable and available
To create a project management methodology for the SBDCBelize to monitor and administer its projects	That existing methodology can be	The organization cannot create a monitoring and

Objectives	Assumptions	Constraints
	modified for the organization	controlling methodology that can easily be implemented in its current standard operating system
To add a monitoring and controlling methodology section to the organization's current standard operating procedure as it does not currently include a monitoring and controlling section	The organization will adopt the methodology in the standard operating procedure	The organization has a restriction policy for changing its standard operating procedure

3.7 Deliverables

According to the PMI (2013), a deliverable is any unique product, result, or capability to perform a service that is required to complete a project. It can be a tangible or intangible part of the process, and it is often a specific function of the project (p. 537). For example, in a project to upgrade a firm's technology, a deliverable will be the new computers (Investopedia LLc, 2016). Some of the deliverables in the FGP were a project charter, WBS, schedules, and different sections of the FGP.

Chart 8: Deliverables (Source PMI, 2016)

Objectives	Deliverables
To conduct an analysis of the current project management process to better analyze the level of project management practice.	1. Report on the current project management process compared to PM practice
To outline a process to manage the project according to the project management's standardized process.	1. Define a process according to the PM standards
To create the project management templates to be used in the project's monitoring and control process	1. Finalize templates to be used in the project management process
To create a project management methodology for the SBDCBelize to monitor and administer its projects	1. Create the methodology to be used to monitor and administer projects 2. Benchmark methodology with the project management's standard methodology
To add a monitoring and controlling methodology section to the organization's current standard operating procedure as it does not currently include a monitoring and controlling section	1. Revise standard operating procedure according to the new methodology.

4   RESULTS

4.1 Scope

This project entails creating a methodology for internal monitoring and controlling of projects which will be used to administer, monitor and evaluate SBDCBelize's projects – to measure the projects' impact on the MSMEs and the ratio of success of the projects. The overall goal of this project is to contribute to the quality of funded projects, alignment, harmonization and accountability for results achieved.

This document is intended to help the organization's Projects Unit:

- Contribute to the implementation of projects in keeping with the project management process, according to the accredited Project Management Standard in the Annex A1 of the PMBOK Guide 5th Edition (2013, p. 418).

- Contribute to the creation of the organization's templates for project management processes, specifically the monitoring and controlling process, to enable the organization to track, review and observe the progress and performance of its project. According to the PMBOK Guide 5th Edition (2013, p. 450), the benefit of a monitoring and controlling process group is that the performance is measured and analyzed regularly, and the organization is able to identify variances for the project management plan.

- Create an internal monitoring and controlling methodology to make the organization better equipped to undertake effective and useful reporting on project performance in order to be more proactive to controlling changes and be able to recommend corrective or preventive actions.

The project scope management will be the responsibility of the project manager. The scope of the project is defined by the scope statement's Work Breakdown Structure and the WBS Dictionary. The project manager plays a key role in managing the scope of the project. The project manager should be aware of her or his responsibilities in order to ensure that the work is performed within the established scope and schedule throughout the project life cycle.

The scope of this SBDCBelize project was defined through the requirements collection process. First, an analysis was performed to assess SBDCBelize's current project management process based on the project unit feedback and observation. After this was completed, the requirements documentation was developed to outline what the methodology should accomplish. The expert judgement provided the most effective ways to meet the requirements of providing a monitoring and controlling methodology that SBDCBelize can use to achieve an effective internal, administration, monitoring and evaluation methodology.

4.2 Requirements

The monitoring and controlling methodology for SBDCBelize has been approved to meet the need for the organization's Projects Unit. In order to meet this need there are requirements that must be achieved as part of the successful execution of this project. The following requirements have been identified for the project:

1. Project management process according to the standards of the PMBOK Guide 5th Edition (2013).
2. Templates to be used in the monitoring and controlling methodology
3. Internal monitoring and controlling methodology for SBDCBelize projects
4. Revised standard operating procedures of the organization

4.3 Project Scope Statement

Monitoring and controlling methodology for SBDCBelize includes defining, creating and implementing a methodology for internal monitoring and controlling of SBDCBelize projects, to measure the impact on the MSMEs and ratio of the project success. The deliverables for the project are a revised standard operating procedure with a project management process, including monitoring and controlling methodology and templates for the internal monitoring and controlling. This Final Project will be accepted once the SBDCBelize's Standard Operating Procedure is revised; accompanying this will be the project management process that includes

monitoring and controlling methodology and templates, which are created to ensure consistency in project administration. This project does not include an accompanying project unit in executing a project, following the revised standard operating procedures and templates. The project should not exceed 8 weeks in duration. An assumption for this Final Project is that support will be provided by the SBDCBelize project unit as well as the tutor, and that the required resources are available for a successful completion and execution according to schedule.

4.5 Work Breakdown Structure

The work required to complete this project will be subdivided into individual work packages not to exceeding the timeframe. This will allow the project manager to manage the scope more effectively as the work progresses to the project's completion. The project is broken down into three phases: analysis phase, design phase, and implementation phase. The phases are subdivided into work packages that are required to complete the project.
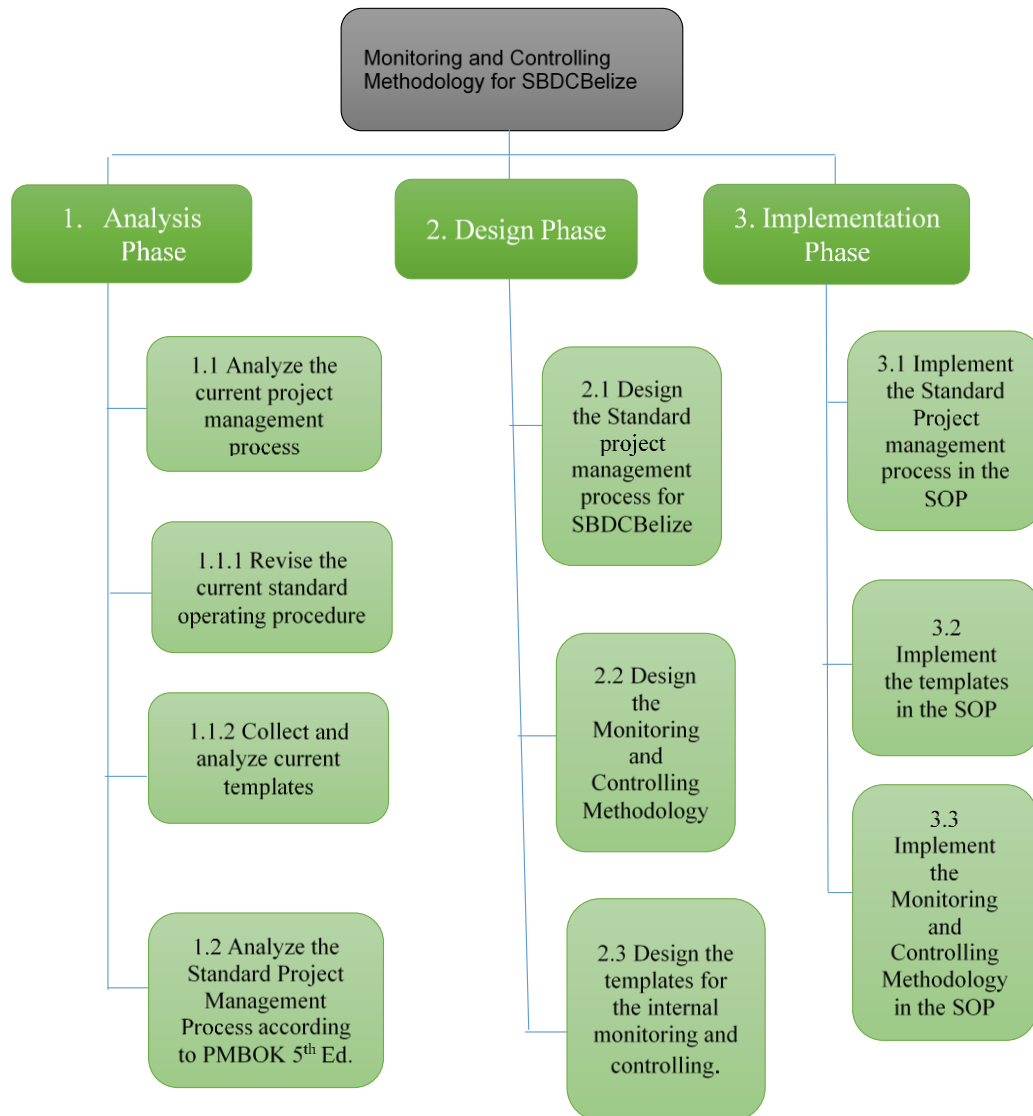
Figure 8: WBS : Monitoring and Controlling Methodology for SBDCBelize(Source: PMI, 2013)

4.6 WB Dictionary

The WBS Dictionary includes a detailed description of work for each activity and the deliverables. The WBS Dictionary is used to define the statement of work for each WBS element.

Chart 9: WBS Dictionary: Monitoring and Controlling Methodology for SBDCBelize

Name	Description of work
1. Analysis Phase	First step is to carefully analyze current procedures to better understand the level of project management
1.1 Analyze the current project management process	Analysis here looks at the current process that is being followed by the project unit to execute projects, what is missing of the project management standard, and a comparison of the entire project management process.
1.1.1 Revise the current standard operating procedure	In this phase the current organizational procedure is revised as part of the analysis of the project management process.
1.1.2 Collect and analyze current templates	Collect current templates that the organization is using and analyze its efficiency in project management
1.2 Analyze the Standard Project Management Process	Analyze and compare the project standard management process with the organization's current process

2. Design Phase	In this phase the template and the methodology will be designed.
2.1 Design the standard project management process for SBDCBelize.	After the comparison, the project management process for SBDCBelize will be designed based on the organization's needs.
2.2 Design the monitoring and controlling methodology	Design the methodology that will be used for the monitoring and controlling of the SBDCBelize Projects
2.3 Design the templates for the internal monitoring and controlling	Templates will be designed to be used in the monitoring and controlling methodology.
3. Implementation Phase	In this phase the results of element 2 will be implemented.
3.1 Implement the standard project management process in the SOP	The result of element 2.1 will be implemented in the standard operating procedure of SBDCBelize.
3.2 Implement the templates in the SOP	The results of element 2.2 will be added to the standard operating procedure as an index. The project unit will be implementing their use in the management of projects.

3.3 Implement the monitoring and controlling methodology in the SOP	The methodology for monitoring and controlling will be implemented in the standard operating procedure

4.7 Verifying Scope

As the project progresses, the Project Manager is responsible to verify the project deliverables against the scope as it is defined in the scope statement, WBS, and WBS Dictionary. When the project manager verifies that the scope meets the requirements, the deliverable will be accepted. The project manager is responsible to ensure that the project work remains within the scope of the project and consistent throughout the project life cycle.

4.8 Scope Control

The Project manager is the one who will control the scope of the project. The WBS Dictionary will be used as the statement of work for the WBS elements. Only the work described in the WBS Dictionary will be performed to generate the deliverables for the WBS elements. The progress of the project is measured through the project scope to ensure that the project is within the scope.

4.9 Acceptance

The role of the acceptance criteria for the project is to ensure vetting and successful completion of the project. In order to achieve successful criteria, one must ensure that most of the acceptance criteria are met:

- Meet the deliverables of the project within schedule
- Improve SBDCBelize's project management process
- Create effective project management templates

4.10 Analysis of the Current Project Management Process

The SBDCBelize Project nit has a standard operating procedure that describes the life cycle of a project. After the analysis was conducted, it was concluded that the projects do not follow the stipulated life cycle in the standard operating procedure.

SBDCBelize collaborates with different organizations to conduct projects nationally or implement projects that are done regionally. If it a regional project, decisions are made at the board level and the project concepts are developed by other organizations to seek funds for the region. Sometimes the SBDCBelize will develop project charters to seek funding agents in order to implement a project. SBDCBelize has implemented projects from different funding agents but these have similarities in their project objectives. From the beginning of a project, the projects unit engages with the funding agent to implement the project until its conclusion. Progress reports and financial expenses have to be submitted to the funding agents. After a project is approved, the following are some of the procedures to be followed if a consultant is required:

1. Draft Term of Reference for consultant
2. Draft procurement notice for consultant
3. Disseminate procurement notice
4. Create an evaluation committee to review applications
5. Selection process by committee
6. First initial meeting with the consultant who is awarded the consultancy to negotiate the level of effort
7. Draft contract for consultant
8. Get approval of contract by funding agent or General Manager
9. Both parties sign contract
10. Start contract
11. Start project
12. Monitor project according to contract and project documents
13. Project Unit makes sure deliverables are completed

14. Do financial report according to funding agents' templates
15. Submit financial report approved by General Manager

The current standard operating procedure of SBDCBelize has a project life cycle that does not follow the Project Management Standard. The current stated life cycle when executing projects at SBDCBelize is shared below:

Initiation Phase:

- Opportunity Identification
- Creation ofroject charters (Prepared by Technical Units)
- Match objective of project charters with funding agents/donors (Projects Unit)
- Prepare project proposal and cost estimate (Prepared by Technical Unit)
- Obtain formal approval to proceed with project (Divisional General Manager)

Planning Phase:

- Review funding agent's requirements (Projects Unit)
- Contract or agreement preparation with funding agents (Projects Unit)
- Work Breakdown Structure (WBS) preparation (Projects Unit along with Technical Unit)
- Project plan preparation (Projects Unit)

Executing Phase:

- Project tracking and control preparation
- Procurement preparation (if necessary)

- Contract or agreement preparation with tenders (if necessary)
- Execution of project (by Technical Unit)

Controlling and Monitoring:

- Project tracking and control of deadlines
- Financial Reports (Keep track of budget)
- Contractor or agreement administration

Close-Out Project:

- Project completion report
- Financial report that includes expenses for funding agents

According to the PMI, project management is the integration of project management processes. Managing normally includes identifying requirements; addressing needs, concerns and expectations of the stakeholders; setting and maintaining communication with stakeholders; and balancing competing project constraints such as scope, quality, schedule, budget, resources and risks. Each Project has specific circumstances that will influence the constraints and require effective application of the management process. (PMI, 2013 P. 417). After an analysis of the SBDCBelize project unit activities, it is concluded that project management process groups are not integrated into the management of the projects that are being executed, such as the monitoring and controlling process group. It is also concluded that other process groups can be more developed. Figure 9 below shows the integration of the Project Management Process and how it should be integrated throughout the life of a project.
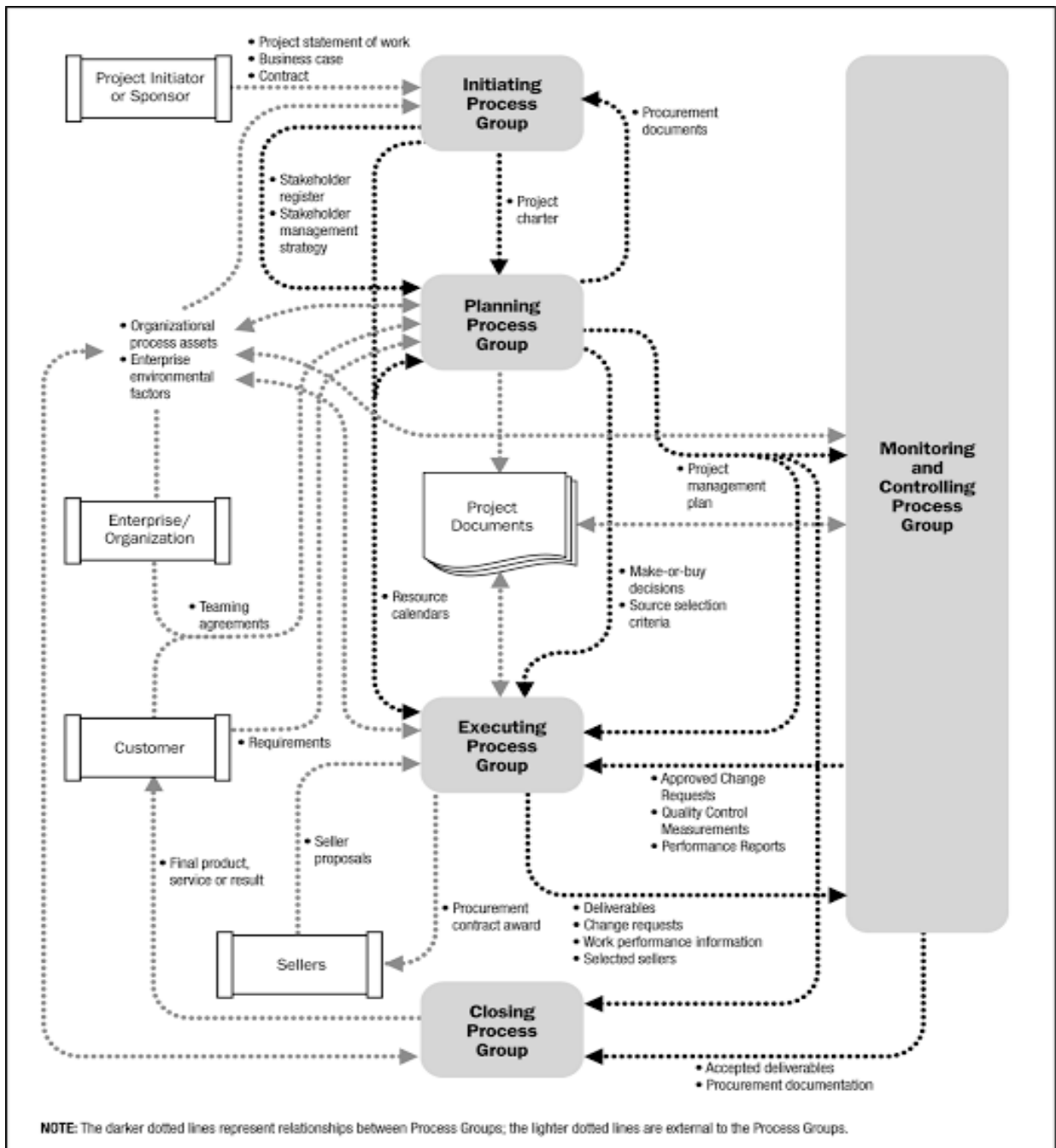
Figure 9: Project Management Process Interactions (Source: PMI, 2013)

4.11 Project Management Process According to Project Management

Standard

This section covers the project management process according to the Project Management Standards (PMBOK 5th Edition) that should be included in the organization's Standard Operating Procedure. SBDCBelize's Standard Operating Procedure needs to be revised to include the project management process addressed in this section. It is important that the organization follow the project management process to ensure the successful implementation and administration of a project.

Therefore, this chapter describes the purpose of planning, monitoring, and controlling a project and their importance for a successful project. According to PMI, 2013, the standard for project management of a project identifies and describes five project management process groups. The process groups have clear dependencies that are performed in each project, and these interact with each other. The process group is not a project phase and it is possible that all process groups are conducted in a project phase. All process groups will be repeated in each project phase or subcomponent of the project. The following is the process group according to the Project Management Standards (PMBOK 5th Edition) that should be included in the organization's Standard Operating Procedure to execute the projects (P. 417). The Standard Operating Procedure should be revised to include the process of project management.
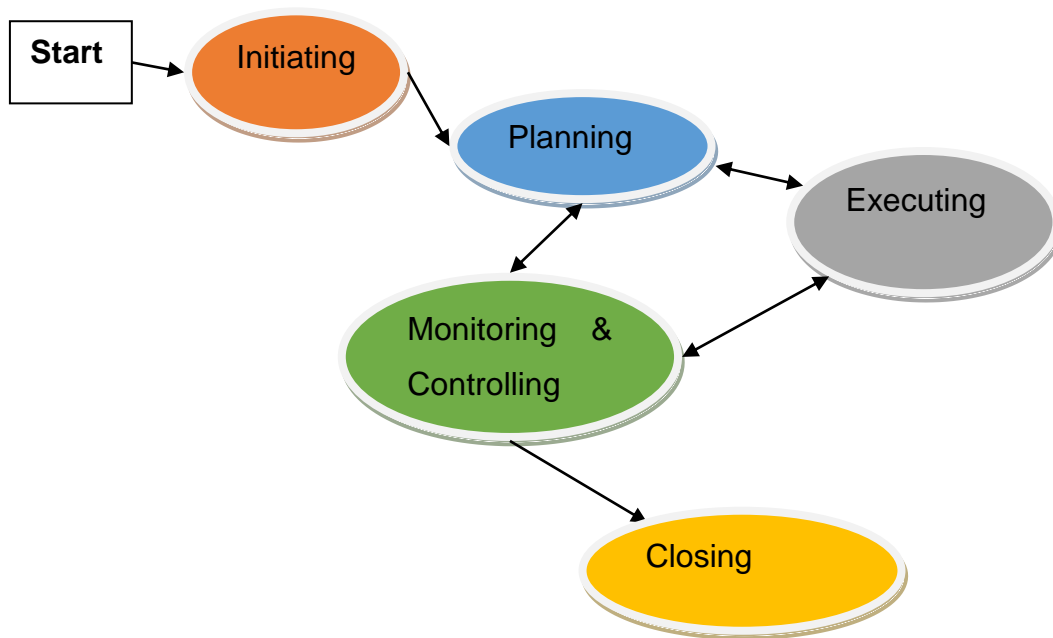
Initiating Process Group:

This includes all the processes that need to be performed before defining the new project or a new phase of the existing project in order to obtain approval or authorization to start or move to the next phase of the project. SBDCBelize usually executes regional projects for which the initial phase of defining scope and financial resources is done at the regional board level with minimum or no involvement of SBDCBelize's technical team. Projects that are initiated at SBDCBelize should be initiated by defining the scope and financial resources. Internal and external stakeholders who will influence the overall outcome of the project should be identified for both cases. According to the organizational chart, the technical unit that will execute the project will be identified at the initial phase. The project unit is the one that does the administration and monitoring of the project. The officer in charge should be identified at the initial phase. For the first phase, the project scope and resources are approved at the regional board level. SBDCBelize should initiate the process by identify internal and external stakeholders and sharing information about the approved project as it will influence

the overall outcome of the project. It is important to align the expectations of the stakeholders with the project in order to have a successful project.   The SBDCBelize counterpart contribution needs to be identified as part of the initial process.

For projects that commence at SBDCBelize, the scope, financial resources and stakeholders will be identified at the project charter level. This is part of the initial process group (PMI, 2013).
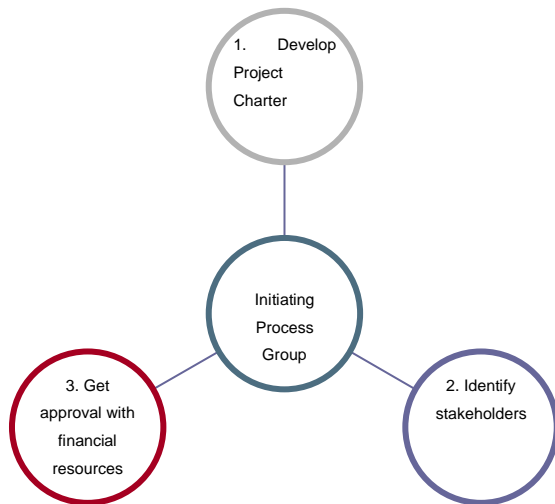
Figure 11: Project Management Process Initiating Process Group (Source: PMI, 2013)

Develop Project Charter is the process of developing the formal document authorizing the project and the project manager to apply the organizational resources to the project activities (PMI, 2013). Inputs of the technical unit are needed to develop the project charter as they identify the business case and statement of work. The project unit inputs are agreements, enterprise environmental factors, and organizational process assets. The inputs are needed to develop the project charter. The project unit will identify and match projects with funding agents/sponsors. Once the funding agent approves a project, the project

proposal and financial documents will be prepared. The General Manager gives formal approval of all documents.

All internal and external stakeholders should be identified from the beginning, even if the project has already been approved as, they can still impact the outcome of the project. The project unit will identify the stakeholders as well as analyze and document relevant information in regards to their interests, involvement, influence and potential impact on project outcomes. The project unit should have a stakeholder register for each project at its initiating process.

Planning Process Group:

The planning process group is the processes performed to determine the scope of the effort, finalize the objectives, and develop the course of action required to achieve the objectives of the project. The planning process is important in project management as it develops the project management plan and the project documents that will be used for the project life cycle. As the project is being developed, certain changes may occur that trigger a need to revisit one or more of the planning processes and maybe some of the initial processes. It is easier to get stakeholders' buy-in and commitment when the planning process group is well managed (PMI, 2013). Figure 10 below includes the project management processes according to the Project Management Standards.
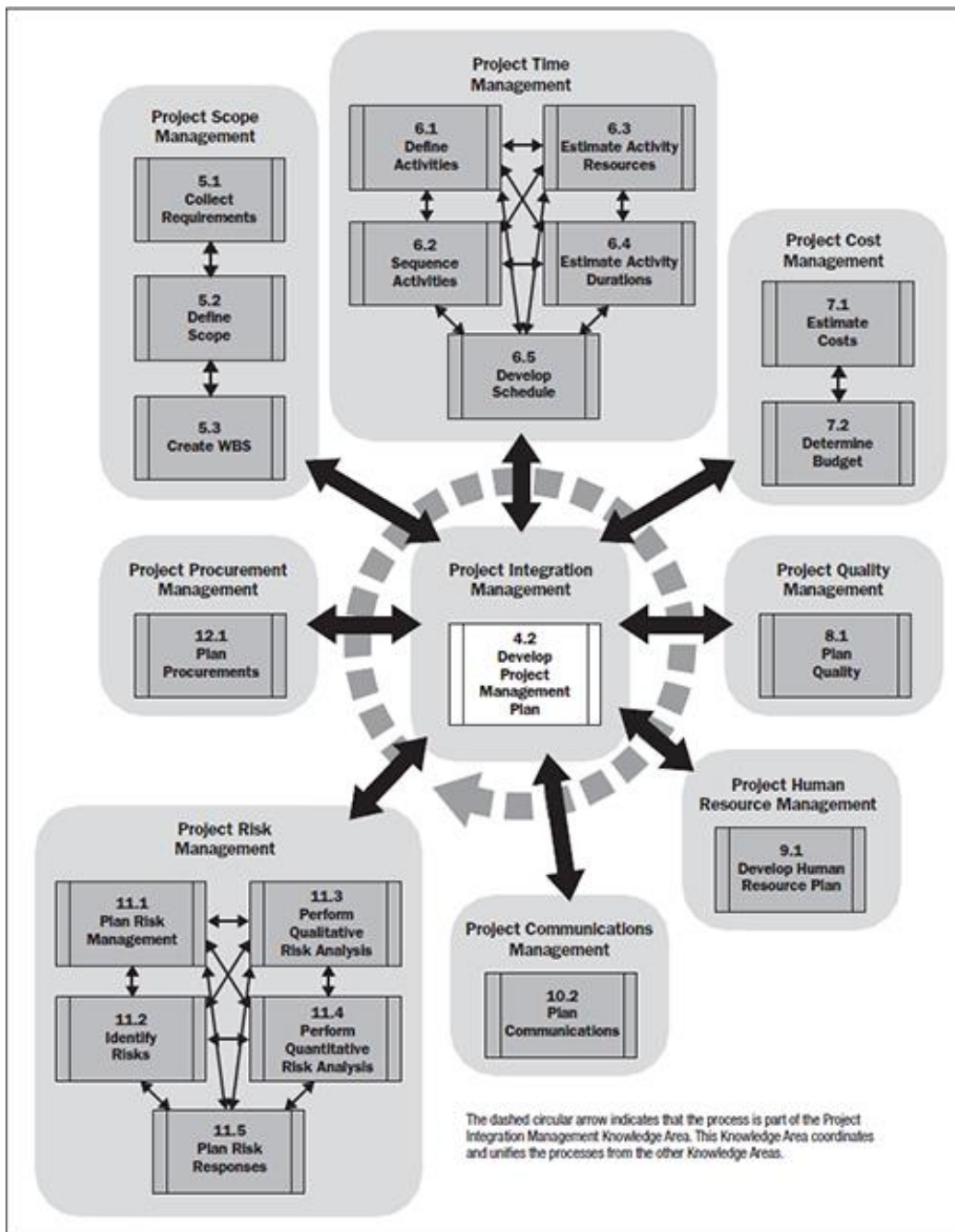
Figure 12: Planning Process Group (Source: PMI, 2013)

After a project is initiated, SBDCBelize needs to carry out the planning process. The following is the process SBDCBelize should follow, according to the Standard for Project Management (PMI, 2013).

A. According to PMI (2013), the standard is to develop a project management plan, which is the process of defining, preparing and coordinating all plans and integrating them into one document, especially as funding agents usually have different guidelines that should be followed. All the information should be centralized for the project unit and the technical units.

B. Plan Scope Management: Create a document that details how the project scope will be defined, validated, and controlled. It should provide guidance and direction on how the scope will be managed. The inputs are the project management plan, project charter, enterprise environmental factors, and the organizational process assets. The outputs of the process are the scope management plan and the requirements management plan (PMI, 2013).

C. Collect Requirements: This process determines, documents, and manages stakeholder needs and requirements to meet objectives. It defines the basis for defining and managing the project scope, including product scope. The inputs for this process are the scope management plan, requirements management plan, stakeholder management plan, project charter and stakeholder register. The outputs are the requirements documentation and requirements traceability matrix (PMI, 2013).

D. Define Scope: The process of developing a detailed description of the process. The inputs needed for this process are the scope management plan, project charter, requirements documentation, and organizational process assets. The outputs of the process are the project scope statement and project document updates (PMI, 2013).

E. Create WBS: You subdivide the project deliverables and project work into smaller, manageable works. This process provides a structure for what has to be delivered. The inputs are the management plan, project scope statement, requirements documentation, enterprise environmental factors, and organizational process assets. Inputs are the scope baseline and project documents (PMI, 2013).

F. Plan Schedule Management: In this process the policies, procedures, and documentation are established for the planning, developing, managing, executing and controlling of the project schedule. It defines how the project schedule will be managed throughout the project. Inputs for this process are the project management plan, project charter, enterprise environmental factors and organizational assets. The output is the schedule management plan (PMI, 2013).

G. Define Activities: Identify and document the specific actions to be executed to produce the project deliverables. The objective of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring and controlling the project work. The inputs are the schedule management plan, scope baseline, enterprise environment factors, and organizational process assets. Inputs are the activity list, activity attributes, and milestones list (PMI, 2013).

H. Sequence Activities: During this process the relationship among the activities are identified and documented. It defines the logical sequence of work to obtain efficiency. The inputs needed for this process are the schedule management plan, activity list, activity attributes, milestone list, project scope statement, enterprise environment factors, and organizational process assets. Outputs are the project schedule, network diagrams and project document updates (PMI, 2013).

I. Estimate Activity Resources: Types and quantities of materials, human resources or supplies are estimated. This process allows for accurate estimates of cost and duration. The outputs are the schedule management plan, activity list, activity attributes, resources calendars, risk register, activity cost estimates, enterprise environmental factors and organizational process assets. The outputs are the activity resources requirements, resources breakdown structure and project documents updates (PMI, 2013).

J. Estimate Activity Durations: The number of work periods needed to complete each activity is estimated along with resources. It provides an

estimate of the amount of time need to complete each activity. Inputs needed are the schedule management plan, activity list, activity attributes, activity resources requirements, resources calendars, project scope statement, risk register, resources breakdown structure, enterprise environmental factors, and organizational process assets. Inputs are the activity duration estimates, and project documents updates (PMI, 2013).

K. Develop Schedule: The process of creating a schedule by analyzing activity sequences, durations, resource requirements and schedule constraints. It involves generating a schedule with planned dates for completing project activities. The inputs are the schedule management plan, activity list, activity attributes, project schedule network diagrams, activity resources requirements, resources calendars, activity duration estimates, project scope statement, risk register, project staff assignments, resources breakdown structure, enterprise environmental factors, and organizational process assets. Inputs are the schedule baselines, project schedule, schedule data, project calendars, project management plan updates, and project documents updates (PMI, 2013).

L. Plan Cost Management establishes the policies, procedures, and documentations for planning, managing, expending and controlling project costs. This process provides guidance and direction on how the project costs will be managed throughout the project (PMI, 2013).

M. Estimate Costs: Develop an approximation of the monetary resources needed to execute the project. This process determines the amount of cost required to complete the project work. The inputs are the cost management plan, human resources management plan, scope baseline, project schedule, risk register, enterprise environmental factors, and organizational process assets. Outputs are the activity costs estimates, basis of estimates and project documents updates (PMI, 2013).

N. Determine Budget: Accumulating the estimated costs of individual activities to establish an authorized cost baseline that can be used to monitor and

control project performance. Inputs needed are the cost management plan, scope baseline, activity cost estimates, basis of estimates, project schedule, resources calendars, risk register, agreements and organizational process assets. Outputs are the cost baseline, project funding requirements and project documents updates (PMI, 2013).

O. Quality Management identifies quality requirements and/or standards for the project and its deliverables and documents how the project will show compliance with relevant quality requirements. It provides guidance and directions on how quality will be managed and validated throughout the project. The inputs are the project management plan, stakeholder register, risk register, requirements documentation, enterprise environmental factors, and organizational process assets. Inputs are the quality management plan, process improvement plan, quality metrics, quality checklists and project documents updates (PMI, 2013).

P. Plan Human Resources Management: Identifying and documenting project roles and responsibilities as well as reporting and creating management staff plan (PMI, 2013). The Projects Unit along with the General Manager should plan and document the responsibilities of the staff for the implementation of the projects.

Q. Plan Communications Management involves developing appropriate approaches and plans for project communications based on stakeholders' needs and requirements (PMI, 2013). It is important for the projects unit to document and plan the flow of communication with stakeholders to ensure that all stakeholders are informed and involved in the implementation of the project.

R. Plan Risk Management defines how to conduct risk management activities for a project. The inputs are the project management plan, project charter, stakeholder register, enterprise environmental factors, and organizational process assets. The output is the risk management plan (PMI, 2013).

S. Identify Risks: The process of determining risks that can affect the project and documenting their characteristics so as to provide the team with the information needed to the anticipate events (PMI, 2013). It is important to identify the risks of a project in order to be proactive in monitoring the risks.

T. Perform Qualitative Risk Analysis: You prioritize risks for further assessment and combine their probability of occurrence and impact. This allows you to reduce the level of uncertainty and focus on high priority risks (PMI, 2013).

U. Plan Risk Responses: Developing options and actions to enhance opportunities and to reduce threats to project objectives by priority. You identify and, as needed, insert resources and activities in the budget, schedule and project management plan (PMI, 2013).

V. Plan Procurement Plan is the process whereby you document the procurement decisions, specify the approach and identify potential sellers. This process identifies whether it is necessary to get outside support, how to acquire it, and when to acquire it (PMI, 2013).

W. Plan Stakeholder Management: An appropriate management strategy to effectively engage stakeholders throughout the life cycle; this is developed based on their needs, interest and potential impact. This will provide an actionable plan to interact with project stakeholders who support the project's objectives (PMI, 2013).

Executing Process Group:

This process consists of the activities involved in executing the project according to the project management plan in order to meet the specifications of the project. It includes the management of resources, coordinating, managing stakeholder expectations, and performing the activities of the project. During this process, the results may require updating the baseline, which can include changes in the management plan. Before the changes are made it needs approval from the sponsor (PMI, 2013).

The following is the process SBDCBelize should follow, according to the Standard for Project Management (PMI, 2013).

A. Perform Quality Assurance: The process of auditing the quality requirements and the result from the quality control measurements. This is measured to ensure the quality standard and to improve the quality. The inputs are the quality management plan, process improvement plan, quality metrics, quality control measurements and project documents. The outputs of this process are the change requests, project management plan updates, project documents updates and organizational process assets updates (PMI, 2013).

B. Acquire Project Team: The process to confirm whether human resources are available and acquire the team that is necessary to execute the project activities. This process will outline and guide the team selection and responsibilities assignment to achieve a successful project. Inputs are the human resources management plan, enterprise environmental factors, and organizational process assets. The outputs are the project staff assignment, resource calendars and project management plan updates (PMI, 2013).

C. Manage Project Team: This process involves tracking team performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The inputs are the human resources management plan, project staff assignments, team performance assessments, issue log, work performance reports and organizational process assets. The outputs of this process are the change request, project management plan updates, project documents updates, enterprise environmental factors updates, and organizational process assets updates (PMI, 2013).

D. Manage Communications: The process of creating, collecting, distributing, storing, and retrieving information about a project in accordance with the communication management plan. This process allows an efficient and effective communication flow between stakeholders. The outputs of this process are the communication management plan, work performance reports, enterprise environmental factors, and organizational process assets. Inputs are project communications, project management plan updates, project document updates and organizational assets updates (PMI, 2013).

E. Conduct Procurement: The process of identifying and obtaining response, selecting a seller and awarding a contract. The procurement management plan, procurement documents, source selection criteria, seller proposals, project documents, make-or-buy decisions, procurement statement of work and organizational process assets are the inputs. Outputs are the selected sellers, agreements, resources calendar, change requests, project management plan updates and project documents updates (PMI, 2013).

F. Mange Stakeholder Engagement: The process of communicating and working with stakeholders to meet their needs/expectations, addressing issues as they occur and ensuring proper stakeholder engagement in project activities throughout the project. This process minimizes resistance from stakeholders and increases the chances of achieving project success. The inputs of this process are the stakeholder management plan, communication management plan, change log and organizational process assets. The outputs are the issue log, change requests, project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

Monitoring and Controlling Process Group:

According to the PMI (2013), this process group consists of the processes required to track, review, and report the progress and performance of the project. It also identifies whether any changes are required and initiates the corresponding changes. It involves the following processes:

A. Monitor and Control Project Work: In this process, the performance needed to meet the objective defined in the management plan is tracked, reviewed and reported. This process allows stakeholders to understand the progress of the project, the steps taken so far, and the budget, schedule and scope forecasts. The inputs are the project management plan, schedule forecasts, cost forecasts, validated changes, work performance information, enterprise environmental factors and organizational process assets. Outputs are the change requests, work performance reports, project management plan updates, and project documents updates (PMI, 2013).

B. Perform Integrated Change Control: In this process, the change requests are reviewed or modifications are made to project documents, deliverables, baselines or project management plan and changes are approved or rejected. The inputs are the project management plan, work performance reports, change requests, enterprise environmental factors and organizational process assets. Outputs are the approval changes requests, change log, project management plan updates, and project documents updates (PMI, 2013).

C. Validate Scope: The process to validate acceptance of the completed project deliverables. Inputs are the project management plan, requirements documentation, requirements traceability matrix, verified deliverable and work performance data. Outputs are the accepted deliverables, change requests, work performance information, and project documents updates (PMI, 2013).

D. Control Scope: The status of the project and product scope and the changes to the scope baseline are monitored in this process. This process allows the project baseline to be maintained throughout the project life cycle. The

inputs are the project management plan, requirements documentations, requirements traceability matrix, work performance data and organizational process assets. Outputs are the work performance information, change requests, project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

E. Control Schedule: This process monitors the status of the project activities to update the project's progress and manage changes to the schedule baseline in order to achieve the complete objective. The benefit of this process is that it provides tools to recognize changes in the plan schedule; it also provides corrective and preventive actions and minimizes risks. The inputs are the project management plan, project schedule, work performance data, project calendars, schedule data, and organizational process assets. Outputs are the work performance information, schedule forecasts, change requests, project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

F. Control Costs: The process of monitoring the status of the project to update the project costs and manage the cost baseline. The inputs are the project management plan, project funding requirements, work performance data and organizational process assets. The outputs are the work performance information, cost forecasts, change requests, project management plan updates, and organizational process assets updates (PMI, 2013).

G. Control Quality: Monitoring and recording results and executing quality activities to measure performance and recommend any necessary changes. This process identifies the cause of poor process or product quality and recommends necessary actions. It also validates the project deliverables and work that meet the requirements specified by the stakeholders for final project acceptance. The inputs are the project management plan, quality metrics, quality checklists, work performance data, approved change requests, deliverables, project documents and organizational process

assets. Outputs are the quality control measurements, validated changes, verified deliverables, work performance information, changes requests, project management plan updates, project documents updates and organizational process assets updates (PMI, 2013).

H. Control Communications: Monitoring and controlling communications throughout the project life cycle to ensure the informational needs of the project stakeholder are met. This process ensures information flow among all communication participants. The inputs of the process are the project management plan, project communications, issue log, work performance data, and organizational process assets. The outputs are the work performance information, change requests, project management plan updates, project documents updates, organizational process, and asset updates (PMI, 2013).

I. Control Risks: The process of implementing the risk response plans, tracking, monitoring, and identifying new risks, and evaluating risks processes throughout the project. The inputs are the project management plan, risk register, work performance data, and work performance reports. The outputs are the work performance information, change requests, project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

J. Control Procurement: This consists of managing procurement relationships, monitoring contract performance, and making changes and corrections to contracts if necessary. The inputs of this process are the project management plan, procurement documents, agreements, approved changes requests, work performance reports, and work performance data. The output are the working performance information, change requests project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

K. Control Stakeholders Engagement: The process of monitoring overall project stakeholders and adjusting plans to engage them. Inputs are the

project management plan, issue log, work performance data and project documents. The output are the work performance information, change requests, project management plan updates, project documents updates, and organizational process assets updates (PMI, 2013).

Closing Process Group

According to the Project Management Standard, this consists of those processes that are carried out to conclude all activities across all project management process groups in order to complete the project phase or contract obligations. In addition, if there is a premature closure of the project for some reason, this is established. At the closure, approval is obtained to formally close the project or phase, conduct post-project or phase-end review, record impacts, and document lessons learned. Also, you should apply any appropriate updates to organizational process assets, archive all the project documents, and close all procurements activities to ensure termination of all contracts (PMI, 2013). This process group involves the following:

A. Close Project: This phase is to finalize all activities of all the project management process groups to formally complete the project or phase. This process provides lessons learned and a formal ending of project work. The inputs are the project management plan, accepted deliverables and organizational process assets. The outputs are the final product or result transition and organizational process assets updates (PMI, 2013).

B. Close Procurements: This involves completing each procurement. This process documents agreements and related documentation for future reference. The inputs are the project management plan and procurement documents. The outputs are the closed procurements and organizational process assets updates (PMI, 2013).

4.12 Internal Monitoring and Controlling Methodology

Monitoring and controlling of a project cannot take place in isolation; it requires a clear project management plan. This is a key tool to support project planning and monitoring so that the project can be judged as implementation proceeds (PMI, 2013). According to PMI (2013), the main reasons to conduct monitoring and controlling are:

- To enhance the organization's development by helping it to understand why particular activities have been more or less successful in order to improve performance
- To be accountable to stakeholders
- To ensure informed decision making

The project document should clearly establish a baseline by which progress and performance will be assessed, monitored, and controlled. Both the project documents and the monitoring and controlling arrangements are subject to review and revision during the project life cycle, based on lessons learned and experience. Project documents are primarily the responsibility of the regional partners for regional projects; however, the project manager plays a valuable role in encouraging the regional partner to keep project plans, management, and monitoring and controlling arrangements relevant to the project and development need. The project manager needs to understand the key elements of the project in order for the information collected and reported through the project's internal monitoring and controlling to make sense (European Communities, 2007).

Whatever format is used for a project document, it should provide the following (European Communities, 2007):

- A structure for operational work plans against which implementation progress can then be periodically assessed, such as key activities/tasks, durations, and responsibilities

- An easily understood set of key activities that can be used for planning and reviewing of progress
- The basis for which resources, requirements, budgets and schedules can be prepared
- A highlight of the monitoring, review and reporting tasks within the work

It is crucial to plan the monitoring and controlling system from the outset. Such a system is needed in order to examine progress against agreed performance indicators that will address the core criteria and questions (European Communities, 2007):

- **Relevance:** Does the project or initiative address the needs? Is it consistent with the policies and priorities of the major stakeholders? To what extent is it compatible with other efforts? Does it complement, duplicate or complete?
- **Efficiency:** Are the available resources being used wisely and well? How do outputs achieved relate to inputs used?
- **Effectiveness:** Are the desired objectives being achieved at outcome/purpose and impact/goal level? Does it add value to what others are doing? To what extent are partners maximizing their comparative advantages?
- **Impact:** What changes, positive and negative, have occurred, and are these attributable to the initiatives?
- **Sustainability:** will the outcome and impacts be sustained after external support has ended? Will the activities, outputs, structure and process that were established be sustained?

This section of the Final Project covers the monitoring and controlling methodology that the SBDCBelize should include in its Standard Operating Procedure. It is important to integrate a monitoring and controlling process throughout the project

life. The monitoring and controlling should be at each phase of the project life cycle and not just at the end.
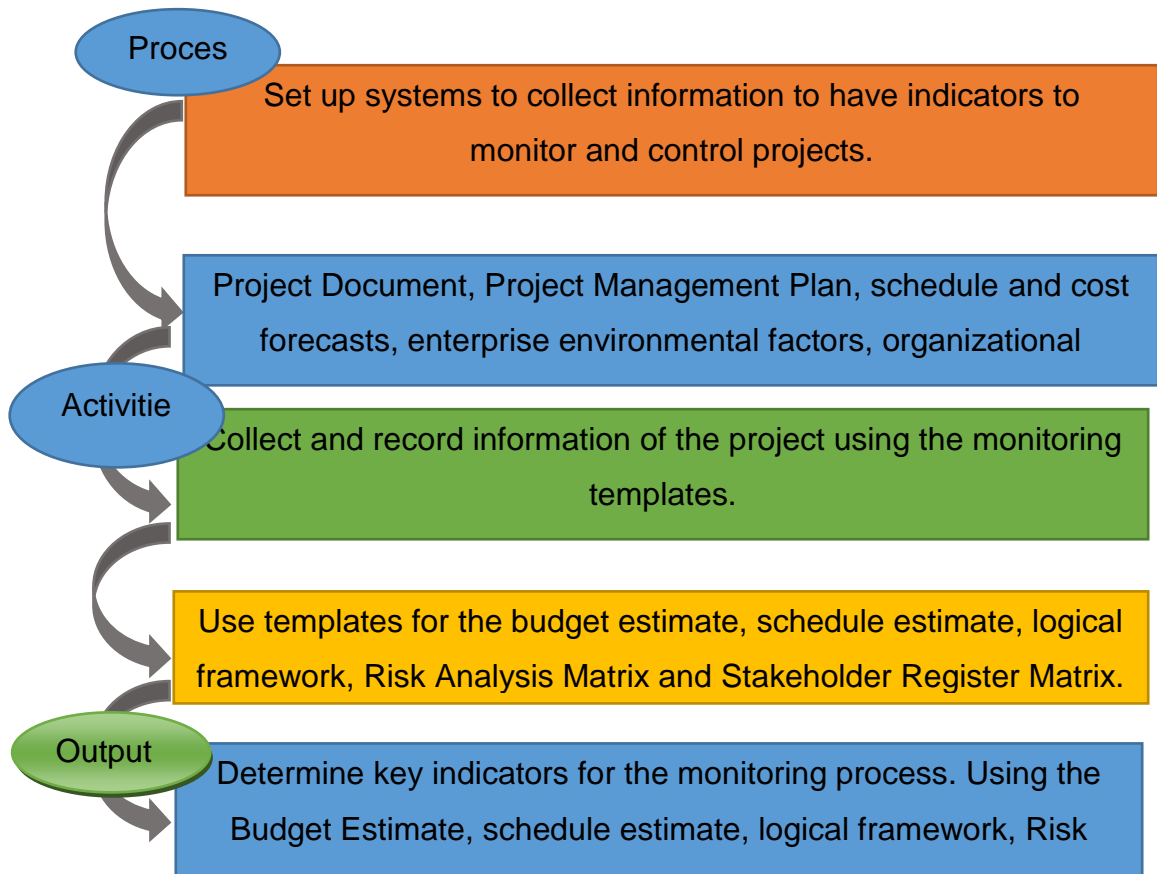
Figure 13: Monitoring and Controlling Process

Each project should have a project document before SBDCBelize starts implementing the project. The project document should establish the baseline of the project. This is necessary for each project as the progress and performance will be measured against it. The methodology for monitoring and controlling that SBDCBelize should implement in their standard operating procedure involves the logical framework, project budget, schedule estimates, risk analysis matrix, and stakeholder register matrix. Which will help the Projects Sub-unit at looking at what the project intended to achieve and what impact did it want to make. In monitoring and controlling, we look at efficiency, effectiveness and impact.

The first thing SBDCBelize Projects Sub-unit need to know is: is what they are doing and how they are doing it meeting the requirements of the project. In order to answer some information must be collected first.

First, the SBDCBelize should have a logical framework as a tool for monitoring and controlling the project. The logical framework matrix provides a useful tool for making the logical links between project objectives, specifying indicators and sources of information for the project monitoring (See template in section 4.4.) The tool should be used throughout the project life to measure whether the project is achieving its objective and indicators. Indicators are an important part of monitoring and controlling system because it is what you measure and/or monitor.

In addition, the project budget and schedule estimates provided the baseline information as to what the project would require compared to the cost and schedule of the project. It also states the timeframe of activities and the financial resources to be used. The project sub-unit should keep a copy of the expenses of each project so it can monitor and control the budget of the project. The expenses of a project should be differentiated from in-kind contribution and sponsor contribution. It is important to monitor and control the expenses of the projects as the project need to be kept in budget in order to achieve all its activities. Also, it is important to keep track of the schedule of the project. Each activity in the WBS dictionary should be estimated. Also, each project should have an estimated schedule that will be used to monitor and control the activities as they are being implemented. The schedule is also important when contracting a consultant as it is used to monitor the consultant's deadlines. The budget and schedule estimate are used as a baseline in the progress report.

The risk analysis matrix is used to manage the potential and unwanted risks that can interfere with the achievement of the project's objective (See template in section 4.13). Currently, the projects at SBDCBelize are implemented without

analyzing the risks of a project before its implementation is started. The organization has to be reactive towards the risks that happen in the project life. The risk analysis matrix is an important tool that needs to be implemented in the standard operating procedure in order for the organization to be prepared proactive towards the risks. The risk analysis matrix is part of the monitoring and controlling methodology for SBDCBelize.

The stakeholder register matrix is used to identify and record the main stakeholders and their needs and to ensure that the stakeholders' needs are met through the project outcome (See template in section 4.4) (European Communities, 2007). SBDCBelize does not keep track of its stakeholders and manage their needs. Manage and communicating with each stakeholder is important for each project's success. Once the matrix is completed, it should be revised at each phase and change of the project management plan. The stakeholder register matrix should be included in the standard operating procedure as part of the monitoring and controlling methodology.

Inputs	Outputs
• Project Charter • Procurement Documents • Enterprise Environmental Factors • Organizational Process assets	• Stakeholder Register Matrix
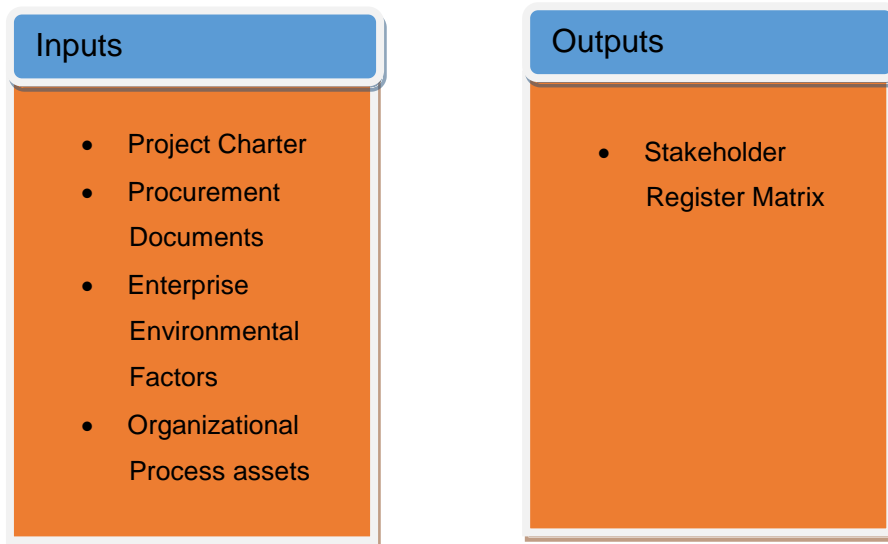
Figure 14: Stakeholder Inputs & Outputs (Source: PMI, 2013)

The information should be analyzed every quarter or as needed. Progress reports are submitted every quarter to the General Manager. The project Sub-Unit would collect, analyze and report.
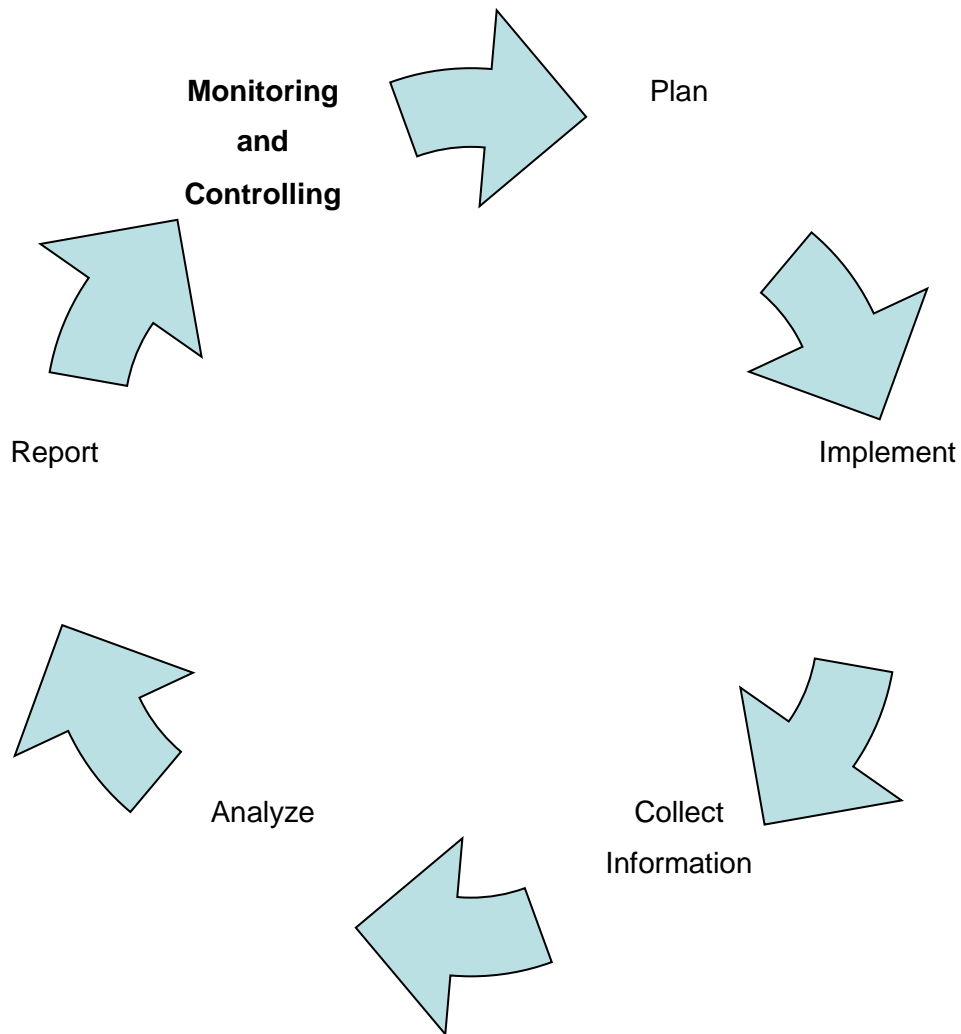
Figure 15: Monitoring and Controlling Cycle

Effective monitoring and controlling requires that adequate time and resources are allocated to the tasks. At present, SBDCBelize does not have the required time or resources available. Therefore, a three-step process is proposed below as part of the monitoring and controlling methodology.

1. A project screening to be used to categorize project activities according to the possible risk of not achieving results, using a checklist and a rating scale.

2. Identification of specific issues that need to be tracked and monitored.

3. The development and use of project monitoring plan. This would help ensure that monitoring tasks are appropriately prioritized. The template can be found chart 14.

Project screening involves the following steps.

1. Assembling a table for each ongoing project as well as projects in the pipeline. The table should include basic details such as project name, start/finish date and duration, total value, funding source, lead implementation partner, and information on whether other donors are involved

2. Then screening each project activity against any issues related to the risk that may cause a project activity not to meet its objective. A risk rating can be used for each project to help identify what follow-up may be required for the monitoring and controlling activities.

The following are categories of risk to be used for prioritizing projects that need monitoring support and attention.

- No Risk (1): there is no risk of the project not delivering its planned objective and result.

- Low Risk (2): there is low risk of the project not delivering results, but some issues that need follow-up have been identified.

- Medium Risk (3): there are some difficulties that have been identified that will have a negative impact on the project's ability to deliver its expected result, and follow-up is required.

- High Risk (4): High risks have been identified, and the project will likely not deliver its results. Significant support and follow-up are required for this project.

The project screening should be completed with the information that is collected through the progress report, implementation report, field visit, etc.

A screening table, which includes a column for tracking issues that require special attention and specific monitoring, should be used. The information provided by the screening table should be used to establish priorities to be included in the project monitoring plan. The purpose of preparing a project monitoring plan is to think systematically about what needs to be done to monitor the project, as well as when and with what resources. It will help in developing a large overview of the project and better target limited resources for monitoring and controlling support.

For each project, consider the required nature of monitoring or monitoring support that needs to be provided. These can be things like field visits, review attendance workshops, capacity building activities, meetings, etc. Prepare a monitoring plan, which should include the monitoring task, responsibility, timing and any resource implications. The template for the monitoring plan can be found in chart 14.

The next step of the methodology is to collect information about the project. Project progress reports are important sources of information for the project manager to use for monitoring; the implementation officer and/or the contractor are mainly responsible for completing it (European Communities, 2007). The project unit at SBDCBelize should collect information about each project as part of the monitoring and controlling process. Progress reports can have various templates, but the following are sections that need to be included for the report to be effective.

1. **Table of contents and list of abbreviations**

2. **Introduction:** basic project information (name, duration, value, key stakeholders, purpose and key results, etc.), project status at the time of reporting, name of person who has prepared the report

3. **Executive summary and recommendations:** Main issues and recommendations for the attention of decision makers

4. **Review of progress and performance to date:** compared to the project plan, progress towards achieving overall objective, purpose and results. Activities undertaken and resources, budget used, key issues arising and action required

5. **Work plan for the next period (quarter or annual):** results to be delivered, quality and time. Activity schedule including any key milestones and responsibilities. Resources schedule and budget. Risk management and sustainability.

6. **Annexes to the progress report:** update to the logical framework matrix, update work plan, update annual resource schedule. budget for next period, and other relevant items

Other means of information that the Projects Unit should look to, in the monitoring and controlling process, to ensure the relevance and effectiveness of projects are (European Communities, 2007):

- Ongoing informal contact with stakeholder: informal contacts are important once personal relationships have been developed with stakeholders.

- Other government agencies: while a project might be working through a specific institution, there may be other government agencies working on related or complementary objectives. Collect information that is relevant to monitoring project performance.

- Local media: it is always key to keep an eye on local media to see what is being reported in areas relevant to the projects.

4.13 Templates for Internal Monitoring and Controlling

This section includes templates to be used for the monitoring and controlling methodology. The complete templates can be found in the appendices. With the monitoring and controlling methodology for the SBDCBelize having been defined in the previous section, the templates are provided below.

1. Risk Management Matrix
2. Project Schedule Template
3. Project Budget Template
4. Logical Framework Matrix
5. Monitoring Plan

Chart 10: Risk Managing Matrix (Source: Caribbean Development Bank, 2016)

RISKS	IMPORTANCE	PROBABILITY	MITIGATION	ASSUMPTION

Chart 11: Project Schedule Template (Source: Caribbean Development Bank, 2016)

MONTH									
Activity	Who?	1	2	3	4	5	6	7	8
1.1									
1.2									

Chart 12: Project Budget Template (Source: Caribbean Development Bank, 2016)

ACTIVITIES/INPUT	UNIT	QUANTITY PER QUARTER	COST PER UNIT	COST PER QUARTER	PROJECT TOTAL

Chart 13: Logical Framework Matrix (Source: Caribbean Development Bank, 2016)

Indicators	Indicators definition (and unit of Measurement	Data Collection methods/source	frequency and schedule	responsibili ties	informati on use/audie nce
Goal:					
indicator					
ASSUMPTION					
OUTCOME 1:					
INDICATOR 1.A					
ASSUMPTION 1.A					
OUTPUT 1.1					
INDICATOR 1.1 A					
ASSUMPTION 1.1 A					

Chart 14: Monitoring Plan (Source: European Communities, 2007)

Objectives/narrative summary	Indicators	Data source	Assumptions
Impact/goal What is the longer-term higher-level overall objective or improved situation to which the project will contribute?	What are the key quantitative or qualitative indicators related to the overall objective?	What are the sources of information for these indicators?	What are the factors and conditions required for longer term sustainability?
Outcome/purpose What are the specific and immediate beneficial changes to be achieved by the project?	What are the indicators showing whether and to what extent the project's specific objective are achieved?	What are the sources of information for these indicators?	What are the factors and conditions not under the direct control of the project, which are necessary to achieve the objectives?
Outputs What are the concrete outputs that must be delivered to achieve the outcome/purpose?	What are the indicators to measure whether and to what extent the project achieve the envisaged results and effects?	What are the sources of information for these indicators?	What external factors and conditions must be realized to obtain the expected outputs and results on schedule?
Activities What are the key activities to be carried out and in what sequence in order to produce the expected outputs/results?	Inputs/means What are the means required to implement their activities e.g. personnel, equipment, training, supplies, etc?	What are the sources of information for these indicators?	What pre-conditions are required before the project starts? What conditions outside of the project's direct control have to be present for the implementation of the planned activities?

5   CONCLUSIONS

1. The general objective of this document was to create a methodology for monitoring and controlling the implementation of projects carried out by the SBDCBelize to measure the impact and control the quality of the projects that are implemented. The methodology used in this Final Project was developed through a review of SBDCBelize's standard operating procedure, to determine whether the organization's project management standard is in accord with the PMBOK Guide 5th Edition (2013).

2. An analysis of the organization's current project management process was conducted in order to understand the process and what is missing of the accredited project management standards. The organization is not following the project management process.

3. Templates were created to be included in the organization's standard operating procedure as part of the internal monitoring and controlling process since the monitoring and controlling of a project is important in order to measure the impact and control the risks of the project.

4. A methodology was created for the Projects Unit to monitor and administer the projects of the SBDCBelize. It is important to measure the project performance of all projects. Project performance monitoring is done so that the output and outcome can be more effectively managed. This enables the organization to aim its efforts in the correct directions where they will generate the most impact.

6   RECOMMENDATIONS

1. It is recommended that the SBDCBelize's Standard Operating Procedure is revised to include the Standard Project Management Process (PMI, 2015) and the templates for the internal monitoring and controlling process.

2. The Project Unit should collect the necessary information to conduct the internal monitoring and controlling process. This is necessary in order to measure the performance and impact of projects.

3. The current template that the organization has in its Standard Operating Procedure should be revised to be more user-friendly and effective.

4. The Project Unit should refer to the Standard Operating Procedure when implementing a project and use the templates for the internal monitoring and controlling process.

5. A filling system should be developed for the Project Unit to centralize all information on projects and organizational process assets.

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8   APPENDICES

Appendix 1: Project Charter

PROJECT CHARTER	
Date	**Project Name:**
August 22nd 2016	Monitoring and Controlling Methdology for the business attention center
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Should indicate the knowledge areas and process groups which are related to the project **Knowledge areas:** Integrating the project Management Scope Management Time Management Cost Management Quality Management Human Resource Management Risk Management Procurment Management **Process groups:** Initiatiling Planning Executing Controlling Closing	**Project Implementation** **Monitoring and controlling Area**
Start date	**Finish date**
August 22nd 2016	Febuary 17th 2017

Project Objectives (general and specific)

General objective:
To create a methodology to monitor and control the implementation of projects in the attention center.

Specific objectives:
1. To conduct an analysis of the current project management process to better analayze the level of project management pracitce
2. To outline a process to manage the project according to the Project Management standarized process.
3. To create the project management templated to be used in the process
4. To create a project management methodology for the business attention center
5. To define the implementation of the monitoring and control methodology to the organization standard operating procedure.

Project purpose or justification (merit and expected results)

Currently the attention center implements project on entreprenurship development without monitoring and controling the project. To better measure the impact of the project with the entrepreurs and the country economy; the attention center need to implement a methodoloy that allows to measure the impact of the project and control the quality.

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

Document will analyze the current management process .
Document with standarized process according to Project management book.
Document with the propose monitoring and controlling plan implementation in the standard operating procedures.

Assumptions

It is assumed that the attention center will provide all the information for the analysis
It is assumed that the organization will follow the standardize process.
It assumed that the organiztion will implment the monitoring and controling in their standar operating system

Constraints

Time to complete the final Graduation project according to the univeristy deadline.
Confidential information on the organization.

List the main risks identified at current stage.
If the information is not avilable to develop a methodology, it might affect the development of a structure monitoring and controlling process, impaciting the scope of the project.

Budget

$1,000.00US

Milestones and dates

Milestone	Start date	End date
Completed Graduation Seminar Deliverables	August 22nd 2016	Sept 16th 2016
Graduation Seminar Approval	Sept 19th 2016	Sept 23rd 2016
Tutoring Process	Sept 26th 2016	Dec. 23rd 2016
Reading by reviewers	Dec 26th 2016	Jan 13 2017
Adjustments	Jan 16th 2017	Feb 10 17
Presentation to board	Feb 13 2017	Feb 17 2017
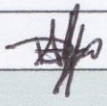
Relevant historical information

The organization has been implementing projects sinces 2003 on entrepreurship development. The organization was restructure and the attention center opened doors 3 years ago with the aim to dedicate to the development of entreprenurs in the country. The projecst have been implmented but the organization to do not have a monitoring and controling methodology in place.

Stakeholders

Direct stakeholders:
Company General Manager
Company Manager
Indirect stakeholders:
Company employeed
Company Project Coordinator

Project Manager: Debbie Alfaro	Signature:
Authorized by:	Signature:

Appendix 2: FGP WBS

Final Graduation Project
1. Graduation Seminar
1.1 FGP Deliverables
1.1.1 Charter
1.1.2 WBS
1.1.3 Chapter 1. Introduction
1.1.4 Chapter 2. Theoretical Framework
1.1.6 Annexes
1.1.6.1 Bibliography
1.1.6.2 Schedule
1.2 Graduation Seminar Approval
2. Tutoring Process
2.1 Tutor
2.1.1 Tutor Assignment
2.1.2 Communication
2.2. Adjustments of previous chapters (if needed)
2.3 Chapter IV Development Results
2.4 Chapter V. Conclusions
2.5 Chapter VI Recommendations
3. Reading by Reviewers
3.1 Reviewers Assignment Request
3.1.1 Assignment of two

Reviewers
3.1.2 Communication
3.1.3 FGP Submission to Reviewers
3.2 Reviewers work
3.2.1 Reviewers
3.2.1.1 FGP Reading
3.2.1.2 Reader 1 report
3.2.2 Reviewer
3.2.2.1 FGP Reading
3.2.2.2 Reader 2 Report
4. Adjustments
4.1 Report of Reviewers
4.2 FGP Report
4.3 second review by reviewers
5. Presentation to Board of Examiners
5.1 Final Review by Board
5.2 FGP grade report
5. FGP End

Appendix 3: FGP Schedule

#	Task Mode	WBS	Task Name	Duration	Start	Finish	Predecessors
1			⊿ Final Graduation Project	133 days	Mon 8/22/16	Fri 2/17/17	
2			FG Start	0 days	Mon 8/22/16	Mon 8/22/16	
3		1	⊿ Graduation Seminar	27 days	Mon 8/22/16	Sun 9/25/16	
4		1.1	⊿ FGP Deliverables	27 days	Mon 8/22/16	Sun 9/25/16	
5	✓	1.1.1	Charter	6 days	Mon 8/22/16	Sun 8/28/16	
6	✓	1.1.2	WBS	6 days	Mon 8/29/16	Sun 9/4/16	5
7		1.1.3	Chaper 1. Introduction	6 days	Mon 9/5/16	Sun 9/11/16	6
8		1.1.4	Chaper 2. Theorotical Framework	6 days	Mon 9/12/16	Sun 9/18/16	7,12
9		1.1.5	Chapter 3. Methodogical Framework	6 days	Mon 9/19/16	Sun 9/25/16	8
10		1.1.6	⊿ Annexs	16 days	Mon 8/29/16	Sun 9/18/16	
11		1.1.6.1	Bibibliography	6 days	Mon 9/12/16	Sun 9/18/16	
12		1.1.6.2	Schedule	6 days	Mon 8/29/16	Sun 9/4/16	6
13		1.2	Graduation Semin	16 days	Mon 9/5/16	Fri 9/23/16	
14		1.3	Approved Graduat	0 days			
15		2	⊿ Tutoring Process	19 days?	Mon 9/5/16	Wed 9/28/16	
16		2.1	⊿ Tutor	3 days	Mon 9/26/16	Wed 9/28/16	
17		2.1.1	Tutor Assignme	1 day	Mon 9/26/16	Mon 9/26/16	
18		2.1.2	Communication	2 days	Tue 9/27/16	Wed 9/28/16	
19		2.2	Adjustment of pre	2 days	Fri 9/30/16	Sun 10/2/16	
20		2.3	Chapter IV. Develc	45 days	Tue 10/4/16	Sun 12/4/16	19
21		2.4	Chapter V. Conclus	6 days	Mon 12/5/16	Sun 12/11/16	
22		2.5	Chapter VI. Recom	6 days	Mon 12/12/16	Sun 12/18/16	
23		2.6	Tutor Apporval	0 days	Sun 12/11/16	Sun 12/11/16	
24		3	⊿ Reading by viewers	15 days	Mon 12/12/16	Fri 12/30/16	
25		3.1	⊿ Viewers Assignme	6 days	Mon 12/12/16	Sun 12/18/16	
26		3.1.1	Assignment of 2	2 days	Mon 12/12/16	Tue 12/13/16	
27		3.1.2	Communication	2 days	Tue 12/13/16	Wed 12/14/16	
28		3.1.3	FGP submission	3 days	Thu 12/15/16	Sun 12/18/16	
29		3.2	⊿ Reviwers Work	10 days	Mon 9/19/16	Fri 9/30/16	
30		3.2.1	FGP Reading	9 days	Sun 1/1/17	Wed 1/11/17	
31		3.2.2	Reader 2 report	69 days	Fri 9/30/16	Sun 1/1/17	
32		4	⊿ Adjustments	20 days	Mon 1/2/17	Fri 1/27/17	
33		4.1	Report for Reviwe	10 days	Mon 1/2/17	Fri 1/13/17	
34		4.2	FGP Update	1 day	Fri 1/13/17	Fri 1/13/17	
35		4.3	Second Review by	10 days	Mon 1/16/17	Fri 1/27/17	34
36		5	⊿ Presentation to Boar	5 days	Sat 9/3/16	Thu 9/8/16	
37		5.1	Final Review by Bc	2 days	Mon 1/30/17	Tue 1/31/17	
38		5.2	FGP Grade	3 days	Wed 2/1/17	Fri 2/3/17	
39		5.3	FGP End	0 days			

Appendix 4: Risk Managing Matrix

Risk Managing matrix

Name of Project: _____

Timeframe:_____

RISKS	IMPORTANCE	PROBABILITY	MITIGATION	ASSUMPTION

Add columns as needed

Appendix 5: Project Schedule Template

Project Schedule

Project Name: _____

Project Timeframe: _____

MONTH									
Activity	**Who?**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1.1									
1.2									
1.3									
1.4									
1.5									

ADD COLUMNS AND ROWS AS NEEDED

Appendix 6: Project Budget Template

Project Budget

Project Name: _____

Project Timeframe:_____

ACTIVITIES/INPUT	UNIT	QUANTITY PER QUARTER	COST PER UNIT	COST PER QUARTER	PROJECT TOTAL
1.					
1.1					
1.2					

Insert rows as needed

Appendix 7: Logical Framework Matrix

LOGICAL FRAMEWORK MATRIX

PROJECT NAME:_____

Objectives/narrative summary	Indicators	Data Source	Assumptions
Impact/Goal			
Outcome/Purpose			
Outputs			
Activities	Inputs/Means		

Appendix 8: Monitoring Plan Template

MONITORING PLAN

PROJECT NAME:_____

TIMEFRAME:_____

INDICATORS	INDICATORS DEFINITION (AND UNIT OF MEASUREMENT	DATA COLLECTION METHODS/SOURCE	FREQUENCY AND SCHEDULE	RESPONSIBILITIES	INFORMATION USE/AUDIENCE
GOAL:					
INDICATOR					
ASSUMPTION					
OUTCOME 1:					
INDICATOR 1.A					
ASSUMPTION 1.A					
OUTPUT 1.1					
INDICATOR 1.1 A					
ASSUMPTION 1.1 A					

INSERT ROWS AS NEEDED

Appendix 9: Reviewer's Declaration

I, Ivory Kelly, hereby declare that I have reviewed this Final Graduation Project on behalf of Miss Debbie Alfaro and provided assistance with copyediting and proofreading. Below, please find a photocopy of my diploma as evidence that I have a Master's Degree in English.

If I can be of further assistance, feel free to contact me via any of the means listed below, or through Ms. Alfaro.

Signed this 17th day of February, 2017,

Ivory Kelly

Phone: (501) 671-2341
ikelly@ub.ed.bz
ivorykellybelize@gmail.com
https://www.facebook.com/ivory.kelly.58

East Carolina University

Upon the recommendation of the faculty and by the authority of the Board of Trustees,
East Carolina University hereby confers upon

Ivory Elizabeth Kelly

the degree of

Master of Arts

English

with all the rights and privileges thereunto appertaining.
Given at Greenville, North Carolina, this sixth day of May, two thousand eleven.

_____
Chairman of the Board of Governors

_____
Chairman of the Board of Trustees

_____
President of the University of North Carolina

_____
Chancellor of East Carolina University