

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE IMPLEMENTATION OF GLOBAL
FUND'S COVID 19 RESPONSE MECHANISM FUNDING TO BELIZE
PROJECT

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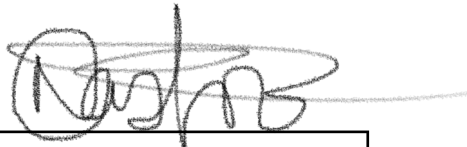
UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as
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DEDICATION

This research project is dedicated to my son, Nissani, who continues to amaze me every day.

ACKNOWLEDGMENTS

I express many thanks to my tutor, Mr. Carlos Castro, for guiding me through this process. A special thank you to my employers, both the United Nations Development Programme and Rotary International for their support as I carried out this research project.

ABSTRACT

The objective of this document is to develop a Project Management Plan, framed within the standards of the Project Management Institute, to manage the implementation of the Global Fund's COVID-19 Response Mechanism funding allocated to mitigate the impact of COVID-19 on the HIV and TB programs. Belize, under the leadership of the Principal Recipient, UNDP Belize, was granted an additional US \$220,330 to implement activities, with no formal Project Management Plan to incorporate the funds under the existing grant in a shorter time frame.

The final product of this project consists of a project management plan along with all its subsidiaries including management plans for scope, schedule, costs, quality, resources, communications, risks, procurement, and stakeholders. For this, an analytical methodology is applied, and the guide provided by the Project Management Institute is used.

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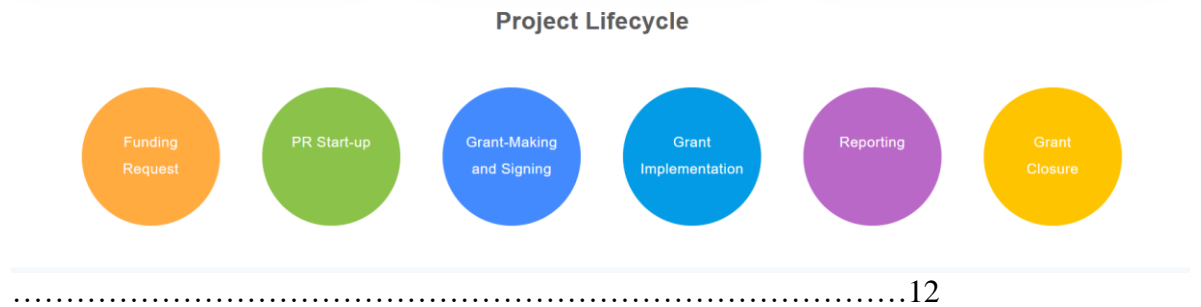


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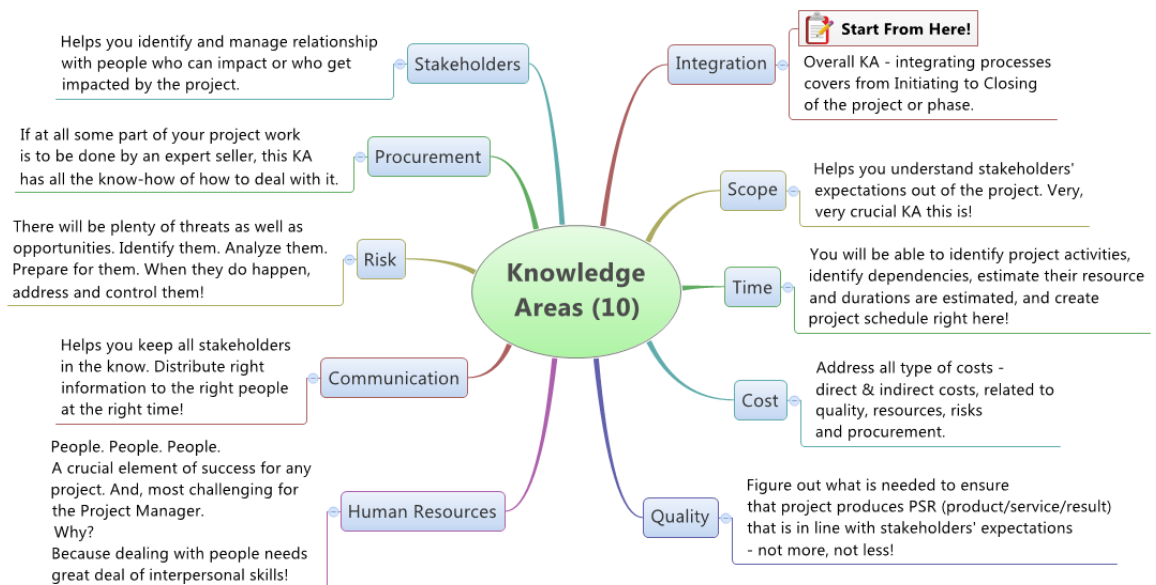
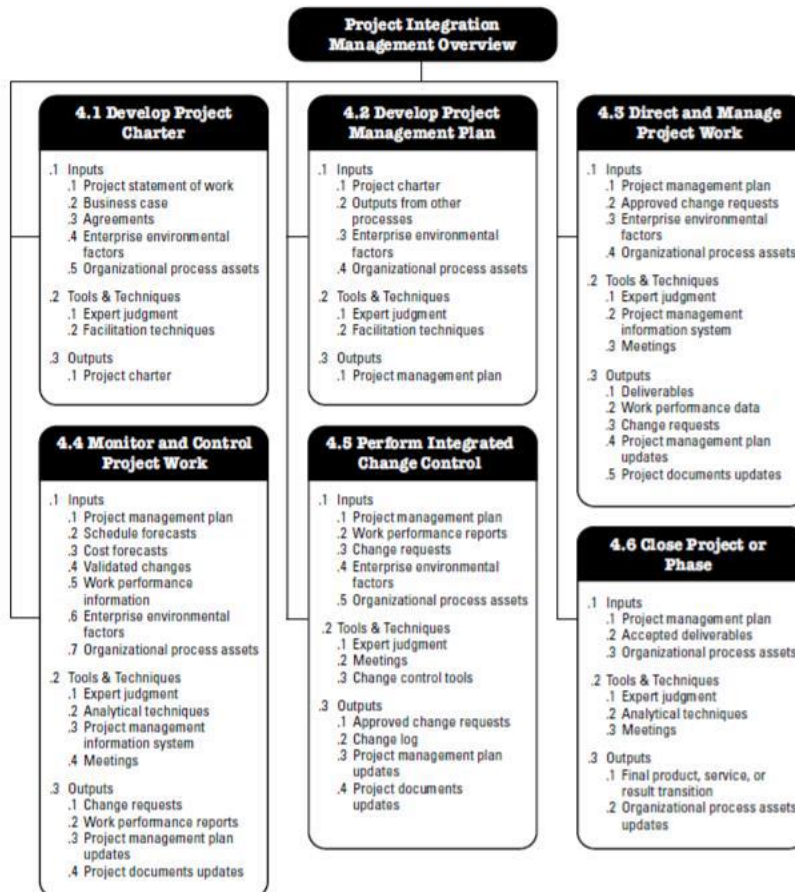


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- 10.1 Plan Communications Management**—The process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets.
- 10.2 Manage Communications**—The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.
- 10.3 Control Communications**—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

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Figure 15 *PMBOK® Guide* Project Risk Management Processes

- 11.1 Plan Risk Management**—The process of defining how to conduct risk management activities for a project.
- 11.2 Identify Risks**—The process of determining which risks may affect the project and documenting their characteristics.
- 11.3 Perform Qualitative Risk Analysis**—The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- 11.4 Perform Quantitative Risk Analysis**—The process of numerically analyzing the effect of identified risks on overall project objectives.
- 11.5 Plan Risk Responses**—The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.
- 11.6 Control Risks**—The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

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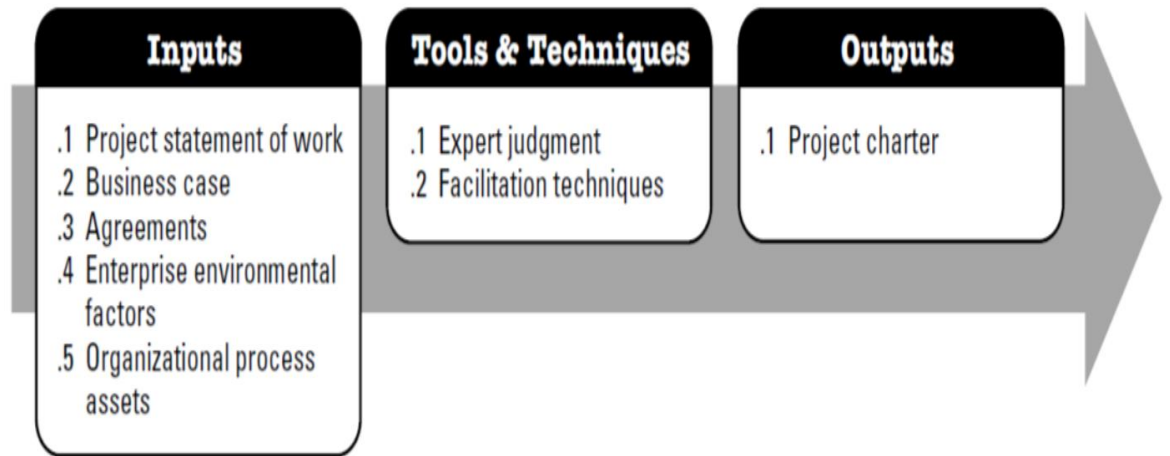
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- 12.1 Plan Procurement Management**—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.
- 12.2 Conduct Procurements**—The process of obtaining seller responses, selecting a seller, and awarding a contract.
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ABBREVIATIONS AND ACRONYMS

AIDS – Acquired Immunodeficiency Syndrome

ART – Antiretroviral Therapy

ARV – Antiretroviral

C19RM – COVID-19 Response Mechanism

CCM – Country Coordinating Mechanism

COVID-19 – Coronavirus Disease 2019

CPI – Cost Performance Index

CSO – Civil Society Organization

CV – Cost Variance

GF – The Global Fund

GFTAM – The Global Fund to Fight Tuberculosis, AIDS, and Malaria

GMS – General Management Support

HIV – Human Immunodeficiency Virus

HnH – Hand in Hand Ministries

BFLA - Belize Family Life Association

IFU – Information for Use

LGBT – Lesbian, Gay, Bisexual, Transgender

LTA – Long Term Agreement

M&E – Monitoring and Evaluation

MOH – Ministry of Health

MoHW – Ministry of Health and Wellness

NAC – National AIDS Commission

OI – Opportunistic Infection

OVC – Orphans and Vulnerable Children

PAHO – Pan American Health Organization

PR – Principal Recipient

PCR – Polymerase Chain Reaction

PMBOK – Project Management Body of Knowledge

PMI – Project Management Institute

PMU – Project Management Unit

PUDR – Project Update and Disbursement Request

RNA – Ribonucleic Acid

SMX – Sulfamethoxazole

SOW – Statement of Work

SPI – Schedule Performance Index

SR - Subrecipient

SV – Schedule Variance

TB - Tuberculosis

TMP – Trimethoprim

UNDP- United Nations Development Programme

WBS – Work Breakdown Structure

EXECUTIVE SUMMARY

UNDP has been Principal Recipient (PR) of the Global Fund grant, in Belize, since the first grant in 2011. The grant focused building capacities within the health care system in developing the HIV and Tuberculosis programs in Belize.

In March 2020, the country began preparing for the impending arrival of COVID 19, the first case being diagnosed in April 2020. The Global Fund then released a call for proposals for the COVID 19 Response Mechanism Funding which allowed countries to apply for additional monies to mitigate the impacts of COVID 19 on the HIV and TB programs and to support the national COVID 19 response.

The additional funding was meant to be incorporated into the existing grant, however, a new output was later created solely for the purposes of executing these funds and the project was set to begin without a formal project management plan, specifically for the COVID 19 response, to guide the project through critical points of its life cycle. To successfully execute US \$220,330, according to the selected activities, a thorough Project Management Plan had to be developed.

The general objective was to create a Project Management Plan, framed within the standards of the Project Management Institute, to manage the implementation of the Global Fund's COVID-19 Response Mechanism funding allocated to mitigate the impact of COVID-19 on the HIV and TB programs. The specific objectives were: to create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan; to create a scope management plan to ensure all the work required to successfully complete the project is included; to create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe; to create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget; to develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project; to create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within the estimated time, cost and scope of the project; to develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information; to develop a risk management plan to identify risk of successful project implementation and to develop plans to minimize the likelihood and impact of the identified risks; to develop a procurement management plan to acquire products and services required by the project; and, to develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.

The methodology used for the research was analytical. The main sources used to gather information included A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) Sixth Edition and interviews which were held with members of

the Project Management Unit and Sub Recipients (SRs). The information was analyzed to create each subcomponent of the subsidiary plans used to develop the Project Management Plan for the Implementation of the Global Fund's COVID 19 Response Mechanism Funding Project.

1.0 INTRODUCTION

1.1 Background

UNDP Belize has been Principal Recipient (PR) of the Global Fund grant since the first project in 2011. UNDP Belize is now a key partner in the HIV/TB response ever since, implementing activities alongside country partners with a focus on capacity building for the national response while developing civil society to provide integrated services to the most vulnerable populations. UNDP has had the opportunity to work with several critical stakeholder, in the response, such as the National AIDS Commission, the Ministry of Health, the Civil Society Organization Hub and countless other national and civil society partners.

In April 2020, the Global Fund launched its COVID 19 Response Mechanism Funding call for applications to be submitted jointly by Country Coordinating Mechanisms (CCM) and Principal Recipients. Additional funding of up to US 299,925.10 was available to Belize for the purpose of: mitigating COVID 19 impact on HIV and TB programs, reinforcing the national COVID 19 response and to make urgent improvements in health and community systems. The country was ultimately awarded US 220,330 under the three categories.

1.2 Statement of the problem

UNDP has robust project operational procedures. Even though funding was incorporated into the existing grant structure, the new funding had to be implemented

differently, under a new output ID, and within a different timeframe. This is where the need for a project management plan, separate from current UNDP structure, was born. Each element of the Project Management Plan will be created, along with all the tools, techniques, and concepts used to justify each management decision selected for application.

1.3 Purpose

In order to increase the successful implementation of the COVID 19 Response Mechanism Funding Project, the Project Manager will seek to develop the Project Management Plan by detailing the management of all critical aspects of the project. Each step is to be coordinated strategically to develop all of the subsidiary documents which will be used as a guide during project execution. The research proposal will explore the Project Management Institute's (PMI) guide to effectively create a Project Management Plan, providing justification for the decisions made while developing the project's integration, scope, time, cost, quality, human resources, communication, risk, procurement, and stakeholder management plans.

1.4 General objectives

To create a Project Management Plan, framed within the standards of the Project Management Institute, to manage the implementation of the Global Fund's

COVID-19 Response Mechanism funding allocated to mitigate the impact of COVID-19 on the HIV and TB programs.

1.5 Specific objectives

1 To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan.

2 To create a scope management plan to ensure all the work required to successfully complete the project is included.

3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.

4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget.

5 To develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.

6. To create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within the estimated time, cost and scope of the project.

7. To develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information.

8. To develop a risk management plan to identify risk of successful project implementation and to develop plans to minimize the likelihood and impact of the identified risks.

9 To develop a procurement management plan to acquire products and services required by the project.

10 To develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.

2.0 THEORETICAL FRAMEWORK

2.1 Company/Enterprise Framework

The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life (UNDP, 2020). UNDP supports countries' solutions to development challenges and develop national and local capacities to help achieve human development and Sustainable Development Goals with a focus on sustainable development, democratic governance and peacebuilding, and climate and disaster resilience (UNDP, 2020).

UNDP is on the ground in 170 countries and territories including Belize. “UNDP’s partnership with the Global Fund has contributed to saving 4.5 million lives since its inception in 2003: 1.4 million people are receiving HIV treatment through UNDP managed programmes” (UNDP, 2020). As such, UNDP has been Principal Recipient of traditional GF grants since 2011, in Belize. However, the need for a different approach on the project management plan arises for the implementation and acceleration of additional funds under the COVID 19 Response Mechanism Funding project.

Mission and vision statements

Mission

On the ground in about 170 countries and territories, UNDP works to eradicate poverty while protecting the planet. We help countries develop strong policies, skills, partnerships and institutions so they can sustain their progress (UNDP, 2020).

UNDP’s mission directly relates to Global Fund COVID 19 Response Mechanism Funding project by building relationships with the Ministry of Health and Civil Society to maintain HIV and TB services while responding adequately to the COVID 19 pandemic.

Vision

To respond to these issues, and better focus its resources and expertise to deliver on the 2030 Agenda, UNDP has identified a set of approaches that we call our Signature Solutions:

Keeping people out of POVERTY

GOVERNANCE for peaceful, just, and inclusive societies

Crisis prevention and increased RESILIENCE

ENVIRONMENT: nature-based solutions for development

Clean, affordable ENERGY

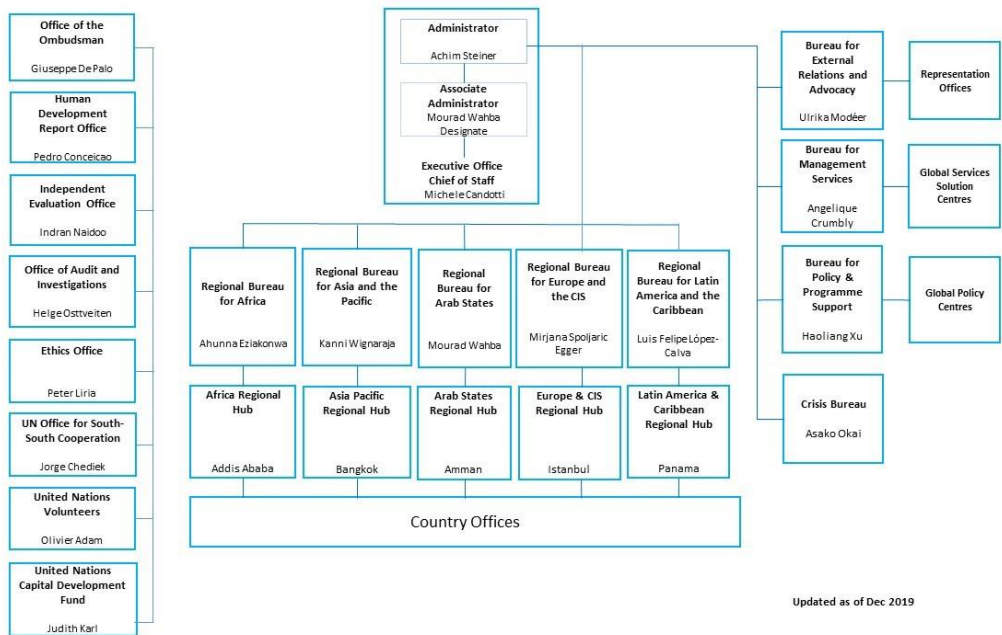
Women's empowerment and GENDER equality.

The focus of the project to develop a project management plan for the implementation of COVID 19 response mechanism funding will include keeping people out of poverty, crisis prevention and increased resilience of health systems, and gender equality. (UNDP, 2020)

Organizational structure

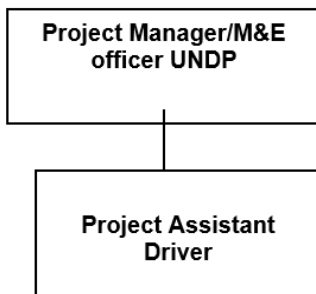
The organizational structures below represent the breakdown of UNDP's corporate structure worldwide, Figure 1. Figure 2 represents the organizational structure of the Global Fund Project Management Unit, in Belize. The latter consists of three individuals; the Project Manager, who also takes on M&E functions, a Project Associate and a Driver.

Figure 1: Organizational Structure, UNDP



(UNDP, 2019)

Figure 2: Organizational Structure, Global Fund Project Management Unit, UNDP Belize



(UNDP Belize, 2019)

Products offered

UNDP Belize projects are designed in consultation with national stakeholders and contribute directly to supporting the work of the Government of Belize. The projects are aligned to the UNDP Country Programme and the United Nations Multi Country Sustainable Development Framework (UN-MSDF) focusing on one or more of the following programme areas – poverty reduction, democratic governance, environment and energy. The UN-MSDF defines how the agencies, funds, and programmes of the UN will pool their comparative advantages within a single strategic framework that aligns with and supports the overarching strategic goals of the Caribbean’s governments and key stakeholders. Must indicate the main company or enterprise products as well as their relationship with the FGP objectives. (UNDP, 2020)

2.2 Project Management concepts

Project

A project is a “temporary endeavor undertaken to create a unique product, service or result” (Project Management Institute, 2020). A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. The project for which this project management plan is being developed, consists of relief effort to mitigate the impact of COVID 19, a global pandemic, on the existing national structures and programs related to HIV and TB.

Project management

“Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMI, 2017).

According to the *PMBOK® Guide*, Project management processes fall into five groups: initiating, planning, executing, monitoring and controlling and closing. A project’s plan, depending on the project, can be simple or complex. However, in all cases, once completed, it results in a document that contains a fully developed project solution detailing the “steps necessary to meet the project’s objectives” (Watt, 2014).

PMI’s *PMBOK® Guide* is a globally recognized standard that details how to initiate, plan, execute, monitor, and control and close a project. The *PMBOK® Guide* will be used as the main source of reference to manage the development of the Project Management Plan and subsequent execution of the project.

According to PMI, “project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (Project Management Institute, 2016, p. 8). The development of the Final Graduation Project (FGP) will consist of the creation of the Project Management Plan for the implementation of the Global Fund’s COVID 19 Response Mechanism Funding and will be managed as a project.

During the initiation phase of the project to develop the Project Management Plan, the project will begin with the creation of a project charter. The initiation, planning, execution, monitoring and controlling & and closing phases (stages) for the creation of the Project Management Plan will occur during the development of the FGP, in accordance with the subsidiary documents.

Project life cycle

A project life cycle is a “series of phases that a project passes through from its initiation to its closure” (Project Management Institute, 2016, p. 9). The *PMBOK® Guide* states that within each phase of a project life cycle, there are five process groups that interact with one another and “could be conducted within a phase” (Project Management Institute, 2013, p. 419).

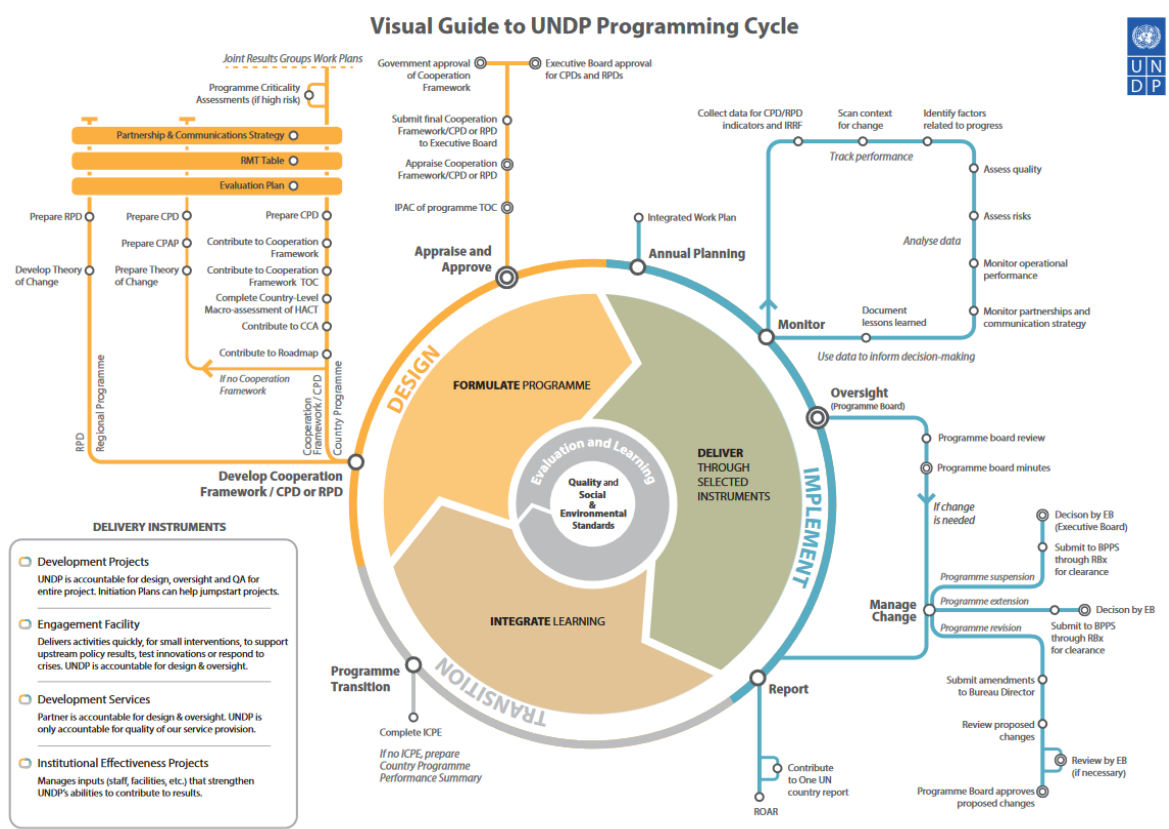
Figure 3 Five Phases of Project Management



(United Nations Development Programme, 2020)

Project Life Cycles at UNDP takes a different approach. General developmental projects at UNDP take on the cycle phases of design, implement and close, as evidenced by Figure 4 below.

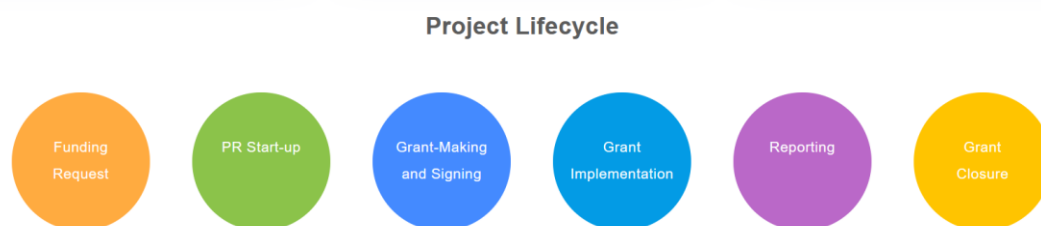
Figure 4 Visual Guide to UNDP programming cycle



(United Nations Development Programme, 2020)

However, in the Global Fund Health Implementation department, project life cycles take on yet another approach, as depicted by Figure 5 below.

Figure 5 Project Lifecycle: Global Fund Health Implementation Support Manual

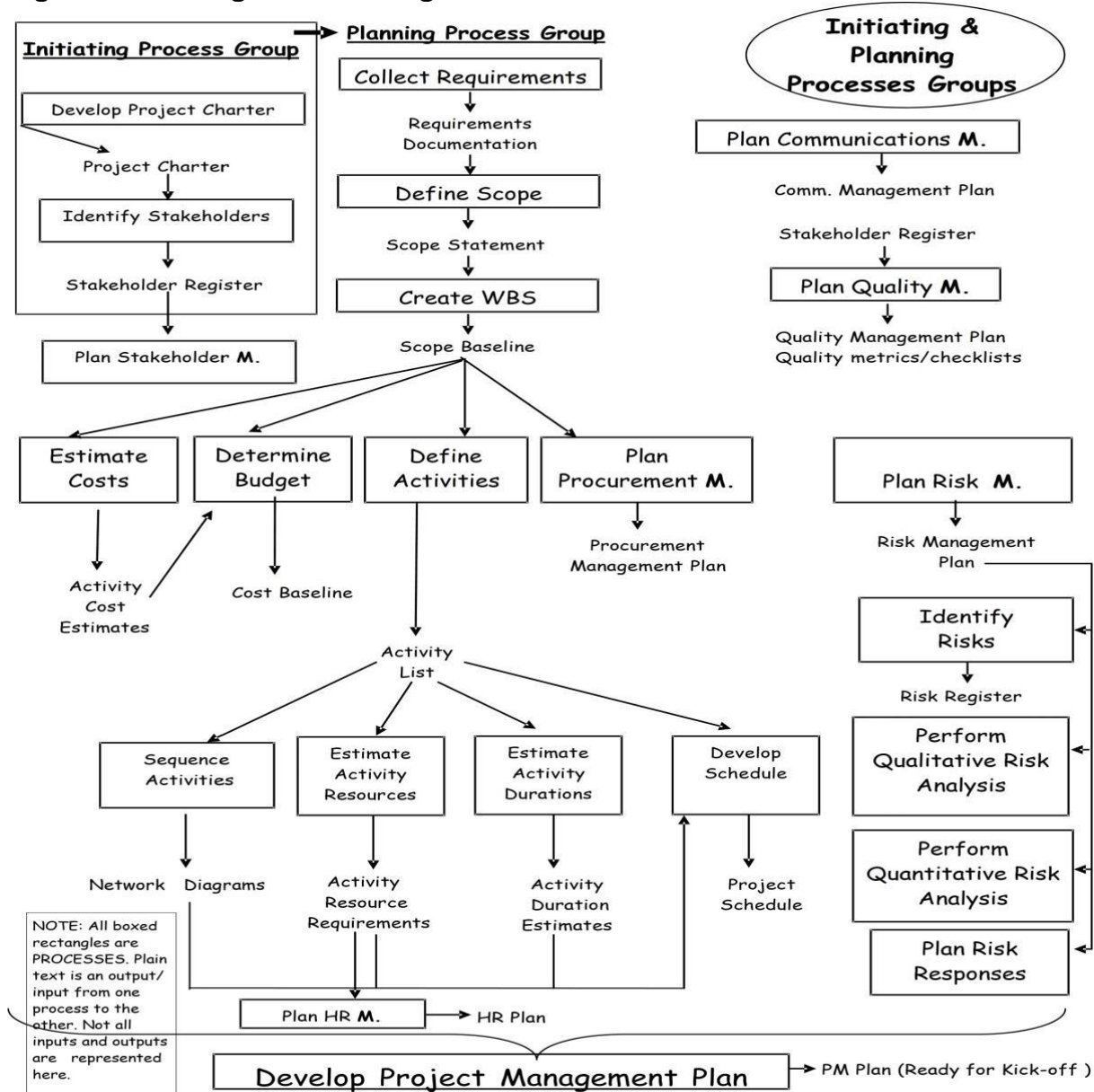


(United Nations Development Programme, 2016)

Project management processes

Only the processes involved in initiating and planning a project will be used to develop the Project Management Plan for the Implementation of the Global Fund's COVID 19 Response Mechanism Funding Project. The Project Management Plan will be a compilation of subsidiary documents created as a result of each initiating and planning process activity. A subsidiary document is a document created to support the main document.

Figure 6 Initiating and Planning Processes



(PMI, 2017)

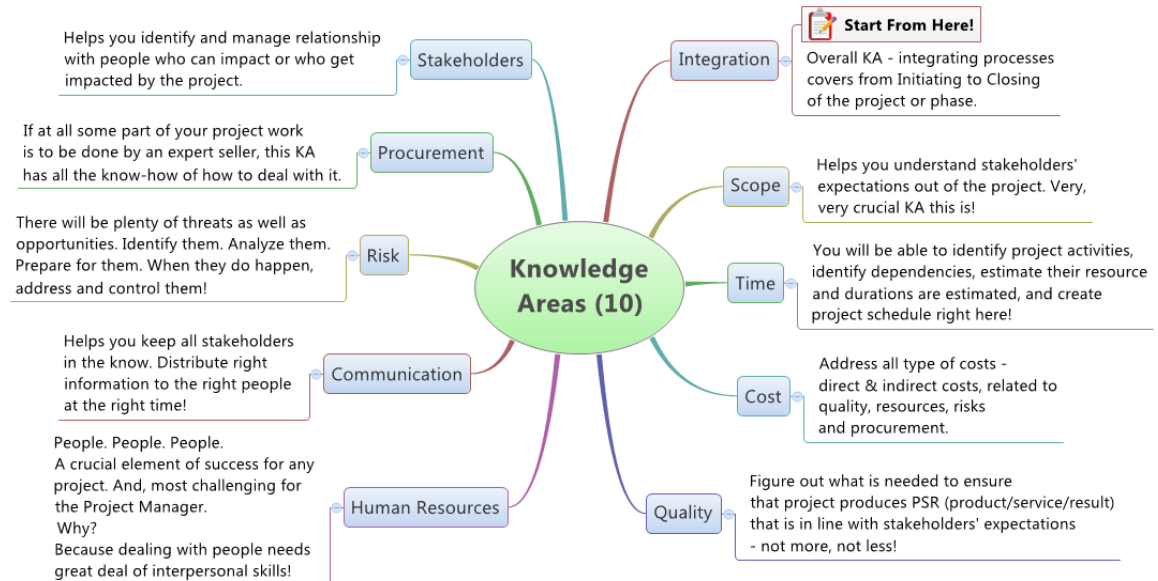
Project management knowledge areas

There are “47 project management processes identified in the *PMBOK® Guide*, ... [that have been] ... grouped into ten separate knowledge areas (Project Management Institute, 2016, p. 422). All of which will be used during the lifecycle of the FGP.

The ten knowledge areas of project management (Project Management Institute, 2016), as defined in **figure 7** below, are as follows:

1. Integration management
2. Scope management
3. Time management
4. Cost management
5. Quality management
6. Human Resource management
7. Communication management
8. Risk management
9. Procurement management
10. Stakeholder management

Figure 7 PMI's *PMBOK® Guide* 10 Knowledge Areas



(Shenoy, 2016)

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

Project Integration Management

“Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups” (Project Management Institute, 2013, p. 63). The processes involved in Project Integration Management are outlined in **figure 8** below.

Process 4.1 will be used to develop the project charter that will begin the development of the Project Management Plan for the Global Fund’s COVID-19 Response Mechanism Funding in Belize project. Process 4.2 will be used as a guide

throughout the development of the FGP results to develop the Project Management Plan.

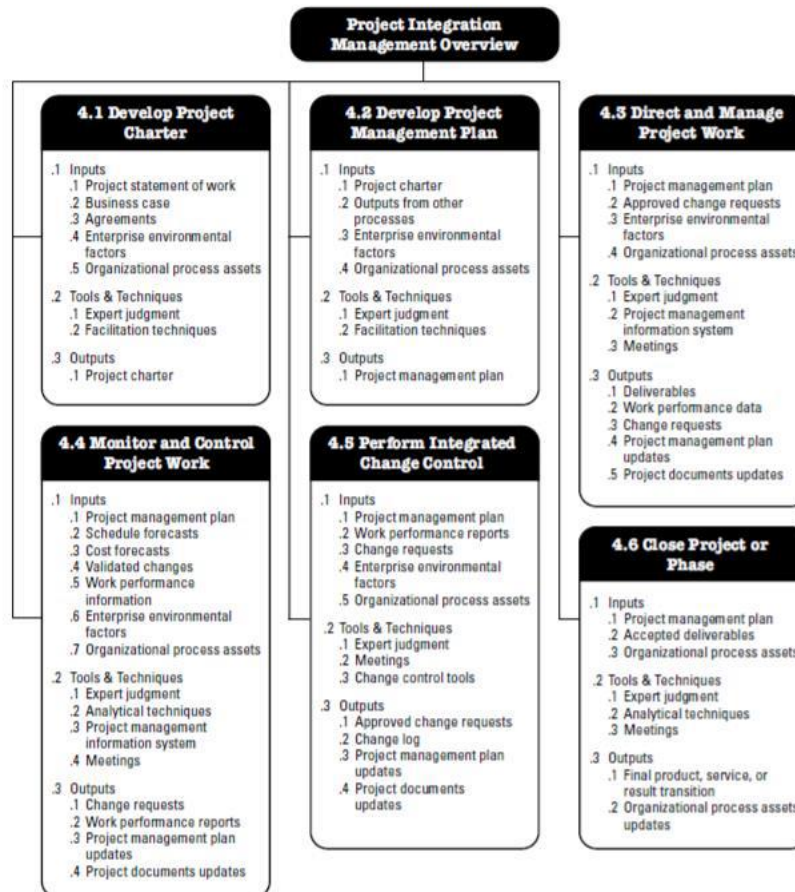
Key terms that will be used during project integration management are:

a. Project statement of work or Statement of Work (SOW) is “a narrative description of products, services, or results to be delivered by the project”. (Project Management Institute, 2013, p. 564)

b. Business case is “a documented economic feasibility study used to establish validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities”. (Project Management Institute, 2013, p. 530)

c. Agreements are “any document or communication that defines the initial intentions of a project”. (Project Management Institute, 2013, p. 528)

Figure 8 *PMBOK® Guide Project Integration Management Overview*



(PMI, 2013)

Project Scope Management

Project Scope Management is defined as the knowledge area that “includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully” (Project Management Institute, 2013).

To accurately capture the scope to successfully complete the Project, processes 5.1, 5.2, 5.3, and 5.4 of **Figure 9**, will be applied when developing the Project Management Plan.

Figure 9 *PMBOK® Guide* Project Scope Management Processes

- 5.1 **Plan Scope Management**—The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.
- 5.2 **Collect Requirements**—The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.
- 5.3 **Define Scope**—The process of developing a detailed description of the project and product.
- 5.4 **Create WBS**—The process of subdividing project deliverables and project work into smaller, more manageable components.
- 5.5 **Validate Scope**—The process of formalizing acceptance of the completed project deliverables.
- 5.6 **Control Scope**—The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

(PMI, 2013)

Project Time Management

“Project Time Management includes the processes required to manage the timely completion of the project (Project Management Institute, 2013, p. 141).

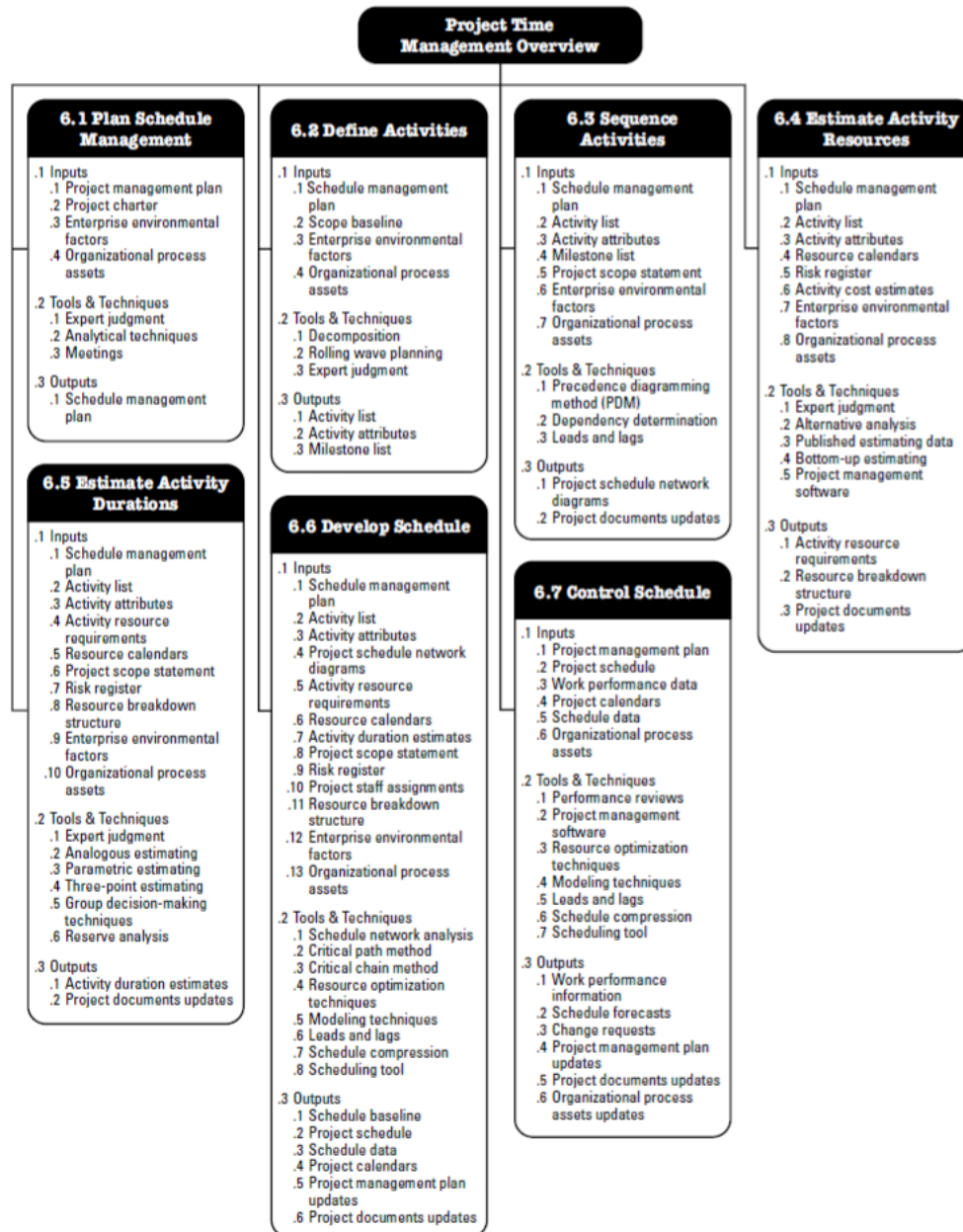
Figure 10 below is an overview of the processes of this knowledge area.

Each of the seven (7) processes identified in the figure involve the strategic management of the time management plan which will guide the development of the project’s required activities, and the sequence in which they are to occur.

Project scheduling involves a “scheduling method, scheduling tool, and outputs from the Project Time Management processes” (Project Management Institute, 2013, p.

142). Processes 6.1, 6.2, 6.3, 6.4, 6.5, and 6.6 will be applied to create the Schedule Management Plan, Schedule Baseline, Project Schedule, and Project Calendars.

Figure 10 PMBOK® Guide Project Scope Management Processes



(PMI, 2013)

Project Cost Management

“Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (Project Management Institute, 2013, p. 193). **Figure 11** below provides an overview of the PMI’s Project Cost Management Processes that Will be employed.

Figure 11 *PMBOK® Guide* Project Scope Management Processes

- 7.1 Plan Cost Management**—The process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs.
- 7.2 Estimate Costs**—The process of developing an approximation of the monetary resources needed to complete project activities.
- 7.3 Determine Budget**—The process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.
- 7.4 Control Costs**—The process of monitoring the status of the project to update the project costs and managing changes to the cost baseline.

(PMI, 2013)

Project Quality Management

“Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken” (Project Management Institute, 2013, p. 227). According to PMI, the processes for the management of Quality are identified in **figure 12** below. Only process 8.1 will

be used during project planning to produce the Quality Management Plan that will guide the project's Quality Assurance.

Figure 12 *PMBOK® Guide* Project Quality Management Processes

- 8.1 Plan Quality Management**—The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards.
- 8.2 Perform Quality Assurance**—The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.
- 8.3 Control Quality**—The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

(PMI, 2013)

Project Human Resource Management

“Project Human Resource Management includes the processes that organize, manage, and lead the project team” (Project Management Institute, 2013, p. 255).

Figure 13 below outlines the processes for Project Human Resource Management according to PMI. Only process 9.1 will be used during project planning to develop the Human Resource Management Plan.

Figure 13 *PMBOK® Guide* Project Human Resource Management Processes

- 9.1 Plan Human Resource Management**—The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.
- 9.2 Acquire Project Team**—The process of confirming human resource availability and obtaining the team necessary to complete project activities.
- 9.3 Develop Project Team**—The process of improving competencies, team member interaction, and overall team environment to enhance project performance.
- 9.4 Manage Project Team**—The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

(PMI, 2013)

Project Communications Management

“Project Communications Management includes the processes that are required to ensure a timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information” (Project Management Institute, 2013). As such, only process 10.1 will be referenced during project planning to develop the project’s Communication Plan.

Figure 14 below outlines the Project Communications Management processes as described in the *PMBOK® Guide*.

Figure 14 *PMBOK® Guide* Project Communications Management Processes

10.1 Plan Communications Management—The process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets.

10.2 Manage Communications—The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

10.3 Control Communications—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

(PMI, 2013)

Project Risk Management

According to PMI, “Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project” (Project Management Institute, 2013, p. 309). The description for each of PMI’s Risk Management Processes can be seen in **Figure 15** below. For the development of the Project Management Plan only processes 11.1, 11.2, 11.3 and 11.5 will be used during project planning.

Figure 15 *PMBOK® Guide* Project Risk Management Processes

- 11.1 Plan Risk Management**—The process of defining how to conduct risk management activities for a project.
- 11.2 Identify Risks**—The process of determining which risks may affect the project and documenting their characteristics.
- 11.3 Perform Qualitative Risk Analysis**—The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.
- 11.4 Perform Quantitative Risk Analysis**—The process of numerically analyzing the effect of identified risks on overall project objectives.
- 11.5 Plan Risk Responses**—The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.
- 11.6 Control Risks**—The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

(PMI, 2013)

Project Procurement Management

“Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team” (Project Management Institute, 2013, p. 355). **Figure 16** below outlines PMI’s Procurement Management Processes. Only process 12.1 from the processes detailed below will be used to develop the Procurement Management Plan during project planning.

Figure 16 *PMBOK® Guide* Project Risk Management Processes

12.1 Plan Procurement Management—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

12.2 Conduct Procurements—The process of obtaining seller responses, selecting a seller, and awarding a contract.

12.3 Control Procurements—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

12.4 Close Procurements—The process of completing each project procurement.

(PMI, 2013)

Project Stakeholder Management

The Project Management Institute defines a stakeholder as “an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio” (Project Management Institute, 2016, p. 12).

Project Stakeholder Management involves four processes needed to identify, classify, plan and manage all project stakeholders and their expectations. The Stakeholder Management Plan is a subsidiary of the Project Management Plan that may be used to help to ensure that project stakeholders are effectively involved in project decisions and its execution. By doing this, the project management team can anticipate the level of influence each stakeholder may have over the project and plan remedies thereby increasing the likelihood of the project’s successful completion. (Project Management Institute, 2013, p. 399).

The four Project Stakeholder Management processes are outlined in the *PMBOK® Guide* in **Figure 17**. However, only the first two processes are required to develop the project management plan, which will in turn be used to manage and control stakeholder engagement during the project execution and monitoring and controlling processes.

Key terms that will be utilized to classify the stakeholders and their level of classification in the Stakeholder Management plan are:

- a. Power: stakeholder's level of authority regarding project outcome (Project Management Institute, 2013, p. 396).
- b. Interest: stakeholder's level of concern regarding project outcome (Project Management Institute, 2013, p. 396).
- c. Influence: stakeholder's level of involvement in the project (Project Management Institute, 2013, p. 396).
- d. Impact: stakeholder's ability to effect changes to the project's planning or execution (Project Management Institute, 2013, p. 396).
- e. Communication – “connecting with people by sending information” (Articulous Communications, 2015).
- f. Engagement – dialoguing with stakeholders to find out what matters most to them and incorporating their needs into the project (Articulous Communications, 2015).

g. One-way communication – information sent in a straight line from the sender to the receiver. In this case, feedback is not given or required.

h. Two-way engagement – communication between senders and receivers that involves listening by both parties. This dialogue occurs as a means of working together to solve a problem in a manner that both parties can benefit from.

Figure 17 *PMBOK® Guide* Project Stakeholder Management Overview

13.1 Identify Stakeholders—The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

13.2 Plan Stakeholder Management—The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

13.3 Manage Stakeholder Engagement—The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

13.4 Control Stakeholder Engagement—The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

(PMI, 2013)

3.0 METHODOLOGICAL FRAMEWORK

3.1 Information sources

According to the Merriam-Webster Dictionary, information is “knowledge obtained from investigation, study or instruction” (Merriam-Webster, 2020) and source is “a thing or place from which something is ultimately derived” (Merriam-Webster, 2020). An information source is therefore knowledge from which it is derived.

Information can be obtained from many places. Information may be provided in print, electronic, or other audio-visual formats and obtained from almost any source. There are *only* three **types** of information sources – primary, secondary, and tertiary (University of Minnesota Crookston, 2020). To develop the Final Graduation Project, primary and secondary sources will be used.

Primary sources

Primary sources are “records of events or evidence as they are first described or actually happened without any interpretation or commentary” (University of Minnesota Crookston, 2020).

For the development of the Final Graduation Project, the primary information sources that will be used are meeting minutes, personal interviews with members of the UNDP Project Management Unit, interviews with stakeholders, such as sub recipients and vendors. ABC Designs, interviews with other stakeholders, such as

sellers, and research. Refer to **Chart 1**, for the specific primary information sources that will be used.

Secondary sources

Secondary sources are “works which summarize, interpret, reorganize, or otherwise provide an added value to a primary source” (University of Minnesota Crookston, 2020).

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

Chart 1 Information sources

Objectives	Information sources	
	Primary	Secondary
1 To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan.	Meeting minutes, notes from project manager	PMBOK® Guide and PMI database
2 To create a scope management plan to ensure all the work required to successfully complete the project is included.	Meeting minutes, notes from project manager	PMBOK® Guide, PMI database, and the Internet

<p>3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.</p>	<p>Meeting minutes, notes from project manager</p>	<p>PMBOK® Guide</p>
<p>4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget.</p>	<p>Meeting minutes, notes from project manager, interview with project associate, interview with finance associate</p>	<p>PMBOK® Guide, PMI database, and the internet</p>
<p>5 To develop a quality management plan to identify the quality requirements for the</p>	<p>Meeting minutes, notes from project manager</p>	<p>PMBOK® Guide</p>

<p>project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.</p>		
<p>6.To create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within the estimated 'time, cost and scope of the project.</p>	<p>Meeting minutes, notes from project manager, interview with operations manager responsible for human resources</p>	<p>PMBOK® Guide and the internet</p>
<p>7. To develop a communication management plan to ensure the timely and effective communication of the project status and</p>	<p>Meeting minutes, notes from project manager</p>	<p>PMBOK® Guide, PMI database and the internet</p>

the issuance of key information.		
8. To develop a risk management plan to identify risk of successful project implementation and to develop plans to minimize the likelihood and impact of the identified risk.	Meeting minutes, notes from project manager, interview with project associate, interview with finance associate	PMBOK® Guide and PMI database
9 To develop a procurement management plan to acquire products and services required by the project.	Meeting minutes, notes from project manager, interview with procurement officer	PMBOK® Guide
10 To develop a stakeholder management plan to identify and	Meeting minutes, notes from project manager,	PMBOK® Guide and the internet

support project stakeholders to ensure effective stakeholder engagement.	interview with stakeholders	
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(Castro, 2021)

3.2 Research methods

“Research methods are the strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic” (University of Newcastle Library, 2020).

Analytical method

The analytical research method establishes “cause-effect relationships and attempts to establish why it is that way or how it came to be” (Yang, 2020) With this research method, information from multiple sources will be examined and used to develop the deliverables found in **Chart 5**.

The research method for each specific objective is indicated in Chart 2 below.

Chart 2 Research methods

Objectives	Indicate research method
1 To create a project charter to formally	The analytical method will be

<p>authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan.</p>	<p>employed by using facts or information from the sources identified in Chart 1 objective 1 above, to drive decision making when creating the project charter.</p>
<p>2 To create a scope management plan to ensure all the work required to successfully complete the project is included.</p>	<p>The analytical method will be employed by using facts or information from the sources identified in Chart 1 objective 2 above, to drive decision making when creating the documents which comprise the scope management plan.</p>
<p>3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.</p>	<p>The analytical method will be employed by using information from the sources identified in Chart 1 objective 3 above, to drive decision making when creating the documents that will comprise the time</p>

	management plan.
4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget.	The analytical method will be employed by using information from the sources identified in Chart 1 objective 4 above, to drive decision making when creating the documents that will comprise the cost management plan.
5 To develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.	The analytical method will be employed by using information from the sources identified in Chart 1 objective 5 above, to drive decision making when creating the documents that will comprise the quality management plan.

<p>6.To create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within the estimated 'time, cost and scope of the project.</p>	<p>The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 6 above, to drive decision making when creating the documents that will comprise the human resource management plan.</p>
<p>7. To develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information.</p>	<p>The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 7 above, to drive decision making when creating the documents that will comprise the communications management plan.</p>
<p>8. To develop a risk management plan to identify risk of successful project implementation and to develop plans to minimize the likelihood and impact of</p>	<p>The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 8 above, to drive</p>

the identified risk.	decision making when creating the documents that will comprise the risk management plan.
9 To develop a procurement management plan to acquire products and services required by the project.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 9 above, to drive decision making when creating the documents that will comprise the procurement management plan.
10 To develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.	The analytical method will be employed by using information derived from the sources identified in Chart 1 objective 10 above, to drive decision making when creating the documents that will comprise the stakeholder management plan.

(Castro, 2021)

3.3.Tools

According to the *PMBOK® Guide*, a tool is defined as “something tangible, such as a template or software program, used in performing an activity to produce a product or result” (Project Management Institute, 2013, p. 565).

Each tool used in the Final Graduation Project is identified and explained below. In addition, the information is summarized in **Chart 3**.

- a. Project charter template - guides the development of the project charter.
- b. Requirements traceability matrix template - ensures that project requirements are necessary and will be met.
- c. Work Breakdown Structure (WBS) online generator - breaks down the project into smaller components so it can be more easily managed.
- d. Requirements Management Plan template – describes how the requirements will be analyzed, documented and managed.
- e. Requirements documentation template - captures the requirements documentation.
- f. Scope Management Plan template - guides the development of the scope management plan and all its subcomponents.
- g. Project Management Plan template - guides the development and organization of the project management plan and all its subcomponents.

- h. Schedule Management Plan template - guides the development of the project management plan and all its subcomponents.
- i. Scheduling tool – developed in Microsoft Excel to create the Project Schedule using Schedule network analysis.
- j. Activity List template – captures the list of activities for the project.
- k. Cost Management Plan template – develops the cost management plan that will guide the project team during the project’s lifecycle.
- l. Project Budgeting template – created in Microsoft Excel 2016, develops the project budget and track financial transactions throughout the project’s lifecycle.
- m. Cost Baseline template – outlines the development of the cost baseline.
- n. Quality Management Plan template – outlines the development of the Quality Management Plan.
- o. Quality Management tools – examples include cause-and-effect diagrams, flowcharts, check sheets and control charts to be used throughout the project. The use of these tools will be outlined in the Quality Management plan.
- p. Human Resource Management Plan template – guides the planning of human resource management.
- q. Responsibility Assignment Matrix – identifies team members and assigns them responsibilities.
- r. Communications Management Plan template – guides the development of the communications management plan.

- s. Communication Matrix – created in Microsoft Excel 2016, plans communications between project team and stakeholder management.
- t. Risk Management Plan and Risk Register template – developed in Microsoft Excel 2016, identifies and classifies risks, and plans risk responses.
- u. Procurement Management Plan template – aids in identification of contracts and purchasing decisions.
- v. Stakeholder Management Plan template – aids in identification and classification of stakeholders, and plans stakeholder management.
- w. Stakeholder Analysis Chart – aids in analysis and classification of project stakeholders.
- x. Stakeholder Register template – aids in identification of project stakeholders.
- y. Stakeholder Engagement Assessment Matrix – details how each project stakeholder should be engaged based on their level of involvement in the project.

Chart 3 Tools

Objectives	Tools
1 To create a project charter to formally authorize the project and provide the	Project Charter template and Project Management Plan template

<p>project manager with the authority to apply organizational resources to the project to produce the project management plan.</p>	
<p>2 To create a scope management plan to ensure all the work required to successfully complete the project is included.</p>	<p>Requirements traceability matrix template, Microsoft Excel, Requirements Documentation template, Requirements Management Plan template, Work Breakdown Structure generator, and Scope Management Plan template</p>
<p>3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.</p>	<p>Schedule Management Plan template, Microsoft Excel and Activity List template</p>
<p>4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within</p>	<p>Cost Management Plan template, Microsoft Excel Project Budgeting template, and Cost Baseline template</p>

the prescribed budget.	
5 To develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.	Quality Management Plan template and Quality Management tools (Check sheets)
6.To create a human resource management plan to ensure that all human resources are identified and managed effectively to coomplete the project within the estimated 'time, cost and scope of the project.	Human Resource Management template and Responsibility Assignment Matrix
7. To develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information.	Communications Management Plan template and Communications Matrix
8. To develop a risk management plan to identify risk of successful project	Risk Management Plan template, and Risk Register template

implementation and to develop plans to minimize the likelihood and impact of the identified risk.	
9 To develop a procurement management plan to acquire products and services required by the project.	Procurement Management Plan template
10 To develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.	Stakeholder Management Plan template, Stakeholder Analysis Chart, Microsoft Excel, Stakeholder Register template, Stakeholder Engagement Assessment Matrix, Mindtools Online Stakeholder Power/Interest Grid Creator

(Castro, 2021)

3.4 Assumptions and constraints

PMI defines an assumption as “a factor in the planning process considered to be true, real, or uncertain, without proof or demonstration” (Project Management Institute, 2016, p. 1). It also defines a constraint as “a limiting factor that affects the execution of a project, program, portfolio, or process” (Project Management Institute, 2016, p. 2). The assumptions and constraints considered on the Final Graduation Project for each specific objective are set out in **Chart 4** below.

Chart 2 Assumptions and constraints

Objectives	Assumptions	Constraints
1 To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan.	The charter will be created before all other subsidiary documents.	Stakeholder identification is scheduled to occur at the same time as the development of the project charter, over a 1-day span.
2 To create a scope management plan to ensure all the work required to successfully complete the project is included.	The subrecipients have disclosed all the information required to develop the scope. The scope management plan will	The subrecipients are considering alteration of the project scope based on availability of health products.

Objectives	Assumptions	Constraints
	identify all the work required.	
3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.	The time allocated for the development of the Project Management Plan and the implementation of project activities is sufficient	The time allocated for the implementation of C19RM is 12 months.
4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget.	The budget created during planning will accurately depict the financial resources	The budget for the C19RM project must not exceed \$299,511 dollars.

Objectives	Assumptions	Constraints
	required to implement the GF's C19RM funding project.	
5 To develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.	The quality management plan will identify all the technical and managerial quality requirements of the project.	The quality constraints require that all health products procured meet GF, UNDP and WHO standards.
6.To create a human resource management plan to ensure that all human resources are identified and managed effectively to coomplete the project within the estimated 'time, cost and scope of the project.	The organization has sufficient human resources to complete the project.	Only the human resources identified and planned for will be included in the budget.

Objectives	Assumptions	Constraints
	<p>The team development plans for the project team and subrecipients will be sufficient to begin implementation on time.</p>	
<p>7. To develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information.</p>	<p>The organization has the technology required to suffice the communication needs of all stakeholders.</p>	<p>The availability of electricity and consistency of internet access must be dependable.</p>
<p>8. To develop a risk management plan to identify risk of successful project implementation and to develop plans to</p>	<p>There is sufficient</p>	<p>All the project risks need to be identified</p>

Objectives	Assumptions	Constraints
minimize the likelihood and impact of the identified risk.	information required to adequately identify most, if not all, project risks.	within the planning phase (stage) or as early as possible.
9 To develop a procurement management plan to acquire products and services required by the project.	The company personnel have identified an initial list of suppliers.	The list of suppliers needs to be exhaustive. The use of international suppliers should not cause schedule delays.
10 To develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.	The stakeholder management plan will include a complete list of all stakeholders	The information required to plan and manage stakeholders must be accurate.

Objectives	Assumptions	Constraints
	involved and a plan as to how to properly manage each.	

(Castro, 2021)

3.5 Deliverables

A deliverable is defined as “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project” (Project Management Institute, 2013, p. 537). Must include the definition of deliverables, using APA style cites as needed.

Chart 5 Deliverables

Objectives	Deliverables
a) To create a project charter that formally authorizes the project and provide the project manager with the authority to apply organizational resources to the project in order to produce the project management plan.	Project Charter
b) To create a scope management plan that ensures that all works required are included to successfully complete the project.	Scope Management Plan, Requirements Management Plan, Requirements Management Plan, Requirements Document and Requirements Traceability Matrix
c) To create a schedule management plan to support the development and management of a project schedule that ensures the project is completed within the time constraints.	Schedule Management Plan, Activity List, Schedule Network Diagram, Resource Assignments and Activity Durations and Schedule in Gantt Chart.
d) To create a cost management plan to define the processes for developing and managing the project budget that	Cost Management Plan, Cost Baseline and Project Funding Requirements

ensures the project is completed within the budget constraints.	
e) To develop a quality management plan to identify the quality requirements for the project in order that ensures the results meet expectations for approval within the time, cost and scope constraints.	Quality Management Plan
f) To create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within time, cost and scope constraints.	Human Resource Management Plan
g) To develop a communication management plan to ensure the timely and effective communication of the project status and other key information.	Communication Management Plan and Communications Matrix
h) To create a risk management plan to	Risk Management Plan and Risk Register

<p>identify and examine risks to the successful completion of the project and develop plans to minimize the likelihood of the risks.</p>	
<p>i) To develop a procurement management plan to be used to obtain products, services or results required by the project.</p>	<p>Procurement Management Plan</p>
<p>j) To develop a stakeholder management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.</p>	<p>Stakeholder Management Plan, Stakeholder Analysis Chart and Stakeholder Register</p>

(Castro, 2021)

4. RESULTS

4.1. Project Integration Management

In developing the Project Management Plan for the implementation of the Global Fund's COVID-19 Response Mechanism Funding to Belize project, a Project Charter, specific objective one (1), was the first process in the Project Integration

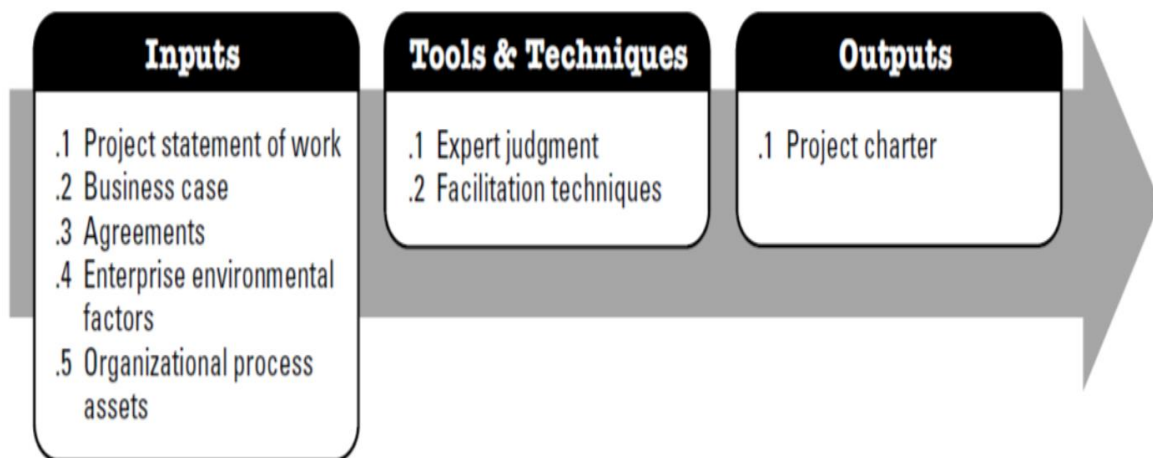
Management knowledge area. This was accomplished using the project document, grant agreements, interviews, meeting minutes and the PMBOK® Guide as sources. These were then used as the decision-making drivers together with the application of the analytical research methodology. A template from the PMI database was used as a tool to develop the Project Charter that formally authorized the project and provided the Project Manager with the authority to apply organizational resources to the project to produce the Project Management Plan.

The development of the Project Management Plan is the second process in the Project Integration Management Knowledge area comprised of the subsidiary plans developed during the Final Graduation Project. A template was used to guide the compilation of the plan.

The Project Charter consisted of the project's purpose, objectives, description, high level risks, stakeholder list, high-level requirements, assumptions and constraints, identification of deliverables, a summary milestone schedule, overall project budget, criteria necessary for project approval, the identification of the project manager, and the sponsor's authorization. (Project Management Institute, 2013, p. 72)

According to PMBOK® Guide, to develop the Project Charter the following inputs, and tools and techniques were required. See figure 16 below. (Project Management Institute, 2013, p. 66).

Figure 18 *PMBOK® Guide* Develop Project Charter: Input, Tools & Techniques, and Outputs



(PMI, 2013)

The United Nations Development Programme and the Global Fund have had a long-standing project management approach. The project's statement of work, agreements, enterprise environmental factors and organizational process assets were the recognized inputs and were available for the development of the Project Charter.

The project charter was developed as depicted in Figure 19, below.

PROJECT CHARTER

IMPLEMENTATION OF GLOBAL FUND'S COVID-19 RESPONSE MECHANISM FUNDING TO BELIZE

**UNDP BELIZE
BELMOPAN, BELIZE
1 APRIL 2020
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The Global Fund's COVID 19 Response Mechanism (C19RM) Funding arose from the increase in COVID-19 cases in countries with existing Global Fund grants.

In addition, the Global Fund received their highest replenishment of funds to date, and additional resources were available for health systems' strengthening in target countries.

Business Objectives

The following business objectives have been established with respect to implementing the C19RM Funding:

1. *To implement activities that mitigate the impact of COVID-19 on HIV, TB, and malaria disease programs.*
2. *To incorporate actions that reinforce the response to COVID-19.*
3. *To support initiatives that make urgent improvements in health and community systems, including laboratory networks, supply chains and engagement with vulnerable communities.*

Project Description

Stakeholders

CHART 6: STAKEHOLDERS

Organization	Role	Personnel
The Global Fund to Fight AIDS, Tuberculosis and Malaria	Funder	Fund Portfolio Manager
United Nations Development Programme	Principal Recipient (PR)	Deputy Resident Representative Project Manager Project Assistant

		Finance Associate Procurement Associate
National AIDS Commission of Belize	Country Coordinating Mechanism (CCM) Sub Recipient (SR)	Chair Executive Director Monitoring and Evaluation Officer Finance Officer Communications Officer
Civil Society Organization Hub (CSO Hub) Coordinator	Sub Recipient (SR)	Executive Director Monitoring and Evaluation Officer Finance Associate
Ministry of Health and Wellness Belize	Sub Recipient	Deputy Director of Health Services HIV/TB Coordinator Monitoring and Evaluation

		Officer Epidemiologist
Belize Family Life Association	Sub Recipient	Executive Director Programme Manager
Hand in Hand Ministries	Sub Recipient	Executive Director Programme Manager
Wamboo	Procurement Portal	Fund Portfolio Manager Procurement Officer

(CASTRO, 2021)

Measurable Project Objectives and Success Criteria

Requirements

Interventions to mitigate the impact of COVID-19 on HIV, TB and malaria programs should be informed by the COVID-19 Technical Guidance Pages which include Global Fund information notes on HIV, TB, malaria and Resilient and Sustainable Systems for Health (RSSH) and guidance from partners providing specific recommendations on how to ensure the continuity of disease programs and people's access to essential services through the COVID-19 crisis.

Actions to reinforce the response to COVID-19 should be consistent with WHO technical guidance and form part of the country's strategic preparedness and response plan. The focus should be on immediate response priorities such as:

- COVID-19 response planning, preparation and surveillance (Technical Assistance, in-country planning missions, meetings, M&E investments)
- Protection of front-line health workers including those working for Global Fund programs (PPE, hospital infection control products, set up of isolation and quarantine wards)
- Diagnosis of infection (lab equipment and lab consumables, lab staff, specimen transportation)
- Treatment (ancillary treatment, equipment, hospital beds, systems for home-based care)

Initiatives to make urgent improvements in health and community systems should focus on interventions required to adapt to COVID-19, enabling the maintenance and impact of existing HIV, TB and malaria programs, and supporting the country's COVID-19 response.

Constraints

The C19RM funds should be incorporated into the existing Global Fund grant. The additional project funds should not exceed \$255,952 (USD). The project durations should not exceed twelve (12) months.

Assumptions

It is assumed that the same UNDP Belize Global Fund Project Management Unit (PMU) will manage the additional C19RM project

It is assumed that the same project and financial management procedures will be employed.

It is assumed that the same subrecipients will be used, i.e., CSO Hub, Ministry of Health and Wellness, Belize Family Life Association, the National AIDS Commission and Hand in Hand Ministries.

It is assumed that sufficient COVID-19, HIV and Tuberculosis commodities are available on the market for procurement through the various procurement platforms.

It is assumed that beneficiaries will accept the services.

It is assumed that the project will be completed in eighteen (18) months.

It is assumed that the project management unit can execute \$255,952 USD.

It is assumed that the country coordinating mechanism will approve the project according to the developed budget.

It is assumed that UNDP Belize will charge a standard 7% management fee (GMS) in a pay as you go fashion for all funds executed.

It is assumed that UNDP Belize will utilize Wamboo and/or existing Long-Term Agreements (LTAs) with vendors to bypass the tendering process and expedite procurement of medical tests and supplies.

Preliminary Scope

The project scope includes the following:

CHART 7: Preliminary Scope

Module	Intervention	Activity Description	Implementer	Recipient Type	Type of Implementation Entity
COVID-19	COVID-19 control and containment including	COVID 19 Gene Xpert tests	United Nations Development Programme	PR	Multilateral – UNDP

	health systems strengthening				
COVID-19	COVID-19 control and containment including health systems strengthening	Testing Swabs	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Salary for lab technician	Ministry of Health	SR	Government - Ministry of Health
COVID-19	Risk mitigation for disease programs	Zoom subscription	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation	Salary for nurse	HnH	SR	Civil Society - Local Non-Governmental

	for disease programs				Organization
COVID-19	Risk mitigation for disease programs	Procurement of medical surgical masks	CSO hub	SR	Civil Society - Other
COVID-19	Risk mitigation for disease programs	Psychiatric Practitioner to support key populations	CSO hub	SR	Civil Society - Other
COVID-19	Risk mitigation for disease programs	Procurement of hand sanitizer (250ml)	CSO hub	SR	Civil Society - Other
COVID-19	Risk mitigation for disease programs	Procurement of OI medications for OVCs	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation	Transportation costs for the	CSO hub	SR	Civil Society - Other

	for disease programs	delivery of ARVs to KPs			
COVID-19	Risk mitigation for disease programs	Data compilation and dissemination to support “COVID19 Survey of the LGBT community in Belize”	CSO hub	SR	Civil Society - Other
COVID-19	Risk mitigation for disease programs	Legal aid support to KPs	CSO hub	SR	Civil Society - Other
COVID-19	COVID-19 control and containment including	Thermo Fisher COVID19 tests	United Nations Development Programme	PR	Multilateral – UNDP

	health systems strengthening				
COVID-19	Risk mitigation for disease programs	Procurement of examination gloves	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Procurement of infrared thermometers	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Procurement of plastic desk shields	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Procurement of hand sanitizer (gallon)	United Nations Development Programme	PR	Multilateral – UNDP

COVID-19	Risk mitigation for disease programs	Gene Xpert TB	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Freight Costs Xpert kits	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	GMS C19RM	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Procurement of laptops	United Nations Development Programme	PR	Multilateral – UNDP
COVID-19	Risk mitigation for disease programs	Milk supplement for infants of mothers living	Ministry of Health	SR	Government - Ministry of Health

		with HIV			
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(Castro, 2021)

Risks

Price increases on items to be procured

Unavailability of staff services to be procured

Availability of Gene Xpert testing kits determined by World Health Organization algorithm and may change due to fluctuations in CCOVID-19 rates in the country

Logistical and Shipping delays due to COVID-19

Production delays due to COVID-19

Lock downs due to COVID-19 mitigation regulation could prevent activities requiring face to face interaction

Project Deliverables

Global Fund Deliverables

1. Project charter
2. Implementation letter
3. Grant confirmation
4. Summary budget

UNDP Belize (Principal Recipient) Deliverables

1. Signed implementation letter
2. Budget breakdown
3. Subrecipient grant agreements
4. Subrecipient workplans
5. Subrecipient budgets
6. Progress Update and Disbursement Request (PUDR)
7. Procurement of COVID-19 Gene Xpert tests
8. Procurement of testing swabs
9. Procurement of Zoom subscription
10. Procurement of Opportunistic Infections (OI) medications for Orphans and Vulnerable Children (OVC)
11. Procurement of Thermofisher COVID-19 tests
12. Procurement of Examination gloves
13. Procurement of infrared thermometers
14. Procurement of plastic desk shields

15. Procurement of hand sanitizer (gallon)
16. Procurement of Gene Xpert Tuberculosis test kits
17. Procurement of Freight for Gene Xpert kits
18. Charge of GMS
19. Procurement of laptops

Ministry of Health and Wellness (Subrecipient) Deliverables

1. Procurement of laboratory technologist services
2. Procurement of milk supplements for infants of mothers living with HIV

Hand in Hand Ministries (Subrecipient) Deliverables

1. Procurement of nurse services

Civil Society Organization Hub (Subrecipient) Deliverables

1. Procurement of medical surgical masks
2. Procurement of psychiatric practitioner services for key populations
3. Procurement of hand sanitizer (250mls)
4. Procurement of delivery services for Antiretrovirals (ARVs) to key populations
5. Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the LGBT community in Belize

6. Procurement of legal aid services to key populations

Chart 8: Summary Milestone Schedule

1. Project Update Submitted	March 1, 2020
2. Implementation Letter Issued	March 30, 2020
3. Signed Implementation letter	March 31, 2020
4. Project Initiation/Kick-off	April 1, 2020
5. Project Defined	April 5, 2020
6. Detailed Budget Developed	April 5, 2020
7. Disbursement Request Submitted	April 10, 2020
8. Subrecipient Workplans Developed	April 15, 2020
9. Signed Subrecipient Grant Agreements	April 16, 2020
10. Procurement of COVID-19 Gene Xpert kits (452)	June 30, 2020
11. Quarterly GMS	June 30, 2020

12. Procurement of COVID-19 Gene Xpert kits (2100)	September 30, 2020
13. Procurement of testing swabs	September 30, 2020
14. Procurement of laboratory technologist services	July 1, 2020
15. Procurement of Zoom subscription	July 1, 2020
16. Procurement of Nurse services	July 1, 2020
17. Procurement of medical/surgical masks	September 30, 2020
18. Procurement of psychiatric practitioner services	July 1, 2020
19. Procurement of hand sanitizer (250ml)	September 30, 2020
20. Procurement of OI medications	July 1, 2020
21. Procurement of transportation	July 1, 2020

services for ARV delivery	
22. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”	September 30, 2020
23. Procurement of legal aid services	July 1, 2020
24. Procurement of Thermofisher COVID-19 tests	September 30, 2020
25. Procurement of examination gloves	September 30, 2020
26. Procurement of infrared thermometers	September 30, 2020
27. Procurement of plastic desk shields	September 30, 2020
28. Procurement of hand sanitizer (gallon)	September 30, 2020
29. Procurement of laptops	September 30, 2020
30. Procurement of milk supplements	July 1, 2020

for infants of mothers living with HIV	
31. Quarterly GMS	September 30, 2020
32. Procurement of laboratory technologist services	October 1, 2020
33. Procurement of Nurse services	October 1, 2020
34. Procurement of psychiatric practitioner services	October 1, 2020
35. Procurement of transportation services for ARV delivery	October 1, 2020
36. Procurement of legal aid services	October 1, 2020
37. Quarterly GMS	December 31, 2020
38. Procurement of laboratory technologist services	January 1, 2021
39. Procurement of Nurse services	January 1, 2021

40. Procurement of psychiatric practitioner services	January 1, 2021
41. Procurement of transportation services for ARV delivery	January 1, 2021
42. Procurement of legal aid services	January 1, 2021
43. Procurement of Gene Xpert TB kits	March 31, 2021
44. Procurement of freight services from Gene Xpert TB kits	March 31, 2021
45. Quarterly GMS	March 31, 2021
46. Procurement of laboratory technologist services	April 1, 2021
47. Procurement of Nurse services	April 1, 2021
48. Procurement of psychiatric practitioner services	April 1, 2021
49. Procurement of transportation	April 1, 2021

services for ARV delivery	
50. Procurement of legal aid services	April 1, 2021
51. Quarterly GMS	June 30, 2021
52. Project Update to funder	August 30, 2021
53. Local Fund Agent (LFA) visit	September 15, 2021
54. Grant Rating Issued	September 30, 2021

(Castro, 2021)

Project Budget

Figure 19: Project Budget Summary

Component Name	HIV/AIDS, Tuberculosis												
Country / Applicant:	Belize												
Principal Recipient	United Nations Development Programme												
Application/Grant Name	FR375-BLZ-C												
IP Start Date	1-Jan-19												
IP End Date	31-Dec-21												
Grant Currency:	USD												
Budget Summary (in grant currency)													
	1-Jan-19	1-Apr-19	1-Jul-19	1-Oct-19		1-Jan-20	1-Apr-20	1-Jul-20	1-Oct-20		1-Jan-21	1-Apr-21	
	31-Mar-19	30-Jun-19	30-Sep-19	31-Dec-19		31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20		31-Mar-21	30-Jun-21	
By Module - Intervention	Q1	Q2	Q3	Q4	Year 1	Q5	Q6	Q7	Q8	Year 2	Q9	Q10	Total
COVID-19 - COVID-19 control and containment including health systems strengthening							10,315	87,482		97,797			97,797
COVID-19 - Risk mitigation for disease programs							722	81,998	15,269	97,989	44,577	15,590	158,155
Total							11,037	169,479	15,269	195,785	44,577	15,590	255,952

(Global Fund, 2020)

Project Approval

In order to gain approval, the Project Update which is the first portion of the Project Update and Disbursal Request (PUDR), must be submitted. The sponsor, the Global Fund, will then issue an Implementation Letter which must be signed by the Deputy Resident Representative of UNDP Belize.

Project Manager

The Project Manager is Nyreese Castro and is assisted by the Project/Finance Associate. Responsibilities include project management, financial oversight, monitoring and evaluation and providing technical advice to subrecipients.

Authorization

Approved By:

Date:

Representative of the Global Fund

4.2. Project Scope Management

To define the scope of the project, a scope management plan was produced. This document was created using a modified template taken from an online source. The Scope Management Plan included the scope definition, project scope statement, the Work Breakdown Structure (WBS), WBS dictionary, scope verification and the scope control measures that would guide the project management team throughout the project (Project Management Institute, 2013).

The Scope Management Plan included the outputs from the Scope Definition and Create WBS processes and would later be approved as the Scope Baseline. Although

these processes were identified as occurring after the second process group in scope management, they were conducted concurrently with the development of the Scope Management Plan as the inputs required were developed.

To create the plan, as detailed in the *PMBOK® Guide* 5th edition, the Project Charter was used as an input, along with an interview which was conducted with the Project Manager and a review of his meeting minutes, which documented discussions between her and the Fund Portfolio Manager, collected during the clients' requirements meetings (Project Management Institute, 2013). In addition, to the Scope Management Plan, the Requirements Management Plan seen below was created as the second output of the plan scope management process.

Requirements Management Plan

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Chart 9 REVISION HISTORY

Date	Version	Description	Author

OVERVIEW

The project, to implement the Global Fund’s COVID-19 Response Mechanism Funding in Belize, is being implemented by UNDP Belize as part of the existing Building Resilience Through Innovation and National Accountability for the HIV and TB Response in Belize, but under a new Output ID. The project involves activities that mitigate the impact of COVID-19 on HIV, TB and malaria disease programs, actions that reinforce the response to COVID-19 and initiatives that make urgent improvements in health and community systems, including laboratory networks, supply chains and engagement with vulnerable communities. Items procured under the project will be managed by the Ministry of Health and Wellness

Belize, the CSO Hub of Belize, Belize Family Life Association and Hand in Hand Ministries.

PURPOSE

The purpose of requirement management is to establish a common understanding of the technical and non-technical requirements that will be addressed by the project or organization between the customer and project or organization, within the project or organization, and throughout the lifecycle. The goals of requirements management are to ensure that requirements are controlled to establish a baseline for development, acquisition, or management; and to ensure plans, work products, and activities are consistent with the requirements. The Requirements Management plan establishes an orderly method by which the goals of requirements management will be achieved. The plan also communicates essential information to project participants and helps newcomers get up to speed. Consequently, the plan is a living document, which needs to be updated and supplemented throughout its life.

SCOPE

1. Procurement of COVID-19 Gene Xpert kits (452)

The Xpert® Xpress Nasopharyngeal Sample Collection Kit is designed to collect, preserve, and transport nasopharyngeal swab specimens and to preserve and transport nasal aspirate/wash specimens containing viruses from

patients with signs and symptoms of respiratory infection prior to analysis with Xpert SARS-CoV-2 tests.

Xpert Xpress Nasopharyngeal Sample Collection Kit (quantity: 100)

Each kit includes a sealed package containing:

- 1 individually wrapped sterile nylon flocked nasopharyngeal swab
- 1 Xpert Viral Transport Medium tube: Quarterly GMS

7% administrative fee collected by all UNDP country offices for implementation of Global Fund Projects

2. Procurement of testing swabs

Nasopharyngeal specimen is the preferred choice for swab-based COVID-19 testing.

A single, polyester swab with a plastic shaft is required.

When collection of a nasopharyngeal swab (NPS) is not possible, the following are acceptable alternatives:

- • An oropharyngeal (OP) specimen
- • A nasal mid-turbinate (NMT) or deep nasal swab

3. Procurement of laboratory technologist services

Two (2) laboratory technologist with an Associate's Degree in Laboratory Science and two years of previous experience after graduation.

Laboratory Technologists are paid per Ministry of Public Service Pay scale 10 at starting salary 20,400 BZD each and 20% gratuity which is standard practice for Government of Belize contracts.

5. Procurement of Zoom subscription

Zoom Pro Meetings

- o Host up to 100 participants
- o 5 GB of cloud recording storage (per license)
- o Automated Captions
- Whiteboard
- o 3 editable boards with 25MB of cloud storage
- Team Chat
- o Chats and channels for collaboration, file sharing, and more

6. Procurement of Nurse services

Salary for registered nurse already employed by Hand in Hand Ministries at 30,000 BZD per annum

7. Procurement of medical/surgical masks

Medical face mask, Type IIR

Protecting healthcare staff and patients from infectious diseases

Medical face mask, Type IIR - EN14683, features include:

- Pleat style with ear loops or ties
- Protective four-layer protection
- Splash resistant layer protection against blood and bodily fluids

Medical face masks help prevent large particles expelled by the wearer (e.g., spit, mucous) from reaching the patient or work environment and help protect the wearer from exposure to blood and/or bodily fluids from the patient or work environment.

Type IIR - EN14683 masks are appropriate for situations where exposure to blood and/or bodily fluids from the patient or work environment is at risk for the healthcare worker.

8. Procurement of psychiatric practitioner services

In collaboration with the MoH, the CSO Hub will be providing one on one, virtual psychosocial support sessions to key populations affected by COVID

19. The psychiatric practitioner will also participate in peer support groups, as per CSO Hub programming.

9. Procurement of hand sanitizer (250ml)

Hand sanitizer with at least 60% alcohol.

500 bottles

250 milliliters each

10. Procurement of OI medications

Acyclovir

Oral Suspension: 40 mg/mL

Capsules: 200 mg

Tablets: 400 mg and 800 mg

Albendazole

Tablets: 200 mg

Atovaquone

Oral Suspension: 150 mg/mL

Azithromycin

Oral Suspension: 20 mg/mL and 40 mg/mL

Tablets: 250 mg, 500 mg and 600 mg

Ciprofloxacin

Oral Suspension: 50 mg/mL and 100 mg/mL

Tablets: 100 mg, 250 mg, 500 mg, 750 mg

Clindamycin

Oral Solution: 15 mg/mL

Doxycycline

Oral Suspension and Syrup: 5 mg/mL oral suspension and 10 mg/mL oral syrup

Fluconazole

Oral Suspension: 10 mg/mL and 40 mg/mL

Tablets: 50 mg, 100 mg, 150 mg and 200 mg

Itraconazole

Oral Solution: 10 mg/mL

Capsules: 100 mg

Trimethoprim-Sulfamethoxazole

Oral Suspension: TMP 8 mg/mL and SMX 40 mg/mL

Tablets Single Strength: TMP 80 mg and SMX 400 mg

Valacyclovir

Tablets: 500 mg and 1 g

11. Procurement of transportation services for ARV delivery

CSO Hub with the support of the Ministry of Health will deliver Antiretrovirals, on a monthly basis.

Fuel @ 250 USD per month x 12 months for approximately 50 PLHIV in Stann Creek, Cayo, and Belize Districts

12. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”

Local Consultant with one (1) year of previous experience in data analysis and report writing.

13. Procurement of legal aid services

Local legal consultant.

Paralegal with five (5) years of experience investigating human rights violations and working with the LGBT community.

14. Procurement of Thermofisher COVID-19 tests

The Applied Biosystems TaqPath COVID-19 Combo Kit is a fast, highly sensitive multiplex diagnostic solution that contains the assays and controls needed for the real-time PCR detection of RNA from the SARS-CoV-2 virus.

Features of the newly developed multiplex diagnostic kit:

- A complete workflow from viral RNA extraction from up to 94 specimens and genetic analysis using real-time PCR to diagnostic report generation in under 4 hours
- Targeted specificity to 100% of currently available complete genomes for SARS-CoV-2
- Assay targets spike (S), nucleocapsid (N), and Orf1ab (ORF1ab) protein regions having higher specificity and exhibiting lower risk for mutation
- COVID-19 Interpretive Software, which automatically converts genetic analysis data into diagnosis, helping reduce risk of user interpretation error

The TaqPath COVID-19 Combo Kit is a single, high-throughput (1,000 reactions) kit and is recommended for use with either the Applied Biosystems 7500 Fast Dx Real-Time PCR System or the 7500 Fast Real-Time PCR System (RUO version) and the associated Applied Biosystems COVID-19 Interpretive Software.

The TaqPath COVID-19 Combo Kit includes the following components:

- TaqPath RT-PCR COVID-19 Kit

- COVID-19 real-time PCR assay multiplex—multiplexed assays that contain three primer/probe sets specific to different SARS-CoV-2 genomic regions and primers/probes for bacteriophage MS2

- MS2 phage control—internal process control for nucleic acid extraction

- TaqPath COVID-19 Control—RNA control that contains targets specific to the SARS-CoV-2 genomic regions targeted by the assays

- TaqPath COVID-19 Control Dilution Buffer—dilution buffer for the IVT RNA control as defined in the IFU (information for use)

15. Procurement of examination gloves

Medical use Nitrile examination gloves are suitable in work environments where there is possible contact with bodily fluids, microorganisms, and chemicals. They do not contain natural rubber latex and are an excellent alternative for those suffering from Type I allergies. The powder-free gloves offer high flexibility, tactility, tear and chemical resistance. Nitrile gloves can be designed with a special Nitrile formulation so that they feel and fit like

latex and allow full range of motion and excellent flexibility to minimize stress and fatigue.

- Ultra Soft to minimize stress.
- 100% Latex Free.
- Powder Free. Non-sterile.
- Stronger. Meets/exceeds NFPA requirements.
- Tested using medical level standard ASTM D6319.
- Blue color.
- 100/box, 10 boxes/case.
- 2 thickness options: 3mil and 4mil, satisfy all situations.
- Length: 9.5"

16. Procurement of infrared thermometers

Instant Body Temperature Reading

No Touch, designed to take the Human Body Temperature Instantly at the Center of Forehead from 1.2 to 2 in. (3 to 5 cm).

Prevents cross-infection between multiple people.

Can store up to 10 temperature readings and recall them at any time.

Battery powered.

Automatic data retention and automatic shutdown, buzzer alert function, setting alarm values, backlit LCD display, memorizing the last 32 measured values

17. Procurement of plastic desk shields

Made from acrylic.

Rounded edges for safety.

Designed to prevent the spread of germs.

Clear

Height – 24 inches

Width – 24 inches

18. Procurement of hand sanitizer (gallon)

Hand sanitizer with at least 60% alcohol.

60 gallons

1 gallon each

19. Procurement of laptops (12)

Operating system Windows 11

Processor Intel® Core™ i5-1240P (up to 4.4 GHz with Intel® Turbo Boost Technology, 12 MB L3 cache, 12 cores, 16 threads)

Graphics Integrated: Intel® Iris® X^e Graphics

Display 15.6" diagonal, FHD (1920 x 1080), multitouch-enabled, IPS, edge-to-edge glass, micro-edge, Corning® Gorilla® Glass NBT™, 400 nits, 100% sRGB

Display brightness 400 nits

Display color gamut 100% sRGB

Fingerprint reader

Fingerprint reader

Memory 8 GB DDR4-3200 MHz RAM (2 x 4 GB)

Storage 256 GB PCIe® NVMe™ TLC M.2 SSD

Wireless technology Intel® Wi-Fi 6E AX211 (2x2) and Bluetooth® 5.2 combo (Supporting Gigabit data rate)

Power supply 65 W AC power adapter

Battery 3-cell, 51 Wh Li-ion polymer

Battery life Up to 9 hours and 45 minutes

Video Playback Battery Life Up to 13 hours

Battery Recharge Time Supports battery fast charge

External I/O Ports 1 Thunderbolt™ 4 with USB4™ Type-C® 40Gbps signaling rate (USB Power Delivery, DisplayPort™ 1.4, HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate (HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate; 1 HDMI 2.1; 1 AC smart pin; 1 headphone/microphone combo

Expansion slots 1 multi-format SD media card reader

Webcam HP Wide Vision 720p HD camera with camera shutter, temporal noise reduction and integrated dual array digital microphones

Audio Dual speakers; HP Audio Boost

Sensors Accelerometer; eCompass; Gyroscope; IR Thermal sensor

Pointing device HP Imagepad with multi-touch gesture support; Precision Touchpad Support

Keyboard Full-size, backlit, natural silver keyboard

Dimensions (W X D X H) 14.13 x 8.98 x 0.72 in

Warranty 1-year limited hardware warranty.

20. Procurement of milk supplements for infants of mothers living with HIV

2066 tins of infant formula

Stage 1 – 0 to 6months

Stage 2 – 6 months to 12 months

21. Procurement of Gene Xpert TB kits The Xpert® MTB/RIF Assay, performed

on the GeneXpert® Instrument Systems, is a qualitative, nested real-time

polymerase chain reaction (PCR) in vitro diagnostic test for the detection of

Mycobacterium tuberculosis complex DNA in raw sputum or concentrated

sputum sediment prepared from induced or expectorated sputum. In

specimens where Mycobacterium tuberculosis complex (MTB-complex) is

detected, the Xpert MTB/RIF Assay also detects the rifampin-resistance

associated mutations of the rpoB gene.

On-demand results that empowers physicians to manage patients effectively

As few as one negative result can be used in the decision to remove patient from respiratory isolation

Simultaneous detection of both MTB and rifampin resistance mutations, which are markers for MDR-TB strain

Acceptable samples include raw or concentrated sediments prepared from induced or expectorated sputum

22. Procurement of freight services from Gene Xpert TB kits Freight transportation from supplier to laboratory.

Chart 10 Roles and Responsibilities

Activity	Responsible
Project Management	UNDP Belize
Procurement	UNDP Belize
Financier	Global Fund
Coordination	CCM/NAC Belize
Technical Requirements	Sub Recipients (MoHW, CSO Hub Belize, BFLA, HnH)
Technical Requirements	Global Fund, PAHO

(Castro, 2022)

Applicability

The project management team will be most affected by the plan as they will have to ensure that all other subsidiary documents, including the scope management plan, the requirements traceability matrix and the project management plan, all adhere to the processes that guide requirements management.

Applicable Documents

The project management plan, the project charter, the scope management plan, the requirements documentation, the requirements traceability matrix, and the approved project documents are all applicable to this process.

Changes and Revisions

The Global Fund Project Manager at UNDP Belize is responsible for controlling all changes to the Requirements Management plan and related information.

Issue(s)

The issue that may affect the implementation of the requirements management plan can be a lack of information due to assumptions made by suppliers.

Issues may also arise due to supply chain limitations and its effects on distribution and shipping as a result of COVID-19 pandemic.

ROLES AND RESPONSIBILITIES

Chart 11 Organization Overview

ROLE	NAME	ORGANIZATION
Global Fund Project Manager	Nyreese Castro	UNDP Belize
Global Fund - Fund Portfolio Manager	Camden Gonzalez	Global Fund
Procurement Platform	ATLAS/WAMBOO	UNDP/Global Fund
Project Team	Team	UNDP Belize
Sub-Recipients	Team Leads	MoHW, CSO Hub, BFLA, HnH, NAC

(Castro, 2022)

I. Roles and Organization

Role A

The project manager is responsible for collecting, reviewing and developing project requirements. She is also responsible for approving technical, financial and project requirements.

Role B

The project sponsor is responsible for providing client requirements, reviewing technical and financial and project requirements and approving requirements.

Role C

The Procurement platforms used for the purposes of the project is Atlas and Wamboo of UNDP and the Global Fund, respectively. It is responsible for utilizing existing LTA contracts and for providing any variations in the technical requirements related to the requested items.

Role D

The project team members are responsible for reviewing requirements to ensure that details are specific and accurate.

Role E

The sub-recipients are responsible for providing technical requirements and specialty consultation for the project.

REQUIREMENTS PROCESSES

Overview

To identify, develop, maintain, and manage the requirements, the *PMBOK[®] Guide's* Project Scope Management processes will be used. Therefore, the following processes will guide requirements management:

Process A

Collect requirements: the process of determining, documenting and managing the stakeholder needs, regulatory requirements, and industry standards as it applies to the project objectives.

Process B

Define scope: this is the process that will involve the development of a detailed description of the projects product that is driven by the stakeholder needs, regulatory requirements, and industry standards.

Process C

Create WBS: this process involves the subdivision of project deliverables and work into smaller, more manageable components.

Process D

Validate scope: this process involves the formal acceptance of the completed project deliverables developed from the stakeholder requirements.

Process E

Control scope: this is the process of monitoring the status of the project and product scope and managing changes to the scope baseline.

Chart 12 TOOLS

Tool	Version	Use
WBS Tool	2019	Used to create the WBS
Stakeholder Management Plan template	2016	Used to create Stakeholder Management Plan
Requirements Documentation template	2016	Used to create Requirements Documentation
Requirements Traceability Matrix	2016	Used to identify and manage the requirements

(Castro, 2022)

J. List of Tools

REQUIREMENTS DOCUMENTATION AND ORGANIZATION

Requirements Documentation

WORK BREAKDOWN STRUCTURES

Provides a graphical hierarchical decomposition of the total scope of work to be completed for the project.

REQUIREMENTS TRACEABILITY MATRIX

Provides documentation of each requirement including how they will be implemented.

REQUIREMENTS DOCUMENT

Details the requirements for the Global Fund COVID-19 Response Mechanism Funding.

SCOPE MANAGEMENT PLAN

Lays out details as to how the scope will be developed, managed and maintained throughout the project lifecycle.

MEASURES

Measures will be used for managing requirements, details of which will be included in the appendix.

To measure requirements, the project manager will be given Implementation Letters (Directives) on a quarterly basis to carry out the work based on the schedule.

The project manager will report on a quarterly basis to the Fund Portfolio Manager.

Requirements Evaluation Checklists

Enter the unique ID of the requirement(s). Explain in Comments the reason if “No” is checked. Attach additional sheets if needed.

Chart 13 Checklist for Individual Requirements

Evaluation Criteria	Yes (Procured)	No (Procured)	ID	Verified with SR	Comments
Procurement of COVID-19 Gene Xpert kits (452)					
Quarterly GMS					

Procurement of testing swabs					
Procurement of laboratory technologist services					
Procurement of Zoom subscription					
Procurement of Nurse services					
Procurement of medical/surgical masks					
Procurement of psychiatric practitioner services					
Procurement of hand sanitizer					

(250ml)					
Procurement of OI medications					
Procurement of transportation services for ARV delivery					
Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”					
Procurement of legal aid services					
Procurement of Thermofisher					

COVID-19 tests					
Procurement of examination gloves					
Procurement of infrared thermometers					
Procurement of plastic desk shields					
Procurement of hand sanitizer (gallon)					
Procurement of laptops (12)					
Procurement of milk supplements for infants of mothers living					

with HIV					
Procurement of Gene Xpert TB kits					
Procurement of freight services from Gene Xpert TB kits					

Following the planning of scope management, the requirements were collected as the final planning process for project scope management. As detailed in the *PMBOK® Guide* 5th edition, the Requirements Management Plan, Scope Management Plan, Stakeholder Management Plan, Project Charter and Stakeholder Register were used as inputs to this process. For this process, about five meetings were conducted with the project manager to gather information from the meetings with various stakeholders. In addition to analyzing project documents to produce the Requirements documentation, the Requirements traceability matrix was also generated (Project Management Institute, 2013, p. 111).

Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize: Requirements Document (1.0)

Project: Global Fund's COVID-19 Response Mechanism Funding
Date(s): 1 April 2020
Prepared by: N. Castro (Global Fund Project Manager)

Document status: __ Draft __ Proposed __ Validated __ Approved

1. Introduction

This document contains the requirements for *the Implementation of the Global Fund's COVID-19 Response Mechanism in Belize*. These requirements have been derived from several sources, including the Sponsor, the Principal Recipient and the Sub-Recipients including the Ministry of Health and Wellness.

1.1 Purpose of This Document

This document is intended to guide development of *the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize*. It will go through several stages during the course of the project:

1. **Draft:** The first version, or draft version is compiled after requirements have been discovered, recorded, classified, and prioritized.
2. **Proposed:** The draft document is then proposed as a potential requirements specification for the project. The proposed document should be reviewed by several parties who may comment on any requirements and any priorities, either to agree, to disagree, or to identify missing requirements. Readers

include the project manager, project team, project sponsor, and sub-recipients.

The document may be amended and re- proposed several times before moving to the next stage.

3. **Validated:** Once the various stakeholders have agreed to the requirements in the document, it is considered validated.
4. **Approved:** The validated document is accepted by representatives of each party of stakeholders as an appropriate statement of requirements for the project. The project manager will then use the requirements document as a guide to implementation, and to check the progress of the project as it develops.

1.2 How to Use This Document

We expect that this document will be used by people with different skill sets. Readers must have a level of proficiency that will allow them to understand HIV/AIDS, tuberculosis, COVID-19, key populations, medical equipment and other health related topics.

1.3 Business Case for the Product

The COVID-19 Response Mechanism Funds is the result of an extraordinary replenishment of funds and the need from the increase in COVID-19 cases in Belize that has redirected national funding away from the HIV/TB response programs.

2. General Description

This section will give the reader an overview of the project, including why it was conceived, what it will do when complete, and the types of people we expect will use it. We also list constraints that were faced during development and assumptions we made about how we would proceed.

The project is being undertaken to execute grant funding as part of the COVID-19 Response Mechanism. It will include procurement of equipment, testing supplies, and services to offset the effects of the COVID-19 pandemic on the existing Global Fund grant, the national HIV/TB programs and key populations.

2.1 Project Perspective

The country coordinating mechanism chose to, alongside the Ministry of Health and Wellness and UNDP Belize, apply for additional funding to supplement the existing grant to implement activities that mitigate the impact of COVID-19 on HIV and TB disease programs, actions that reinforce the response to COVID-19 and initiatives that make urgent improvements in health and community systems, including laboratory networks, supply chains and engagement with vulnerable communities.

The primary stakeholders for the project are the Global Fund, UNDP Belize, Ministry of Health and Wellness, CSO Hub, NAC Belize, Hand in Hand Ministries and Belize Family Life Association. The project is being developed by UNDP Belize.

The subrecipients, Ministry of Health and Wellness, Hand in Hand Ministries, Belize Family Life Association, CSO Hub and NAC Belize are the beneficiaries of the project and will receive the procured items to continue services.

2.2 User Characteristics

Clients can be anyone accessing services related to HIV, TB and COVID-19 in the country of Belize. The initial project, however, prioritizes people located in the Belize, Cayo and Stann Creek districts as these are the locations with the highest prevalence of HIV and TB in the country. The project also prioritizes men who have sex with men and trans women as key populations.

2.3 General Constraints

The project should not exceed 255,9536 US dollars. The project duration should not exceed past June 30, 2021. The project however allows for financial closure, delivery of goods and reporting until March 1, 2022.

3. Specific Requirements

The project requirements are listed below:

COVID-19 Gene Xpert kits

Quarterly GMS

Testing swabs

Laboratory technologist services

Zoom subscription

Nurse services

Medical/surgical masks

Psychiatric practitioner services

Hand sanitizer

OI medications

Transportation services for ARV delivery

Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”

Legal aid services

Thermofisher COVID-19 tests

Examination gloves

Infrared thermometers

Plastic desk shields

Hand sanitizer

Laptops

Milk supplements for infants of mothers living with HIV

Gene Xpert TB kits

Freight services from Gene Xpert TB kits

Chart 14 Implementation of Global Fund's COVID-19 Response Mechanism Funding in Belize Requirements Traceability Matrix.

Requirements Traceability Matrix							
Project Name:	Global Fund's COVID-19 Response Mechanism Funding in Belize						
Project Manager Name:	N. Castro						
Project Description:	Project will result in a fully executed budget that will help mitigate the impact of COVID-19 on the HIV/TB response in Belize						
ID	WB S ID	Customer Needs	Functional Requirements	Technical Requirements	Verification	Priority	Comments
001	1.3.1	COVID-19 tests	Procurement of COVID-19 Gene Xpert tests	COVID-19 Gene Xpert tests must meet the requirements of existing laboratory equipment		High	
002	1.3.2	swabs	Procurement of testing swabs	Testing swabs must be able to obtain a nasopharyngeal swab		High	
003	1.3.3	meeting platform	Procurement of Zoom subscription	Zoom subscription must be able to have multiple users with breakout rooms and		Medium	

				unlimited talk time			
004	1.3.4	medication	Procurement of Opportunistic Infections (OI) medications for Orphans and Vulnerable Children (OVC)	Medications must be as per the prescribed list		High	
005	1.3.5	COVID-19 tests	Procurement of Thermofisher COVID-19 tests	COVID-19 tests must be able to meet the requirements of existing laboratory equipment		High	

006	1.3. 6	gloves	Procurement of Examination gloves	examination gloves must be non-sterile and hypoallergenic in sizes M and L.		High	
007	1.3. 7	thermometers	Procurement of infrared thermometers	Thermometers must be handheld and non-contact		High	
008	1.3. 8	barriers	Procurement of plastic desk shields	Desk barriers must be made of plastic and form a barrier between the HIV tester and the client		High	
009	1.3. 9	hand sanitizer	Procurement of hand sanitizer (gallon)	Hand sanitizer must be >60% alcohol		High	
010	1.3. 10	TB tests	Procurement of Gene Xpert Tuberculosis test kits	Gene Xpert TB test kits must be able to meet the requirements of existing Gene		High	

				Xpert laboratory equipment			
011	1.3.11	transportation	Procurement of Freight for Gene Xpert kits	Transportation must deliver the kits within the quarter in which the order was placed		High	
012	1.3.12	administration fee	Charge of GMS	7% standard GMS per GF/UNDP agreement		High	
013	1.3.13	laptops	Procurement of laptops	Laptops must meet the requirements of the UNDP IT officer.		Medium	

014	1.3.14	laboratory technologist	Procurement of laboratory technologist services	Laboratory technologists must have a bachelor's degree and be paid per GOB PayScale		High	
015	1.3.15	formula	Procurement of milk supplements for infants of mothers living with HIV	Milk supplement must be both stage 1 and stage 2 for infants 0-6 months and 6-12 months, respectively		Medium	
016	1.3.16	nurse	Procurement of nurse services	Nurses must have bachelor's degrees, licensed, and be paid per GOB PayScale.		High	
017	1.3.17	masks	Procurement of medical surgical masks	medical surgical masks must be grade II		High	

018	1.3.18	psychiatrist	Procurement of psychiatric practitioner services for key populations	Psychiatrist must be licensed to practice medicine in Belize and will be paid per sessions		High	
019	1.3.19	hand sanitizer	Procurement of hand sanitizer (250mls)	Hand sanitizer must be >60% alcohol		High	
020	1.3.20	transportation	Procurement of delivery services for Antiretrovirals (ARVs) to key populations	Transportation must deliver the ARVs on a monthly basis		High	
021	1.3.21	consultant	Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the	Consultant must be able to deliver the finished product within the same quarter the services are initiated		Low	

			LGBT community in Belize				
022	1.3.22	paralegal	Procurement of legal aid services to key populations	Consultant must be a paralegal and provide services on a per session basis		Medium	

SCOPE MANAGEMENT PLAN

IMPLEMENTATION OF GLOBAL FUND'S COVID-19 RESPONSE

MECHANISM FUNDING TO BELIZE

UNDP BELIZE
BELMOPAN, BELIZE
1 APRIL 2020

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SCOPE MANAGEMENT APPROACH
ROLES AND RESPONSIBILITIES
SCOPE DEFINITION
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SCOPE VERIFICATION
SCOPE CONTROL

Introduction

The Scope Management Plan provides the scope framework for this project. This plan documents the scope management approach; roles and responsibilities as they pertain to project scope; scope definition; verification and control measures; scope change control; and the project's work breakdown structure. Any project communication which pertains to the project's scope should adhere to the Scope Management Plan.

This project is for the implementation of the Global Fund's COVID-19 Response Mechanism funding to Belize. The global pandemic of COVID-19 threatened the Global Fund's investment into the HIV and TB response of Belize and the Ministry of Health infrastructure. This necessitated further investment into the government, civil society and community response to COVID-19 and the reinforcement of the HIV/TB response. The Global Fund's sixth replenishment, for

the period 2020-2022, was the Global Fund's largest and allowed for additional money on hand that was repurposed for COVID-19.

Scope Management Approach

For this project, scope management will be the sole responsibility of the Project Manager. The scope for this project is defined by the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager, Sponsor and Stakeholders will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. Proposed scope changes may be initiated by the Project Manager, Stakeholders or any member of the project team. All change requests will be submitted as **change orders** to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request, the Project Manager has the authority to authorize the scope change if the change does not result in a module-intervention change in budget of greater than 30%. If the change request will result in a greater than 30% change, the Project Manager will submit to the Fund Portfolio Manager. Upon approval of scope changes, the Project Manager will update all project documents and communicate the scope change to all stakeholders through a **change directive**. Based on feedback and input from the Project Manager and Stakeholders, the Project Sponsor is responsible for the acceptance of the final project deliverables and project scope.

Roles and Responsibilities

The Project Manager, Fund Portfolio Manager and Team will all play key roles in managing the scope of this project. As such, the Fund Portfolio Manager, Project Manager, and team members must be aware of their responsibilities in order to ensure that work performed on the project is within the established scope throughout the duration of the project. The table below defines the roles and responsibilities for the scope management of this project.

Chart 15: Scope Management Roles and Responsibilities

Name	Role	Responsibility
Camden Gonzalez	Fund Portfolio Manager The Global Fund	<ol style="list-style-type: none"> <li data-bbox="1105 1041 1373 1293">1. Approve or deny scope change requests as appropriate <li data-bbox="1105 1335 1373 1514">2. Evaluate need for scope change requests <li data-bbox="1105 1556 1341 1654">3. Accept project deliverables

Nyreese Castro	Project Manager Global Fund Project Management Unit UNDP Belize	<ol style="list-style-type: none"> 1. Measure and verify project scope 2. Facilitate scope change requests 3. Facilitate impact assessments of scope change requests 4. Organize and facilitate scheduled change control meetings 5. Communicate outcomes of scope change requests 6. Update project documents upon approval of all scope changes
Project/Finance Associate	Team Members	<ol style="list-style-type: none"> 1. Participate in

Project Team		defining change resolutions 2. Evaluate the need for scope changes and communicate them to the project manager as necessary
Subrecipients	Stakeholders	23. Can propose scope changes 24. Will execute change directives issued by Project Manager

(Castro, 2021)

Scope Definition

The scope for this project was defined through a comprehensive requirements collection process. First, a thorough analysis of all revised project documents, grant

agreements and meeting minutes were completed. From this information, the project manager, project associate and subrecipients developed the requirements management plan, requirements documentation and the requirements traceability matrix for the Global Fund project.

The project deliverables were generated based on the requirements collection process and input from subject matter experts such as the Project Manager, the Fund Portfolio Manager and the Ministry of Health. This process of expert judgement provided feedback on the most effective, safe and cost-efficient ways to meet the requirements.

Project Scope Statement

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria.

Scope Description, Product Acceptance Criteria and Project Deliverables

The project includes the implementation of the Global Fund's COVID-19 Response Mechanism Funding, an addendum to the already existing, Global Fund grant in Belize, Building Resilience Through Innovation and National Accountability for the HIV and TB Response in Belize:

1. Procurement of COVID-19 Gene Xpert kits (452)

The Xpert® Xpress Nasopharyngeal Sample Collection Kit is designed to collect, preserve, and transport nasopharyngeal swab specimens and to preserve and transport nasal aspirate/wash specimens containing viruses from patients with signs and symptoms of respiratory infection prior to analysis with Xpert SARS-CoV-2 tests.

Xpert Xpress Nasopharyngeal Sample Collection Kit (quantity: 100)

Each kit includes a sealed package containing:

- 1 individually wrapped sterile nylon flocked nasopharyngeal swab
 - 1 Xpert Viral Transport Medium tube containing:
2. Quarterly GMS

7% administrative fee collected by all UNDP country offices for implementation of Global Fund Projects

3. Procurement of testing swabs

Nasopharyngeal specimen is the preferred choice for swab-based COVID-19 testing.

A single, polyester swab with a plastic shaft is required.

When collection of a nasopharyngeal swab (NPS) is not possible, the following are acceptable alternatives:

- • An oropharyngeal (OP) specimen
- • A nasal mid-turbinate (NMT) or deep nasal swab

4. Procurement of laboratory technologist services

Two (2) laboratory technologist with an Associate's Degree in Laboratory Science and two years of previous experience after graduation.

Laboratory Technologists are paid per Ministry of Public Service Pay scale 10 at starting salary 20,400 BZD each and 20% gratuity which is standard practice for Government of Belize contracts.

5. Procurement of Zoom subscription

Zoom Pro Meetings

- o Host up to 100 participants
- o 5 GB of cloud recording storage (per license)
- o Automated Captions
- Whiteboard
- o 3 editable boards with 25MB of cloud storage
- Team Chat

- o Chats and channels for collaboration, file sharing, and more

6. Procurement of Nurse services

Salary for registered nurse already employed by Hand in Hand Ministries at 30,000 BZD per annum

7. Procurement of medical/surgical masks

Medical face mask, Type IIR

Protecting healthcare staff and patients from infectious diseases

Medical face mask, Type IIR - EN14683, features include:

- Pleat style with ear loops or ties
- Protective four-layer protection
- Splash resistant layer protection against blood and bodily fluids

Medical face masks help prevent large particles expelled by the wearer (e.g., spit, mucous) from reaching the patient or work environment and help protect the wearer from exposure to blood and/or bodily fluids from the patient or work environment.

Type IIR - EN14683 masks are appropriate for situations where exposure to blood and/or bodily fluids from the patient or work environment is at risk for the healthcare worker.

8. Procurement of psychiatric practitioner services

In collaboration with the MoHW, the CSO Hub will be providing one on one, virtual psychosocial support sessions to key populations affected by COVID

19. The psychiatric practitioner will also participate in peer support groups, as per CSO Hub programming.

9. Procurement of hand sanitizer (250ml)

Hand sanitizer with at least 60% alcohol.

500 bottles

250 milliliters each

10. Procurement of OI medications

Acyclovir

Oral Suspension: 40 mg/mL

Capsules: 200 mg

Tablets: 400 mg and 800 mg

Albendazole

Tablets: 200 mg

Atovaquone

Oral Suspension: 150 mg/mL

Azithromycin

Oral Suspension: 20 mg/mL and 40 mg/mL

Tablets: 250 mg, 500 mg and 600 mg

Ciprofloxacin

Oral Suspension: 50 mg/mL and 100 mg/mL

Tablets: 100 mg, 250 mg, 500 mg, 750 mg

Clindamycin

Oral Solution: 15 mg/mL

Doxycycline

Oral Suspension and Syrup: 5 mg/mL oral suspension and 10 mg/mL oral syrup

Fluconazole

Oral Suspension: 10 mg/mL and 40 mg/mL

Tablets: 50 mg, 100 mg, 150 mg and 200 mg

Itraconazole

Oral Solution: 10 mg/mL

Capsules: 100 mg

Trimethoprim-Sulfamethoxazole

Oral Suspension: TMP 8 mg/mL and SMX 40 mg/mL

Tablets Single Strength: TMP 80 mg and SMX 400 mg

Valacyclovir

Tablets: 500 mg and 1 g

11. Procurement of transportation services for ARV delivery

CSO Hub with the support of the Ministry of Health will deliver Antiretrovirals, on a monthly basis.

Fuel @ 250 USD per month x 12 months for approximately 50 PLHIV in Stann Creek, Cayo, and Belize Districts

12. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”

Local Consultant with one (1) year of previous experience in data analysis and report writing.

13. Procurement of legal aid services

Local legal consultant.

Paralegal with five (5) years of experience investigating human rights violations and working with the LGBT community.

14. Procurement of Thermofisher COVID-19 tests

The Applied Biosystems TaqPath COVID-19 Combo Kit is a fast, highly sensitive multiplex diagnostic solution that contains the assays and controls needed for the real-time PCR detection of RNA from the SARS-CoV-2 virus.

Features of the newly developed multiplex diagnostic kit:

- A complete workflow from viral RNA extraction from up to 94 specimens and genetic analysis using real-time PCR to diagnostic report generation in under 4 hours
- Targeted specificity to 100% of currently available complete genomes for SARS-CoV-2
- Assay targets spike (S), nucleocapsid (N), and Orf1ab (ORF1ab) protein regions having higher specificity and exhibiting lower risk for mutation
- COVID-19 Interpretive Software, which automatically converts genetic analysis data into diagnosis, helping reduce risk of user interpretation error

The TaqPath COVID-19 Combo Kit is a single, high-throughput (1,000 reactions) kit and is recommended for use with either the Applied Biosystems 7500 Fast Dx Real-Time PCR System or the 7500 Fast Real-Time PCR System (RUO version) and the associated Applied Biosystems COVID-19 Interpretive Software.

The TaqPath COVID-19 Combo Kit includes the following components:

- TaqPath RT-PCR COVID-19 Kit

--COVID-19 real-time PCR assay multiplex—multiplexed assays that contain three primer/probe sets specific to different SARS-CoV-2 genomic regions and primers/probes for bacteriophage MS2

--MS2 phage control—internal process control for nucleic acid extraction

- TaqPath COVID-19 Control—RNA control that contains targets specific to the SARS-CoV-2 genomic regions targeted by the assays
- TaqPath COVID-19 Control Dilution Buffer—dilution buffer for the IVT RNA control as defined in the IFU (information for use)

15. Procurement of examination gloves

Medical use Nitrile examination gloves are suitable in work environments where there is possible contact with bodily fluids, microorganisms, and chemicals. They do not contain natural rubber latex and are an excellent alternative for those suffering from Type I allergies. The powder-free gloves offer high flexibility, tactility, tear and chemical resistance. Nitrile gloves can be designed with a special Nitrile formulation so that they feel and fit like latex and allow full range of motion and excellent flexibility to minimize stress and fatigue.

- Ultra Soft to minimize stress.

- 100% Latex Free.
- Powder Free. Non-sterile.
- Stronger. Meets/exceeds NFPA requirements.
- Tested using medical level standard ASTM D6319.
- Blue color.
- 100/box, 10 boxes/case.
- 2 thickness options: 3mil and 4mil, satisfy all situations.
- Length: 9.5"

16. Procurement of infrared thermometers

Instant Body Temperature Reading

No Touch, designed to take the Human Body Temperature Instantly at the Center of Forehead from 1.2 to 2 in. (3 to 5 cm).

Prevents cross-infection between multiple people.

Can store up to 10 temperature readings and recall them at any time.

Battery powered.

Automatic data retention and automatic shutdown, buzzer alert function, setting alarm values, backlit LCD display, memorizing the last 32 measured values

17. Procurement of plastic desk shields

Made from acrylic.

Rounded edges for safety.

Designed to prevent the spread of germs.

Clear

Height – 24 inches

Width – 24 inches

18. Procurement of hand sanitizer (gallon)

Hand sanitizer with at least 60% alcohol.

60 gallons

1 gallon each

19. Procurement of laptops (12)

Operating system Windows 11

Processor Intel® Core™ i5-1240P (up to 4.4 GHz with Intel® Turbo Boost Technology, 12 MB L3 cache, 12 cores, 16 threads)

Graphics Integrated: Intel® Iris® X^e Graphics

Display 15.6" diagonal, FHD (1920 x 1080), multitouch-enabled, IPS, edge-to-edge glass, micro-edge, Corning® Gorilla® Glass NBT™, 400 nits, 100% sRGB

Display brightness 400 nits

Display color gamut 100% sRGB

Fingerprint reader

Fingerprint reader

Memory 8 GB DDR4-3200 MHz RAM (2 x 4 GB)

Storage 256 GB PCIe® NVMe™ TLC M.2 SSD

Wireless technology Intel® Wi-Fi 6E AX211 (2x2) and Bluetooth® 5.2 combo (Supporting Gigabit data rate)

Power supply 65 W AC power adapter

Battery 3-cell, 51 Wh Li-ion polymer

Battery life Up to 9 hours and 45 minutes

Video Playback Battery Life Up to 13 hours

Battery Recharge Time Supports battery fast charge

External I/O Ports 1 Thunderbolt™ 4 with USB4™ Type-C® 40Gbps signaling rate (USB Power Delivery, DisplayPort™ 1.4, HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate (HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate; 1 HDMI 2.1; 1 AC smart pin; 1 headphone/microphone combo

Expansion slots 1 multi-format SD media card reader

Webcam HP Wide Vision 720p HD camera with camera shutter, temporal noise reduction and integrated dual array digital microphones

Audio Dual speakers; HP Audio Boost

Sensors Accelerometer; eCompass; Gyroscope; IR Thermal sensor

Pointing device HP Imagepad with multi-touch gesture support; Precision Touchpad Support

Keyboard Full-size, backlit, natural silver keyboard

Dimensions (W X D X H) 14.13 x 8.98 x 0.72 in

Warranty 1-year limited hardware warranty.

20. Procurement of milk supplements for infants of mothers living with HIV

2066 tins of infant formula

Stage 1 – 0 to 6months

Stage 2 – 6 months to 12 months

21. Procurement of Gene Xpert TB kits The Xpert® MTB/RIF Assay, performed

on the GeneXpert® Instrument Systems, is a qualitative, nested real-time polymerase chain reaction (PCR) in vitro diagnostic test for the detection of Mycobacterium tuberculosis complex DNA in raw sputum or concentrated sputum sediment prepared from induced or expectorated sputum. In specimens where Mycobacterium tuberculosis complex (MTB-complex) is detected, the Xpert MTB/RIF Assay also detects the rifampin-resistance associated mutations of the rpoB gene.

On-demand results that empowers physicians to manage patients effectively

As few as one negative result can be used in the decision to remove patient from respiratory isolation

Simultaneous detection of both MTB and rifampin resistance mutations, which are markers for MDR-TB strain

Acceptable samples include raw or concentrated sediments prepared from induced or expectorated sputum

22. Procurement of freight services from Gene Xpert TB kits Freight transportation from supplier to laboratory.

Chart 16: Scope Definition

<p>1. Procurement of COVID-19 Gene Xpert kits (452)</p>	<p>The Xpert® Xpress Nasopharyngeal Sample Collection Kit is designed to collect, preserve, and transport nasopharyngeal swab specimens and to preserve and transport nasal aspirate/wash specimens containing viruses from patients with signs and symptoms of respiratory infection prior to analysis with Xpert SARS-CoV-2 tests.</p> <p>Xpert Xpress Nasopharyngeal Sample Collection Kit (quantity: 100)</p>
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	<p>Each kit includes a sealed package containing:</p> <ul style="list-style-type: none"> • 1 individually wrapped sterile nylon flocked nasopharyngeal swab • 1 Xpert Viral Transport Medium tube containing:
2. Quarterly GMS	7% administrative fee
3. Procurement of testing swabs	<p>Nasopharyngeal specimen is the preferred choice for swab-based COVID-19 testing.</p> <p>A single, polyester swab with a plastic shaft is required.</p> <p>When collection of a nasopharyngeal swab (NPS) is not possible, the following are acceptable alternatives:</p> <ul style="list-style-type: none"> • • An oropharyngeal (OP) specimen • • A nasal mid-turbinate (NMT) or deep nasal swab
4. Procurement of laboratory technologist services	Two (2) laboratory technologist with an Associate's Degree in Laboratory Science and two years of previous experience after graduation.

	<p>Laboratory Technologists are paid per Ministry of Public Service Pay scale 10 at starting salary 20,400 BZD each and 20% gratuity which is standard practice for Government of Belize contracts.</p>
<p>5. Procurement of Zoom subscription</p>	<p>Zoom Pro</p> <ul style="list-style-type: none"> • Meetings <ul style="list-style-type: none"> ○ Host up to 100 participants ○ 5 GB of cloud recording storage (per license) ○ Automated Captions • Whiteboard <ul style="list-style-type: none"> ○ 3 editable boards with 25MB of cloud storage • Team Chat <ul style="list-style-type: none"> ○ Chats and channels for collaboration, file sharing, and more
<p>6. Procurement of Nurse services</p>	<p>Salary for registered nurse already employed by Hand in Hand Ministries at 30,000 BZD per annum</p>
<p>7. Procurement of medical/surgical masks</p>	<p>Medical face mask, Type IIR</p> <p>Protecting healthcare staff and patients from infectious diseases</p> <p>Medical face mask, Type IIR - EN14683, features include:</p>

	<ul style="list-style-type: none"> • Pleat style with ear loops or ties • Protective four-layer protection • Splash resistant layer protection against blood and bodily fluids <p>Medical face masks help prevent large particles expelled by the wearer (e.g. spit, mucous) from reaching the patient or work environment and help protect the wearer from exposure to blood and/or bodily fluids from the patient or work environment.</p> <p>Type IIR - EN14683 masks are appropriate for situations where exposure to blood and/or bodily fluids from the patient or work environment is at risk for the healthcare worker.</p>
<p>8. Procurement of psychiatric practitioner services</p>	<p>In collaboration with the MoH, the CSO Hub will be providing one on one, virtual psychosocial support sessions to key populations affected by COVID 19.</p> <p>The psychiatric practitioner will also participate in</p>

	peer support groups, as per CSO Hub programming.
9. Procurement of hand sanitizer (250ml)	Hand sanitizer with at least 60% alcohol. 500 bottles 250 milliliters each
10. Procurement of OI medications	Acyclovir <u>Oral Suspension:</u> <ul style="list-style-type: none"> • 40 mg/mL <u>Capsules:</u> <ul style="list-style-type: none"> • 200 mg <u>Tablets:</u> <ul style="list-style-type: none"> • 400 mg • 800 mg Albendazole <u>Tablets:</u> <ul style="list-style-type: none"> • 200 mg Atovaquone <u>Oral Suspension:</u> <ul style="list-style-type: none"> • 150 mg/mL Azithromycin <u>Oral Suspension:</u> <ul style="list-style-type: none"> • 20 mg/mL • 40 mg/mL <u>Tablets:</u> <ul style="list-style-type: none"> • 250 mg • 500 mg • 600 mg Ciprofloxacin <u>Oral Suspension:</u> <ul style="list-style-type: none"> • 50 mg/mL • 100 mg/mL <u>Tablets:</u> <ul style="list-style-type: none"> • 100 mg • 250 mg • 500 mg • 750 mg Clindamycin <u>Oral Solution:</u>

	<ul style="list-style-type: none"> • 15 mg/mL <p>Doxycycline</p> <p><u>Oral Suspension and Syrup:</u></p> <ul style="list-style-type: none"> • 5 mg/mL oral suspension • 10 mg/mL oral syrup <p>Fluconazole</p> <p><u>Oral Suspension:</u></p> <ul style="list-style-type: none"> • 10 mg/mL • 40 mg/mL <p><u>Tablets:</u></p> <ul style="list-style-type: none"> • 50 mg • 100 mg • 150 mg • 200 mg <p>Itraconazole</p> <p><u>Oral Solution:</u></p> <ul style="list-style-type: none"> • 10 mg/mL <p><u>Capsules:</u></p> <ul style="list-style-type: none"> • 100 mg <p>Trimethoprim-Sulfamethoxazole</p> <p><u>Oral Suspension:</u></p> <ul style="list-style-type: none"> • TMP 8 mg/mL and SMX 40 mg/mL <p><u>Tablets</u></p> <p><i>Single Strength:</i></p> <ul style="list-style-type: none"> • TMP 80 mg and SMX 400 mg <p>Valacyclovir</p> <p><u>Tablets:</u></p> <ul style="list-style-type: none"> • 500 mg • 1 g
<p>11. Procurement of transportation services for ARV delivery</p>	<p>CSO Hub with the support of the Ministry of Health will deliver Antiretrovirals, on a monthly basis.</p> <p>Fuel @ 250 USD per month x 12 months for approximately 50 PLHIV in Stann Creek, Cayo, and Belize Districts</p>

<p>12. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”</p>	<p>Local Consultant with one (1) year of previous experience in data analysis and report writing.</p>
<p>13. Procurement of legal aid services</p>	<p>Local legal consultant.</p> <p>Paralegal with five (5) years of experience investigating human rights violations and working with the LGBT community.</p>
<p>14. Procurement of Thermofisher COVID-19 tests</p>	<p>The Applied Biosystems TaqPath COVID-19 Combo Kit is a fast, highly sensitive multiplex diagnostic solution that contains the assays and controls needed for the real-time PCR detection of RNA from the SARS-CoV-2 virus.</p> <p>Features of the newly developed multiplex diagnostic kit:</p> <ul style="list-style-type: none"> • A complete workflow from viral RNA extraction from up to 94 specimens and genetic analysis using

	<p>real-time PCR to diagnostic report generation in under 4 hours</p> <ul style="list-style-type: none">• Targeted specificity to 100% of currently available complete genomes for SARS-CoV-2• Assay targets spike (S), nucleocapsid (N), and Orf1ab (ORF1ab) protein regions having higher specificity and exhibiting lower risk for mutation• COVID-19 Interpretive Software, which automatically converts genetic analysis data into diagnosis, helping reduce risk of user interpretation error <p>The TaqPath COVID-19 Combo Kit is a single, high-throughput (1,000 reactions) kit and is recommended for use with either the Applied Biosystems 7500 Fast Dx Real-Time PCR System or the 7500 Fast Real-Time PCR System (RUO version) and the associated Applied Biosystems COVID-19 Interpretive Software.</p> <p>The TaqPath COVID-19 Combo Kit includes the</p>
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	<p>following components:</p> <ul style="list-style-type: none"> • TaqPath RT-PCR COVID-19 Kit <ul style="list-style-type: none"> --COVID-19 real-time PCR assay multiplex— <p>multiplexed assays that contain three primer/probe sets specific to different SARS-CoV-2 genomic regions and primers/probes for bacteriophage MS2</p> <ul style="list-style-type: none"> --MS2 phage control—internal process control for nucleic acid extraction <ul style="list-style-type: none"> • TaqPath COVID-19 Control—RNA control that contains targets specific to the SARS-CoV-2 genomic regions targeted by the assays • TaqPath COVID-19 Control Dilution Buffer—dilution buffer for the IVT RNA control as defined in the IFU (information for use)
<p>15. Procurement of examination gloves</p>	<p>Medical use Nitrile examination gloves are suitable in work environments where there is possible contact with bodily fluids, microorganisms, and chemicals. They do not contain natural rubber latex and are an excellent alternative for those suffering from Type I</p>

	<p>allergies. The powder-free gloves offer high flexibility, tactility, tear and chemical resistance.</p> <p>Nitrile gloves can be designed with a special Nitrile formulation so that they feel and fit like latex and allow full range of motion and excellent flexibility to minimize stress and fatigue.</p> <ul style="list-style-type: none"> • Ultra-Soft to minimize stress. • 100% Latex Free. • Powder Free. Non-sterile. • Stronger. Meets/exceeds NFPA requirements. • Tested using medical level standard ASTM D6319. • Blue color. • 100/box, 10 boxes/case. • 2 thickness options: 3mil and 4mil, satisfy all situations. • Length: 9.5"
16. Procurement of	Instant Body Temperature Reading

<p>infrared thermometers</p>	<p>No Touch, designed to take the Human Body Temperature Instantly at the Center of Forehead from 1.2 to 2 in. (3 to 5 cm).</p> <p>Prevents cross-infection between multiple people.</p> <p>Can store up to 10 temperature readings and recall them at any time.</p> <p>Battery powered.</p> <p>Automatic data retention and automatic shutdown, buzzer alert function, setting alarm values, backlit LCD display, memorizing the last 32 measured values</p>
<p>17. Procurement of plastic desk shields</p>	<p>Made from acrylic.</p> <p>Rounded edges for safety.</p> <p>Designed to prevent the spread of germs.</p> <p>Clear</p> <p>Height – 24 inches</p> <p>Width – 24 inches</p>

18. Procurement of hand sanitizer (gallon)	<p>Hand sanitizer with at least 60% alcohol.</p> <p>60 gallons</p> <p>1 gallon each</p>
19. Procurement of laptops (12)	<p>Operating system</p> <p>Windows 11</p> <p>Processor</p> <p>Intel® Core™ i5-1240P (up to 4.4 GHz with Intel® Turbo Boost Technology, 12 MB L3 cache, 12 cores, 16 threads)</p> <p>Graphics</p> <p>Integrated: Intel® Iris® X^e Graphics</p> <p>Display</p> <p>15.6" diagonal, FHD (1920 x 1080), multitouch-enabled, IPS, edge-to-edge glass, micro-edge, Corning® Gorilla® Glass NBT™, 400 nits, 100% sRGB</p> <p>Display brightness</p> <p>400 nits</p>

	<p>Display color gamut</p> <p>100% sRGB</p> <p>Fingerprint reader</p> <p>Fingerprint reader</p> <p>Memory</p> <p>8 GB DDR4-3200 MHz RAM (2 x 4 GB)</p> <p>Storage</p> <p>256 GB PCIe® NVMe™ TLC M.2 SSD</p> <p>Optical drive</p> <p>Optical drive not included</p> <p>Wireless technology</p> <p>Intel® Wi-Fi 6E AX211 (2x2) and Bluetooth® 5.2 combo (Supporting Gigabit data rate)</p> <p>Power supply</p> <p>65 W AC power adapter</p> <p>Battery</p> <p>3-cell, 51 Wh Li-ion polymer</p> <p>Battery life</p> <p>Up to 9 hours and 45 minutes</p> <p>Video Playback Battery Life</p>
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	<p>Up to 13 hours</p> <p>Battery Recharge Time</p> <p>Supports battery fast charge</p> <p>External I/O Ports</p> <p>1 Thunderbolt™ 4 with USB4™ Type-C® 40Gbps signaling rate (USB Power Delivery, DisplayPort™ 1.4, HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate (HP Sleep and Charge); 1 SuperSpeed USB Type-A 10Gbps signaling rate; 1 HDMI 2.1; 1 AC smart pin; 1 headphone/microphone combo</p> <p>Expansion slots</p> <p>1 multi-format SD media card reader</p> <p>Webcam</p> <p>HP Wide Vision 720p HD camera with camera shutter, temporal noise reduction and integrated dual array digital microphones</p> <p>Audio</p> <p>Dual speakers; HP Audio Boost</p> <p>Sensors</p>
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	<p>Accelerometer; eCompass; Gyroscope; IR Thermal sensor</p> <p>Pointing device</p> <p>HP Imagepad with multi-touch gesture support; Precision Touchpad Support</p> <p>Keyboard</p> <p>Full-size, backlit, natural silver keyboard</p> <p>Dimensions (W X D X H)</p> <p>14.13 x 8.98 x 0.72 in</p> <p>Warranty</p> <p>1-year limited hardware warranty.</p>
<p>20. Procurement of milk supplements for infants of mothers living with HIV</p>	<p>2066 tins of infant formula</p> <p>Stage 1 – 0 to 6months</p> <p>Stage 2 – 6 months to 12 months</p>
<p>21. Procurement of Gene Xpert TB kits</p>	<p>The Xpert[®] MTB/RIF Assay, performed on the GeneXpert[®] Instrument Systems, is a qualitative, nested real-time polymerase chain reaction (PCR) in vitro diagnostic test for the detection of</p>

	<p>Mycobacterium tuberculosis complex DNA in raw sputum or concentrated sputum sediment prepared from induced or expectorated sputum. In specimens where Mycobacterium tuberculosis complex (MTB-complex) is detected, the Xpert MTB/RIF Assay also detects the rifampin-resistance associated mutations of the rpoB gene.</p> <p>On-demand results that empowers physicians to manage patients effectively</p> <p>As few as one negative result can be used in the decision to remove patient from respiratory isolation</p> <p>Simultaneous detection of both MTB and rifampin resistance mutations, which are markers for MDR-TB strain</p> <p>Acceptable samples include raw or concentrated sediments prepared from induced or expectorated sputum</p>
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22. Procurement of freight services from Gene Xpert TB kits	Freight transportation from supplier to laboratory.
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(Castro, 2021)

Project Deliverables and Acceptance Criteria

The project deliverables are as follows:

1. COVID-19 Gene Xpert kits
2. Testing swabs
3. Laboratory Technologist services
4. Zoom subscription
5. Nursing services
6. Medical/surgical masks
7. Psychiatric practitioner services
8. Hand sanitizer (500ml)
9. OI medication
10. ARV delivery services
11. COVID-19 survey of the LGBT community in Belize survey
12. Legal aid services

13. Thermofisher COVID-19 tests
14. Examination gloves
15. Infrared thermometers
16. Plastic desk shields
17. Hand sanitizer (gallon)
18. Laptops
19. Milk supplements
20. Gene Xpert TB kits
21. Transport for Gene Xpert TB kits

Project deliverables will only be accepted if fulfilled entirely. If requirements are not met, additional vendors will be sought. This will follow the change management, procurement management and vendor management processes detailed in the appropriate sections.

Project Exclusions

Gene Xpert and PCR equipment will not be procured during this project. Gene Xpert consumables, i.e., Gene Xpert TB kits and Gene Xpert TB kits will use the existing equipment owned by the Ministry of Health. Thermofisher tests will use the existing PCR equipment owned by the Ministry of Health.

Project Constraints

The C19RM funds should be incorporated into the existing Global Fund grant. The additional project funds should not exceed \$255,952 (USD). The project durations should not exceed twelve (12) months.

Project Assumptions

It is assumed that the same UNDP Belize Global Fund Project Management Unit (PMU) will manage the additional C19RM project

It is assumed that the same project and financial management procedures will be employed.

It is assumed that the same subrecipients will be used, i.e., CSO Hub, Ministry of Health and Wellness, Belize Family Life Association, the National AIDS Commission and Hand in Hand Ministries.

It is assumed that sufficient COVID-19, HIV and Tuberculosis commodities are available on the market for procurement through the various procurement platforms.

It is assumed that beneficiaries will accept the services.

It is assumed that the project will be completed in eighteen (18) months.

It is assumed that the project management unit can execute \$255,952 USD.

It is assumed that the country coordinating mechanism will approve the project according to the developed budget.

It is assumed that UNDP Belize will charge a standard 7% management fee (GMS) in a pay as you go fashion for all funds executed.

It is assumed that UNDP Belize will utilize Wamboos and/or existing Long-Term Agreements (LTAs) with vendors to bypass the tendering process and expedite procurement of medical tests and supplies.

Work Breakdown Structure

In order to effectively manage the work required to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work per week. This will allow the Project Manager to more effectively manage the project's scope as the project team works on the tasks necessary for project completion. The project is broken down into six phases: the initiation phase, the design phase, the implementation phase, the monitoring and evaluating phase, closure phase, post project/reporting phase. Each of these phases is then subdivided further down to work packages (see WBS below).

1.1.1	Collect GF and SR requirements	GF PM	4/1/20	4/1/20
1.1.2	GF and SR Briefing and Research	GF PM	4/2/20	4/2/20
1.1.3	Research Materials and Methods	GF PM	4/3/20	4/3/20
1.1.4	Perform Cost Analysis and Determine Initial Budget	GF PM	4/4/20	4/4/20
1.2	Design Phase			
1.2.1	PR activities	GF PM	4/5/20	4/16/20
1.2.2	SR activities	GF PM	4/5/20	4/16/20
1.2.3	SR agreements	GF Project Team	5/5/20	4/16/20
1.3	Implementation Phase			
1.3.1	Procurement of COVID-19 Gene Xpert tests	GF PM - PR	5/1/20	6/30/20
1.3.2	Procurement of testing swabs	GF PM - PR	7/1/20	9/30/20
1.3.3	Procurement of Zoom subscription	GF PM - PR	7/1/20	9/30/20
1.3.4	Procurement of Opportunistic Infections (OI) medications for Orphans and Vulnerable Children (OVC)	GF PM - PR	7/1/20	9/30/20
1.3.5	Procurement of Thermofisher COVID-19 tests	GF PM - PR	7/1/20	9/30/20
1.3.6	Procurement of Examination gloves	GF PM - PR	7/1/20	9/30/20
1.3.7	Procurement of infrared thermometers	GF PM - PR	7/1/20	9/30/20
1.3.8	Procurement of plastic desk shields	GF PM - PR	7/1/20	9/30/20
1.3.9	Procurement of hand sanitizer (gallon)	GF PM - PR	7/1/20	9/30/20
1.3.10	Procurement of Gene Xpert Tuberculosis test kits	GF PM - PR	7/1/20	9/30/20
1.3.11	Procurement of Freight for Gene Xpert kits	GF PM - PR	7/1/20	9/30/20
1.3.12	Charge of GMS	GF PM - PR	5/1/20	6/30/21
1.3.13	Procurement of laptops	GF PM - PR	7/1/20	9/30/20

1.3.14	Procurement of laboratory technologist services	MoHW - SR	7/1/20	6/30/21
1.3.15	Procurement of milk supplements for infants of mothers living with HIV	MoHW - SR	7/1/20	9/30/20
1.3.16	Procurement of nurse services	HnH - SR	7/1/20	6/30/21
1.3.17	Procurement of medical surgical masks	CSO Hub - SR	7/1/20	9/30/20
1.3.18	Procurement of psychiatric practitioner services for key populations	CSO Hub - SR	7/1/20	6/30/21
1.3.19	Procurement of hand sanitizer (250mls)	CSO Hub - SR	7/1/20	9/30/20
1.3.20	Procurement of delivery services for Antiretrovirals (ARVs) to key populations	CSO Hub - SR	7/1/20	6/30/21
1.3.21	Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the LGBT community in Belize	CSO Hub - SR	7/1/20	9/30/20
1.3.22	Procurement of legal aid services to key populations	CSO Hub - SR	7/1/20	6/30/21
1.4	Monitoring and Evaluation Phase			
1.4.1	Handing over	GF PM - PR	9/1/20	9/30/20
1.4.2	Site Visits	GF PM - PR	9/30/20	6/30/21
1.4.3	Confirmation of Reporting Templates	GF PM - PR	9/1/20	9/30/20
1.5	Closure Phase			
1.5.1	SR Reporting	MoHW - SR	7/30/21	7/30/21
1.5.2	Programmatic Review	GF PM - PR	8/15/21	8/15/21
1.5.3	Financial Review	GF PM - PR	8/15/21	8/15/21
1.6	Reporting Phase			
1.6.1	PR Programmatic Reporting	GF PM - PR	9/15/21	9/30/21
1.6.2	PR Financial Reporting	GF PM - PR	9/15/21	9/30/21
1.6.3	Submission of PUDR	GF PM - PR	9/30/21	9/30/21

1.6.4	LFA Review	GF	10/15/21	10/15/21
1.6.5	Grant Rating	GF	10/20/21	10/20/21

(Castro, 2021)

Chart 18: WBS Definition

WBS Level	WBS NUMBER	TASK TITLE	Description of Work	Deliverables
1	1.1	Initiation Phase	Commencement of Conceptualization	
2	1.1.1	Collect GF and SR requirements	Meetings held to ascertain needs	Initial Requirements Documentation
2	1.1.2	GF and SR Briefing and Research	Briefing to SRs and GF	Client Directive
2	1.1.3	Research Materials and Methods	Research materials and methodologies that can be used for the project	Project Documentation

2	1.1.4	Perform Cost Analysis and Determine Initial Budget	Calculate the type of financial commitment needed based on the requirements from the client to complete the project	Cost Evaluation
1	1.2	Design Phase		
2	1.2.1	PR activities	Meetings to develop and finalize PR activities	Project Documentation
2	1.2.2	SR activities	Meetings to develop and finalize SR activities	Project Documentation
2	1.2.3	SR agreements	Finalize and sign SR agreements	SR agreement
1	1.3	Implementation Phase		
2	1.3.1	Procurement of COVID-19 Gene Xpert tests	Project execution	COVID-19 Gene Xpert tests
2	1.3.2	Procurement of testing swabs	Project execution	Testing swabs

2	1.3.3	Procurement of Zoom subscription	Project execution	Zoom subscription
2	1.3.4	Procurement of Opportunistic Infections (OI) medications for Orphans and Vulnerable Children (OVC)	Project execution	OI medications
2	1.3.5	Procurement of Thermofisher COVID-19 tests	Project execution	COVID-19 Thermofisher tests
2	1.3.6	Procurement of Examination gloves	Project execution	examination gloves
2	1.3.7	Procurement of infrared thermometers	Project execution	infrared thermometers
2	1.3.8	Procurement of plastic desk shields	Project execution	Plastic desk shields

2	1.3.9	Procurement of hand sanitizer (gallon)	Project execution	hand sanitizer
2	1.3.10	Procurement of Gene Xpert Tuberculosis test kits	Project execution	Gene Xpert TB tests
2	1.3.11	Procurement of Freight for Gene Xpert kits	Project execution	Freight
2	1.3.12	Charge of GMS	Project execution	Administration fees
2	1.3.13	Procurement of laptops	Project execution	Laptops
2	1.3.14	Procurement of laboratory technologist services	Project execution	Laboratory technologist services
2	1.3.15	Procurement of milk supplements for infants of mothers living with HIV	Project execution	Milk supplements

2	1.3.16	Procurement of nurse services	Project execution	Nurse services
2	1.3.17	Procurement of medical surgical masks	Project execution	medical surgical masks
2	1.3.18	Procurement of psychiatric practitioner services for key populations	Project execution	Psychiatric practitioner services
2	1.3.19	Procurement of hand sanitizer (250mls)	Project execution	Hand sanitizer
2	1.3.20	Procurement of delivery services for Antiretrovirals (ARVs) to key populations	Project execution	ARV delivery

2	1.3.21	Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the LGBT community in Belize	Project execution	Survey results
2	1.3.22	Procurement of legal aid services to key populations	Project execution	Legal aid services
1	1.4	Monitoring and Evaluation Phase		
2	1.4.1	Handing over	Finalize delivery of procured items	Checklist
2	1.4.2	Site Visits	Monitoring visits to confirm project activities	M&E reports
2	1.4.3	Confirmation of Reporting Templates	Finalize reporting template	Reporting template

1	1.5	Closure Phase	Phase that signifies completion of the project	
2	1.5.1	SR Reporting	SR report finalized	SR reports
2	1.5.2	Programmatic Review	PR review of SR programmatic report	M&E reports
2	1.5.3	Financial Review	PR review of SR financial report	Financial reports
1	1.6	Reporting Phase		
2	1.6.1	PR Programmatic Reporting	PR finalizes programmatic report	PR report
2	1.6.2	PR Financial Reporting	PR finalizes financial report	PR financial report
2	1.6.3	Submission of PUDR	PR submit Progress Update to the GF	Submission of PUDR to GF
2	1.6.4	LFA Review	Local Fund Agent reviews PR reports	LFA report
2	1.6.5	Grant Rating	GF scores and issues final grant rating	Grant rating

(Castro, 2021)

Scope Verification

As this project progresses, the Project Manager will verify interim project deliverables against the original scope as defined in the scope statement, WBS and WBS Dictionary. Once the Project Manager verifies that the scope meets the requirements defined in the project plan, the Project Manager and Fund Portfolio Manager will meet for formal acceptance of the deliverable. During this meeting, the Project Manager will present the deliverable to the Project Sponsor for formal acceptance. The Fund Portfolio Manager will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work remains within the scope of the project on a consistent basis throughout the life of the project.

Scope Validation

After the Fund Portfolio Manager accepts the deliverable and signs the project deliverable acceptance document, the process will be repeated with the corresponding subrecipients for scope validation. The Project Manager will meet with the Subrecipient representatives for formal acceptance of the deliverable. During this meeting, the Project Manager will present the deliverable to the subrecipients for formal acceptance. The subrecipient representatives will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work

remains within the scope of the project on a consistent basis throughout the life cycle of the project.

Scope Control

The Project Manager and the project team will work together to control the scope of the project. The project team will leverage the WBS Dictionary by using it as a statement of work for each WBS element. The project team will ensure that they perform only the work described in the WBS dictionary and generate the defined deliverables for each WBS element. The Project Manager will oversee the project team and the progression of the project to ensure that the scope control process is followed.

If a change to the project scope is needed, the process for recommending changes to the scope of the project must be carried out. Any project team member, subrecipient or Fund Portfolio Manager can request changes to the project scope. All change requests must be submitted to the Project Manager in the form of a project **change order**. The Project Manager will then review the suggested change to the scope of the project. The Project Manager will then either deny the change request if it does not apply to the intent of the project or convene a change control meeting between the project team and Fund Portfolio Manager to review the change request further and perform an impact assessment of the change. If the change request

receives approval by the Project Manager and Fund Portfolio Manager, the Project Manager will then formally submit the change request to the Fund Portfolio Manager who will then formally accept the change by signing the **change order**. Upon acceptance of the scope change by the Project Manager and Fund Portfolio Manager, the Project Manager will update all project documents and communicate the **scope directive** to all project team members and stakeholders.

FUND PORTFOLIO MANAGER ACCEPTANCE

Approved by: _____

PROJECT MANAGER

Date: _____

4.3. Project Time Management

The project time management planning processes were conducted after Project Scope and Cost Management. The first process in project time management involved developing the Schedule Management Plan that would be used to guide the lifecycle of the project's schedule. The Project Charter and the Scope Management Plan were used as inputs to this process to gather information regarding the Scope Baseline and the summary milestone schedule. The tools and techniques used were expert judgement, analytical techniques, and meetings in order to create the Schedule Management Plan in **chart 18** below.

SCHEDULE MANAGEMENT PLAN

IMPLEMENTATION OF THE GLOBAL FUND’S COVID-19 RESPONSE

MECHANISM FUNDING IN BELIZE

BELMOPAN, BELIZE

APRIL 30, 2020

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Introduction

The project schedule is the guide for how the project will be completed and finished. The schedule is a critical part of this project because it provides the project team and sponsor with a visual picture of the project’s standing at any given time. The schedule management plan is used to define the technique the project team will use in creating the project schedule. This plan also comprises how the team will review the project schedule and manages changes after the standard schedule has been approved. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule- related changes.

Schedule Management Approach

Project schedules will be made using Microsoft Excel. Activity definition will identify the specific work packages which must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages in order to complete schedule development.

Once an initial schedule has been developed, the project manager and assistant project manager will assess it cautiously to review assigned project tasks. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the project sponsor will review and approve the schedule and it will then be baselined.

The following are designated as milestones for the project schedule:

1. Project Update Submitted
2. Implementation Letter Issued
3. Signed Implementation letter

4. Project Initiation/Kick-off
5. Project Defined
6. Detailed Budget Developed
7. Disbursement Request Submitted
8. Subrecipient Workplans Developed
9. Signed Subrecipient Grant Agreements
10. Procurement of COVID-19 Gene Xpert kits (452)
11. Quarterly GMS
12. Procurement of COVID-19 Gene Xpert kits (2100)
13. Procurement of testing swabs
14. Procurement of laboratory technologist services
15. Procurement of Zoom subscription
16. Procurement of Nurse services
17. Procurement of medical/surgical masks

18. Procurement of psychiatric practitioner services
19. Procurement of hand sanitizer (250ml)
20. Procurement of OI medications
21. Procurement of transportation services for ARV delivery
22. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”
23. Procurement of legal aid services
24. Procurement of Thermofisher COVID-19 tests
25. Procurement of examination gloves
26. Procurement of infrared thermometers
27. Procurement of plastic desk shields
28. Procurement of hand sanitizer (gallon)
29. Procurement of laptops
30. Procurement of milk supplements for infants of mothers living with HIV

31. Quarterly GMS
32. Procurement of laboratory technologist services
33. Procurement of Nurse services
34. Procurement of psychiatric practitioner services
35. Procurement of transportation services for ARV delivery
36. Procurement of legal aid services
37. Quarterly GMS
38. Procurement of laboratory technologist services
39. Procurement of Nurse services
40. Procurement of psychiatric practitioner services
41. Procurement of transportation services for ARV delivery
42. Procurement of legal aid services
43. Procurement of Gene Xpert TB kits
44. Procurement of freight services from Gene Xpert TB kits

45. Quarterly GMS
46. Procurement of laboratory technologist services
47. Procurement of Nurse services
48. Procurement of psychiatric practitioner services
49. Procurement of transportation services for ARV delivery
50. Procurement of legal aid services
51. Quarterly GMS
52. Project Update to funder
53. Local Fund Agent (LFA) visit
54. Grant Rating Issued

Roles and responsibilities for schedule development are as follows:

The project manager will be responsible for facilitating the breakdown of work packages into activities that provide a basis for sequencing and estimating duration and resources with the project team. The project manager will also create the project schedule using MS Excel and validate the schedule with the project team, and

stakeholders. The project manager will obtain schedule approval from the stakeholders and baseline the schedule.

The project team is responsible for participating in work, and duration and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The project stakeholders will participate in reviews of the proposed schedule, assist in its validation and approve the final schedule before it is baselined.

Schedule Control

The project schedule will be reviewed and updated as necessary when new or old information is added or deleted. It will include the actual start, finish and percentages of the completion.

The project manager is responsible for holding schedule updates or review meetings and determining of schedule modifications. Submitting schedule change requests and reporting schedule status in accordance with the project's communications plan will be left to the project manager.

The project team is responsible for participating in schedule updates or review meeting sessions. The team must communicate any changes of the actual start/finish

dates to the project manager. Finally, the team will participate in schedule variance resolution activities as needed.

The project stakeholder(s) will maintain awareness of the project schedule status and review/approve any schedule change requests submitted by the project manager.

Schedule Changes and Thresholds

If any member of the project team determines that a modification to the schedule is essential, the project manager and team will meet to assess and evaluate the change. The project manager and project team must conclude which tasks will be impacted, any variance resulting from the potential change, and any alternatives or variance resolution activities they may employ to see how they would affect the scope, schedule, and resources. If, after this evaluation is complete, the project manager determines that any change will surpass the established schedule constraints, then a schedule change request must be submitted.

Submittal of a schedule change request to the project stakeholder(s) for approval is required if either of the two following conditions is true:

- The proposed change is estimated to increase the duration of an individual work package by 15% or more.

- The change is estimated to increase the duration of the overall baseline schedule.

Any change requests that would result in changes that are within or less than the percentages indicated in the above thresholds must be submitted to the project manager for approval.

Once the change request has been reviewed and approved the project manager is responsible for adjusting the schedule and communicating all changes and impacts to the project team and stakeholders. The project manager must also ensure that all change requests are stored.

Scope Change

Any changes in the project scope, which have been approved by the project stakeholder, will require the project team to evaluate the outcome of the scope changes on the current schedule. If the project manager determines that the scope change will significantly affect the current project schedule, they may demand that the schedule be re-baselined in concern of any changes, which need to be made as part of the new project scope. The project stakeholder must review and approve this request before the schedule can be re-baselined.

Fund Portfolio Manager ACCEPTANCE

Approved by:

Date: _____

The second process in planning project schedule management, following the development of the Schedule Management Plan, was Activity Definition. The Schedule and Scope Management Plans containing the Scope Baseline comprised of the WBS, project deliverables, constraints and assumptions were inputs used specifically for activity definition. Of the techniques identified in the *PMBOK*[®] *Guide*, decomposition and expert judgement were the ones used during this process. The tool used to capture the information for this, and the remaining processes required to develop the schedule was Microsoft Excel. The Activity List seen in **chart 18** below is an output developed from this process and was compiled from the information in the schedule.

According to PMI, an activity list is a comprehensive list with an activity identifier and scope of work description of the schedule activities required to complete each work package (PMI, 2013). Also, while defining activities, milestones were added and modified. Subsequently, after defining the activities, the milestone list found in the Project Charter and Schedule Management Plan were updated.

Chart 19 Global Fund’s COVID-19 Response Mechanism Funding in Belize Activity List.

Activity ID Number	Activity Name	Description of Work	Responsibility
1.1	Initiation Phase	Commencement of Conceptualization	
1.1.1	Collect GF and SR requirements	Meetings held to ascertain needs	Project Manager
1.1.2	GF and SR Briefing and Research	Briefing to SRs and GF	Project Manager
1.1.3	Research Materials and Methods	Research materials and methodologies that can be used	Project Manager, Project Team

		for the project	
1.1.4	Perform Cost Analysis and Determine Initial Budget	Calculate the type of financial commitment needed based on the requirements from the client to complete the project	Project Manager, Project Team, CCM
1.2	Design Phase		
1.2.1	PR activities	Meetings to develop and finalize PR activities	Project Manager, Project Team, CCM
1.2.2	SR activities	Meetings to develop and finalize SR activities	Project Manager, Project Team, CCM, SRs
1.2.3	SR agreements	Finalize and sign	Project

		SR agreements	Manager
1.3	Implementation Phase		
1.3.1	Procurement of COVID-19 Gene Xpert tests	Project execution	Project Manager, Project Team, MoHW
1.3.2	Procurement of testing swabs	Project execution	Project Manager, Project Team, MoHW
1.3.3	Procurement of Zoom subscription	Project execution	Project Manager, Project Team, CSO Hub
1.3.4	Procurement of Opportunistic Infections (OI) medications for Orphans and	Project execution	Project Manager, Project Team, HnH

	Vulnerable Children (OVC)		
1.3.5	Procurement of Thermofisher COVID-19 tests	Project execution	Project Manager, Project Team, MoHW
1.3.6	Procurement of Examination gloves	Project execution	Project Manager, Project Team, CSO Hub
1.3.7	Procurement of infrared thermometers	Project execution	Project Manager, Project Team, CSO Hub
1.3.8	Procurement of plastic desk shields	Project execution	Project Manager, Project Team, CSO Hub

1.3.9	Procurement of hand sanitizer (gallon)	Project execution	Project Manager, Project Team, CSO Hub
1.3.10	Procurement of Gene Xpert Tuberculosis test kits	Project execution	Project Manager, Project Team, MoHW
1.3.11	Procurement of Freight for Gene Xpert kits	Project execution	Project Manager, Project Team, MoHW
1.3.12	Charge of GMS	Project execution	Project Manager, Project Team
1.3.13	Procurement of laptops	Project execution	Project Manager, Project Team, MoHW

1.3.14	Procurement of laboratory technologist services	Project execution	Project Manager, Project Team, MoHW
1.3.15	Procurement of milk supplements for infants of mothers living with HIV	Project execution	Project Manager, Project Team, MoHW
1.3.16	Procurement of nurse services	Project execution	Project Manager, Project Team, HnH
1.3.17	Procurement of medical surgical masks	Project execution	Project Manager, Project Team, CSO Hub

1.3.18	Procurement of psychiatric practitioner services for key populations	Project execution	Project Manager, Project Team, CSO Hub
1.3.19	Procurement of hand sanitizer (250mls)	Project execution	Project Manager, Project Team, CSO Hub
1.3.20	Procurement of delivery services for Antiretrovirals (ARVs) to key populations	Project execution	Project Manager, Project Team, CSO Hub, MoHW

1.3.21	Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the LGBT community in Belize	Project execution	Project Manager, Project Team, CSO Hub
1.3.22	Procurement of legal aid services to key populations	Project execution	Project Manager, Project Team, CSO Hub
1.4	Monitoring and Evaluation Phase		
1.4.1	Handing over	Finalize delivery of procured items	Project Manager, Project Team,

			CCM, SRs
1.4.2	Site Visits	Monitoring visits to confirm project activities	Project Manager, Project Team, SRs
1.4.3	Confirmation of Reporting Templates	Finalize reporting template	Project Manager, Project Team, GF, CCM
1.5	Closure Phase	Phase that signifies completion of the project	
1.5.1	SR Reporting	SR report finalized	Project Manager, Project Team, SRs
1.5.2	Programmatic Review	PR review of SR programmatic	Project Manager,

		report	Project Team, SRs
1.5.3	Financial Review	PR review of SR financial report	Project Manager, Project Team, SRs
1.6	Reporting Phase		
1.6.1	PR Programmatic Reporting	PR finalizes programmatic report	Project Manager
1.6.2	PR Financial Reporting	PR finalizes financial report	Project Manager, Project Team
1.6.3	Submission of PUDR	PR submit Progress Update to the GF	Project Manager
1.6.4	LFA Review	Local Fund Agent reviews PR reports	GF

1.6.5	Grant Rating	GF scores and issues final grant rating	GF
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(Castro, 2022)

Once the activities were identified and defined, the third planning process of Project Schedule Management, they were sequenced “identifying and documenting relationships between project activities” (Project Management Institute, 2013). The Schedule Management Plan, Activity list, Milestone list and Project Scope Statement found in Scope Management Plan were used as inputs to this process. The scheduling tool which utilizes the precedence diagramming method, dependency determination and leads and lags were used (Project Management Institute, 2013). In addition, a few meetings were conducted with the Project Team to assist in confirming the correct arrangement of each activity. The output developed from this process was the Schedule Network Diagram, seen in figure 21.

Figure 21 Schedule Network Diagram - Five Phases of Project Management



(United Nations Development Programme, 2020)

Once the activities were identified and sequenced, Activity Resources, the fourth planning process of Project Schedule Management were assigned.

The inputs used to assign Activity Resources were the Schedule Management Plan, Activity List, Resource Calendar, Risk Register and the Activity Cost Estimates detailed in the WBS Dictionary found in the Scope Management Plan. The tools and techniques used were the expert judgement of the Project Manager, and Microsoft Excel to develop the scheduling tool, which was used to help plan, manage and assign resources. The resources assigned to each activity are outlined in the table below (Project Management Institute, 2013).

Chart 20 Resource Assignment and Activity Durations

TASK TITLE		DURATION (days)	Financ ial Resour ces	Physical Resources	Hu man Resour ces
1.	Initiation Phase				
1.1	Collect GF and SR requirements	1	N/A	Laptop Computer Internet Relevant Literature	Project Manag er
1.2	GF and SR Briefing and Research	1	N/A	Laptop Computer Internet Relevant Literature	Project Manag er
1.3	Research Materials and Methods	1	N/A	Laptop Internet	Project Manag

				Standards Books	er, Project Team
1. 1.4	Perform Cost Analysis and Determine Initial Budget	1	N/A	Project Scope	Project Manag er, Project Team, CCM
1. 2	Design Phase				
1. 2.1	PR activities	11	N/A	Project Scope	Project Manag er, Project Team, CCM
1. 2.2	SR activities	11	N/A	Project Scope	Project Manag er,

					Project Team, CCM, SRs
1.2.3	SR agreements	11	N/A	Laptop Computer Internet Relevant Literature	Project Manager
1.3	Implementation Phase				
1.3.1	Procurement of COVID-19 Gene Xpert tests	60	\$58,195.00	Suppliers Quotes, MoHW specifications	Project Manager, Project Team, MoHW
1.3.2	Procurement of testing swabs	91	\$17,340.00	Suppliers Quotes, MoHW	Project Manager,

				specificati ons	Project Team, MoHW
1. 3.3	Procurement of Zoom subscription	91	\$ 594.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.4	Procurement of Opportunistic Infections (OI) medications for Orphans and Vulnerable Children (OVC)	91	\$10,80 2.50	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, HnH
1. 3.5	Procurement of Thermofisher COVID-19 tests	91	\$22,26 1.82	Suppliers Quotes, MoHW specificati	Project Manag er, Project

				ons	Team, MoHW
1. 3.6	Procurement of Examination gloves	91	\$ 960.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.7	Procurement of infrared thermometers	91	\$ 785.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.8	Procurement of plastic desk shields	91	\$ 750.00	Suppliers Quotes, MoHW specificati	Project Manag er, Project

				ons	Team, CSO Hub
1. 3.9	Procurement of hand sanitizer (gallon)	91	\$ 1,500.0 0	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.10	Procurement of Gene Xpert Tuberculosis test kits	91	\$19,12 5.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, MoHW
1. 3.11	Procurement of Freight for Gene Xpert kits	91	\$ 2,864.2 9	Suppliers Quotes, MoHW specificati	Project Manag er, Project

				ons	Team, MoHW
1. 3.12	Charge of GMS	425	\$16,74 4.53	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team
1. 3.13	Procurement of laptops	91	\$23,98 9.98	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, MoHW
1. 3.14	Procurement of laboratory technologist services	364	\$24,48 0.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, MoHW

1. 3.15	Procurement of milk supplements for infants of mothers living with HIV	91	\$15,500.00	Suppliers Quotes, MoHW specificati ons	Project Manager, Project Team, MoHW
1. 3.16	Procurement of nurse services	364	\$15,000.00	Suppliers Quotes, MoHW specificati ons	Project Manager, Project Team, HnH
1. 3.17	Procurement of medical surgical masks	91	\$5,220.00	Suppliers Quotes, MoHW specificati ons	Project Manager, Project Team, CSO Hub

1. 3.18	Procurement of psychiatric practitioner services for key populations	364	\$ 6,600.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.19	Procurement of hand sanitizer (250mls)	91	\$ 940.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.20	Procurement of delivery services for Antiretrovirals (ARVs) to key populations	364	\$ 3,000.00	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO

					Hub, MoHW
1. 3.21	Procurement of services for the compilation and dissemination of data from the COVID-19 Survey of the LGBT community in Belize	91	\$ 1,000.0 0	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 3.22	Procurement of legal aid services to key populations	364	\$ 8,300.0 0	Suppliers Quotes, MoHW specificati ons	Project Manag er, Project Team, CSO Hub
1. 4	Monitoring and Evaluation Phase				

1. 4.1	Handing over	29	N/A	Checklist	Project Manag er, Project Team, CCM, SRs
1. 4.2	Site Visits	273	N/A	Checklist	Project Manag er, Project Team, SRs
1. 4.3	Confirmation of Reporting Templates	29	N/A	GF/UNDP health implement ation manual template	Project Manag er, Project Team, GF, CCM

1. 5					
1. 5.1	SR Reporting	1	N/A	GF/UNDP health implement ation manual template	Project Manag er, Project Team, SRs
1. 5.2	Programmatic Review	1	N/A	Checklist	Project Manag er, Project Team, SRs
1. 5.3	Financial Review	1	N/A	Checklist	Project Manag er, Project Team, SRs

1. 6	Reporting Phase				
1. 6.1	PR Programmatic Reporting	15	N/A	GF Template	Project Manag er
1. 6.2	PR Financial Reporting	15	N/A	GF Template	Project Manag er, Project Team
1. 6.3	Submission of PUDR	1	N/A		Project Manag er
1. 6.4	LFA Review	1	N/A		GF
1. 6.5	Grant Rating	1	N/A		GF

(CASTRO, 2022)

The fifth planning process conducted for Project Schedule Management involved estimating Activity Durations as detailed in the *PMBOK® Guide*. The Schedule

Management Plan, Activity List, Activity Resource Requirements, Resource Calendar, and the Project Scope Statement were used as inputs. The tools and techniques used were the expertise of the Project Manager, and the scheduling tool. The output from this process is detailed above in **Chart 20**.

4.4. Project Cost Management

The first process of Project Cost Management, Plan Cost Management, was completed after the first process of Schedule Management, because the scope baseline, along with the Schedule Management Plan was used to develop the Cost Management Plan below (Project Management Institute, 2013).

The tools and techniques used to develop the Cost Management Plan were expert judgement, analytical techniques, and meetings. Following this process, documents such as the Project Charter, Scope Management Plan, and Schedule Management Plan were updated in accordance with the *PMBOK® Guide*.

COST MANAGEMENT PLAN

IMPLEMENTATION OF THE GLOBAL FUND'S COVID-19 RESPONSE

MECHANISM FUNDING IN BELIZE

UNDP BELIZE

BELMOPAN, BELIZE
1 APRIL 2020

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INTRODUCTION
 COST MANAGEMENT APPROACH
 MEASURING PROJECT COSTS.....
 REPORTING FORMAT
 COST VARIANCE RESPONSE PROCESS.....
 COST CHANGE CONTROL PROCESS.....
 PROJECT BUDGET

Introduction

The Project Manager will be responsible for managing and reporting on the project's cost throughout the duration of the project. The Project Manager will send out an annual financial report to the Project Sponsor in the Project Update and Disbursement Request (PUDR). The Project Manager will send out a quarterly report to the Country Coordinating Mechanism, NAC Belize, by e-mail. During the quarterly progress meeting, the Project Manager and Project Assistant will meet with the CCM and Sub-recipients to present and review the project's cost performance for the preceding quarter.

Performance will be measured using earned value management or metrics. The Project Assistant is responsible for preparing the Cost Management Plan and the Cost Baseline. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor with options for getting the project back on

budget. The Project Sponsor has the authority to make changes to the project to bring it back within budget.

Cost Management Approach

Costs for this project will be managed at the second level of the Work Breakdown Structure (WBS). Control Accounts (CA) will be created at this level to track costs. Earned Value calculations for the CAs will measure and manage the financial performance of the project. Credit for work will be assigned at the work package level. The percentage (%) of credit granted to each work package will be calculated based on the amount of work completed at a point in time compared to the total costs required to complete the work package. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost variances of +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to cautionary; as such, those values will be changed to yellow in the project status reports. Cost variances of +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to an alert stage; as such, those values will be highlighted in red in the project status reports. This will require corrective action from the Project Manager in order to bring the cost and/or schedule performance indexes below the alert level. Corrective actions will require a project

change order and must be approved by the Project Sponsor before it can be included within the scope of the project.

Measuring Project Costs

Performance of the project will be measured using Earned Value Management. The following four Earned Value metrics will be used to measure the project's cost performance:

1. Schedule Variance (SV)
2. Cost Variance (CV)
3. Schedule Performance Index (SPI)
4. Cost Performance Index (CPI)

If the Schedule Performance Index or Cost Performance Index has a variance of between 0.1 and 0.2 the Project Manager must report the reason for the exception. If the SPI or CPI has a variance of greater than 0.2 the Project Manager must report the reason for the exception and provide management a detailed corrective plan to bring the project's performance back to acceptable levels.

Chart 21 Cost Performance Measure

Performance Measure	Yellow	Red
Schedule Performance	Between 0.9 and 0.8 or	Less than 0.8 or greater

Index (SPI)	between 1.1 and 1.2	than 1.2
Cost Performance Index (CPI)	Between 0.9 and 0.8 or between 1.1 and 1.2	Less than 0.8 or greater than 1.2

(Castro, 2022)

Reporting Format

Reporting for cost management will be included in the quarterly project progress report. The quarterly Project Progress Report will include a section labelled, “Cost Management”. This section will contain the Earned Value Metrics identified in the previous section. All cost variances outside of the thresholds identified in this Cost Management Plan will be reported on including any corrective actions which are planned. Change orders which are triggered based upon project cost overruns will be identified and tracked in this report.

Cost Variance Response Process

The Control Threshold for this project is a CPI or SPI of less than 0.95 or greater than 1.15. If the project reaches one of these Control Thresholds, a Cost Variance Corrective Action Plan is required. The Project Manager will present the Project Sponsor with options for corrective actions within five business days from when the cost variance is first reported. Within three business days from when the Project Sponsor selects a corrective action option, the Project Manager will present

the Project Sponsor with a formal Cost Variance Corrective Action Plan. The Cost Variance Corrective Action Plan will detail the actions necessary to bring the project back within budget and the means by which the effectiveness of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan, it will become a part of the project plan and the project will be updated to reflect the corrective actions.

Cost Change Control Process

The cost change control process will follow the established project change order process. Approvals for project budget/cost changes must be approved by the project sponsor.

Project Budget

The budget for this project is detailed below. Costs for this project are presented in two categories.

Project Budget

Chart 22: Project Budget Summary

Component Name	HIV/AIDS, Tuberculosis												
Country / Applicant:	Belize												
Principal Recipient	United Nations Development Programme												
Application/Grant Name	FR375-BLZ-C												
IP Start Date	1-Jan-19												
IP End Date	31-Dec-21												
Grant Currency:	USD												
Budget Summary (in grant currency)													
	1-Jan-19	1-Apr-19	1-Jul-19	1-Oct-19	1-Jan-20	1-Apr-20	1-Jul-20	1-Oct-20	1-Jan-21	1-Apr-21			
	31-Mar-19	30-Jun-19	30-Sep-19	31-Dec-19	31-Mar-20	30-Jun-20	30-Sep-20	31-Dec-20	31-Mar-21	30-Jun-21			
By Module - Intervention	Q1	Q2	Q3	Q4	Year 1	Q5	Q6	Q7	Q8	Year 2	Q9	Q10	Total
COVID-19 - COVID-19 control and containment including health systems strengthening							10,315	87,482		97,797			97,797
COVID-19 - Risk mitigation for disease programs							722	81,998	15,269	97,989	44,577	15,590	158,155
Total							11,037	169,479	15,269	195,785	44,577	15,590	255,952

(Global Fund, 2020)

Approved by:

Fund Portfolio Manager

Date: _____

After developing the schedule, the costs were estimated for the project. The Cost Management Plan was used as an input to this process. The tools and techniques used were expert judgement, bottom-up, analogous, and parametric estimating, reserve analysis, vendor bid analysis, and a MS Excel. Meetings were conducted with

the Project Manager and Project Team, to determine the most effective means of estimating the budget for the project. The Project Assistant was advised to estimate the costs for each component of work (bottom- up estimating) in a modified Microsoft Excel 2016 project budget spreadsheet (Project Management Institute, 2013).

In order to determine the cost of each work package, costs were estimated for each related task required to complete the components of work identified during Activity Definition. To do this, analogous estimating and parametric estimating were utilized, and the data was then compared to the vendors' bids to ensure that estimates were feasible. Prices for medical supplies were negotiated beforehand and held fixed pricing on Atlas and Wamboo and various current and historical quotes were used. The decision was made to waive a contingency.

The software used to calculate the estimated project costs was Microsoft Excel 2016, whereas Microsoft Word 2016 was used to capture the information.

Using the information from the Activity Costs Estimates, Scope Baseline, Cost Management Plan, Project Schedule, Risk Register and Agreements, the budget was determined by aggregating the costs of each work package. During this process, expert judgement was used along with funding limit reconciliation to ensure that the

planned expenditure did not exceed the funds committed to the project by the Project Sponsor. The Cost Baseline seen in **chart 23** below was developed using a template.

Project Name: Implementation of the Global Fund's COVID-19 Response

Mechanism Funding in Belize

Project Manager: N. Castro

Project Sponsor: The Global Fund

Prepared by: Project Manager

Date prepared: 30 March 2020

Submitted to:

Funding Source: Fund Portfolio Manager, The Global Fund

Total Cost Authorization:

Date:

Approved by:

Fund Portfolio Manager

Date: _____

**Chart 23 Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize
Cost Baseline and Detailed Budget**

Subtotals						\$195,785	\$60,166	\$255,952	
Budget Line No.	Module	Intervention	Activity Description	Implementer	Currency	Y2 Total Cash Outflow	Y3 Total Cash Outflow	Y1-4 Total Cash Outflow	Justification/Comments
82	COVID-19	COVID-19 control and containment including health systems strengthening	COVID 19 Gene Xpert tests	UNDP	Grant	58,195.00			tests @ 22.80 per test as per Global Consortium costs. Tests will support the national COVID 19 response strategy
83	COVID-19	COVID-19 control and containment	Testing Swabs	UNDP	Grant	17,340.00			swabs @ 5.78 per swab as per recent quotation

		ent including health systems strengthening							
84	COVID-19	Risk mitigation for disease programs	Salary for lab technician	Ministry of Health	Local	12,240.00	12,240.00		MPS PS 10 starting salary at 20400 BZD/annum each x2 persons + an additional 4080 BZD each as 20% gratuity + BZD 24480 each. (standard practice for GoB contracts)
85	COVID-19	Risk mitigation for disease programs	Zoom subscription	UNDP	Grant	594.00			Zoom subscription for MoH, NAC, and CSO Hub @ 198 per subscription per annum
86	COVID-19	Risk mitigation for disease programs	Salary for nurse	HnH	Local	7,500.00	7,500.00		Existing salary for nurse at HnH @ BZD 30,000 per annum
87	COVID-19	Risk mitigation for disease programs	Procurement of medical surgical masks	CSO hub	Local	5,220.00			6000 medical masks grade IIR @ USD \$0.87 = \$5,220.00

88	COVID-19	Risk mitigation for disease programs	Psychiatric Practitioner to support key populations	CSO hub	Local	3,300.00	3,300.00		In collaboration with the MoH, the CSO Hub will be providing one on one, virtual psychosocial support sessions to key populations affected by COVID 19. The psychiatric practitioner will also participate in peer support groups, as per CSO Hub programming. 100 USD per peer group session x 6 = 600 + 37.5 USD/individual session x 160 sessions = 6000
89	COVID-19	Risk mitigation for disease programs	Procurement of hand sanitizer (250ml)	CSO hub	Local	940.00			For CSO Hub testers and educators use while interacting with clients. Sanitizers will also be distributed as part of the prevention package clients receive when receiving an HIV test or participating in prevention activities. 500 bottles USD@ 1.88 per bottle = 940 USD
90	COVID-19	Risk mitigation for disease programs	Procurement of OI medications for OVCs	UNDP	Local	5,401.25	5,401.25		Additional support to provide medications to combat opportunistic infections in children living with HIV.

91	CO VID -19	Risk mitigation for disease programs	Transportation costs for the delivery of ARVs to KPs	CSO hub	Local	1,500. 00	1,500. 00		CSO Hub with the support of the Ministry of Health will deliver on a monthly basis ART. Fuel @ 250 USD per month x 12 months for approximately 50 PLHIV in SC, Cayo, and BZ Districts
92	CO VID -19	Risk mitigation for disease programs	Data compilation and dissemination to support “COVID19 Survey of the LGBT community in Belize”	CSO hub	Local	1,000. 00			Local consultant cost @ 50 USD per day x 20 days

93	COVID-19	Risk mitigation for disease programs	Legal aid support to KPs	CSO hub	Local	4,000.00	4,300.00		Local legal consultant. Legal support to the Human Rights Observatory where data collection takes place under the auspices of UNIBAM and the CSO Hub. The HRO has documented almost 15 cases of human rights violations closing in on the second month since COVID19 restrictions have been put in place by the government.
94	COVID-19	COVID-19 control and containment including health systems strengthening	ThermoFisher COVID19 tests	UNDP	Grant	22,261.82			tests @17.25 per test. Will support national COVID 19 testing strategy. Belize was only allocated 1050 Cepheid kits so surplus of approved C19RM funds will be used to source ThermoFisher tests.
95	COVID-19	Risk mitigation for disease programs	Procurement of examination gloves	UNDP	Local	960.00			12000 gloves @ USD 0.08 per gloves

96	CO VID -19	Risk mitigatio n for disease programs	Procur ement of infrare d thermo meters	UNDP	L oc al	785.00			Non-contact Infrared thermometers 10 @78.50 each
97	CO VID -19	Risk mitigatio n for disease programs	Procur ement of plastic desk shields	UNDP	L oc al	750.00			plastic desk shields @ USD 75 each = 750.00
98	CO VID -19	Risk mitigatio n for disease programs	Procur ement of hand sanitiz er (gallon)	UNDP	L oc al	1,500. 00			60 gallons @ USD 25 each = 1500
99	CO VID -19	Risk mitigatio n for disease programs	Gene Xpert TB	UNDP	G ra nt				GeneXpert accessories--cartridges @ 22.50 per pack at 850 packs for 2021 under the C19RM.

100	COVID-19	Risk mitigation for disease programs	Freight Costs Xpert kits	UNDP	Grant				
101	COVID-19	Risk mitigation for disease programs	GMS C19RM	UNDP	Grant	12,808.39	3,936.14		GMS charged at 7% pay-as-you-go system
102	COVID-19	Risk mitigation for disease programs	Procurement of laptops	UNDP	Grant	23,989.98			10 laptops to be used for training by the MOH & 2 for the CSO Hub @ UNDP LTA price USD 1999.17 each
103	COVID-19	Risk mitigation for disease programs	Milk supplement for infants of mothers living with HIV	Ministry of Health	Local	15,500.00			2066 tins of formula (stage 1&2 @ BZD 15 each

(UNDP Belize, 2019)

4.5. Project Quality Management

The Quality Management Plan was created after the Procurement Management Plan, to adequately plan and ensure that quality was built into the project's processes and the product. Plan Quality Management is the only Quality Management process used during project planning.

The inputs for this process identified in the *PMBOK*[®] *Guide* were used to develop the Quality Management Plan. These inputs included the Stakeholder register, Risk register, and the Requirements documentation previously developed. In addition, the Requirements Management Plan was used as an input, because it identified the requirements of good quality previously outlined by the project team. The tools and techniques that will be used are check sheets and meetings (Project Management Institute, 2013).

As this project was unique to standard Global Fund projects, in that it was additional funding added to a previously existing project, UNDP Belize was responsible for designing activities that meet the intervention criteria. The Quality Management Plan was used as a guide to ensure that the intervention designs,

processes used, and materials and equipment procured met or exceeded Ministry of Health standards.

QUALITY MANAGEMENT PLAN

IMPLEMENTATION OF THE GLOBAL FUND’S COVID-19 RESPONSE

MECHANISM FUNDING IN BELIZE

**UNDP BELIZE
BELMOPAN, BELIZE
1 APRIL 2020
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Introduction

The Quality Management Plan for the Implementation of the Global Fund’s COVID-19 Response Mechanism Funding in Belize project will establish the activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards

Quality Management Approach

The quality management approach for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize will ensure quality is planned for both the product and process. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

Product quality for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize project will be defined by UNDP's current standards and criteria based on World Health Organization and Ministry of Health and Wellness Belize standards. The focus is on the project's deliverables and the standards and criteria being used will ensure the product meets established quality standards and client satisfaction.

Process quality for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize project will focus on the processes by which

the project deliverables will be identified and completed. Establishing process quality standards will ensure that all activities conform to organizational and regulatory standards which results in the successful delivery of the product.

The Project Manager will define and document all organizational and project specific quality standards for both product and processes. All quality documentation will become part of the Project Management Plan and will be transitioned into an operational management document upon the successful completion of the project.

Metrics will be established and used to measure quality throughout the project life cycle for the product and processes. The Project Manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These metrics will be combined with the metrics from the existing project. These product and process measurements will be used as one criterion in determining the success of the project and must be reviewed by the Fund Portfolio Manager. Metrics will include:

- Intervention Identification
- Schedule
- Resources
- Cost
- Process performance

- Product performance

Quality improvements will be identified by any member of the project team. Each recommendation will be reviewed to determine the cost versus benefit of implementing the improvement and how the improvement will affect the product or processes. If an improvement is implemented, the Project Assistant will update all project documentation to include the improvement.

Quality Requirements / Standards

Product Quality:

The product quality standards and requirements will be determined by the Project Manager. These standards will primarily be based on the Global Fund's and UNDP's documented standards. There may be product-specific quality standards identified that are not currently part of the documented organizational standards. In this case, the project Manager will review these newly identified standards and the Project Assistant will incorporate them into organizational documentation if approved. The project team will also document any newly identified quality standards into the Project Management plan and ensure communication with all stakeholders.

Process Quality:

The process quality standards and requirements will be determined by the Project Manager. Many of these standards will be based on existing process standards. The project team will work with the Project Manager to establish acceptable standards and document these standards for incorporation into both organizational process documents as well as the Project Management plan. These standards will be communicated to all project stakeholders.

Quality Assurance

The quality assurance of the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize focuses on the processes used. In order to ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analyzing process data, and continuously improving the processes.

The Project Manager and the project team will perform assessments at planned intervals throughout the project to ensure all processes are being correctly implemented and executed.

The Project Manager and the project team will provide day-to-day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project standards. If

discrepancies are found, the Project Manager will meet with the subrecipients and review the identified discrepancies.

The Project Assistant will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of project processes, any discrepancies and/or audit findings, and a discussion on process improvement initiatives.

Process improvement is another aspect of quality assurance. Quality assurance reviews, findings, and assessments should always result in some form of process improvement and, as a result, product improvement. All process improvement efforts must be documented, implemented, and communicated to all stakeholders as changes are made.

Quality Control

The quality control of the Intervention of the Global Fund's COVID-19 Response Mechanism Funding in Belize project focuses primarily on the procurement of commodities, supplies and equipment. The quality performance standards for the project are in accordance with the organizational standards. Additionally, all verifications will be conducted to ensure compliance with established quality standards.

The project team will perform all verifications on site and will ensure all physical and performance standards are met.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of products, any discrepancies and/or audit findings from the Project Assistant, and a discussion on product improvement initiatives.

It is imperative to the success of the project that all the established physical and performance standards are met.

Quality Control Measurements

All Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize project deliverables and processes must be measured and fall within the established standards. The below logs will be used by the project team in conducting these verifications and will be maintained for use as supporting documentation for the project's acceptance.

Chart 24 Quality Assurance Log

Process Inspection #1	Date	Process Measured	Required Value	Actual Measured	Acceptable (Y/N)	Recommendation	Date Resolved

Chart 25 Quality Control Log

Deliverable #1	Date	Item Measured	Required Value	Actual Measured	Acceptable (Y/N)	Recommendation	Date Resolved

SPONSOR ACCEPTANCE

Approved by: _____

Fund Portfolio Manager

Date: _____

4.6. Project Resource Management

After creating the Communications Plan, the Human Resource Management Plan was produced as seen below. The activity resource requirements derived from the work packages seen in *figure 8 Work Breakdown Structure* of the Scope Management Plan and the *Stakeholder Analysis Register* of the Stakeholder Management Plan were used as inputs to this process. In addition, expert judgement and meetings, in the form of a personal interview, were the tools and techniques utilized to identify the human resources required, the roles and responsibilities of each, and how they will be managed throughout the project lifecycle (Project Management Institute, 2013).

Plan Human Resource Management is the only process from the Human Resource Management knowledge area that will be used during the planning process. The other three processes outlined will be conducted during project execution.

HUMAN RESOURCE MANAGEMENT PLAN

IMPLEMENTATION OF THE GLOBAL FUND'S COVID-19 RESPONSE MECHANISM FUNDING IN BELIZE

UNDP BELIZE

BELMOPAN, BELIZE

1 APRIL 2020

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Introduction

Human resources management is an important part of the Implementation of the Global Fund's COVID-19 Response Mechanism Funding. The human resources management plan is a tool which will aid in the management of this project's human resource activities throughout the project until closure. The human resources management plan includes:

- Roles and responsibilities of team members throughout the project
- Project organization charts
- Staffing management plan to include:
 1. How resources will be acquired
 2. Timeline for resources/skill sets
 3. Training required to develop skills
 4. How performance reviews will be conducted
 5. Recognition and rewards system

The purpose of the human resources management plan is to achieve project success by ensuring that the appropriate human resources are acquired with the

necessary skills, resources are trained if any gaps in skills are identified, team building strategies are clearly defined, and team activities are effectively managed.

Roles and Responsibilities

The roles and responsibilities for the project team are essential to project success. All team members must clearly understand their roles and responsibilities in order to successfully perform their portion of the project. For the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize project, the following project team roles and responsibilities have been established:

Project Manager (PM), (1 position): responsible for the overall success of the Project. The PM must authorize and approve all project expenditures. The PM is also responsible for ensuring that work activities meet established acceptability criteria and fall within acceptable variances. The PM will be responsible for reporting project status in accordance with the communications management plan. The PM will evaluate the performance of all project team members. The PM is also responsible for supporting the Operations Officer in the acquisition of human resources for the project by skillset. The PM must possess the following skills:
leadership/management, budgeting, scheduling, and effective communication.

Project Assistant (PA), (1 position): responsible for preparing project planning documents, taking meeting minutes, reporting to the PM on changes and

updates made to the project for approval, and collecting daily reports from the site management team. The Project Assistant is also responsible for sharing reports with relevant stakeholders as directed by the Project Manager.

Finance Officer (FO), (1 position): responsible for all external financial transactions and supports the project manager and project assistant in preparing all financial reporting pertaining to the project.

Procurement Officer (PO), (1 position): is responsible for managing the procurement process. The procurement officer obtains technical specifications from the project team and the subrecipients, managing the Long-Term Agreements (LTA) via ATLAS, and Wamboo. The procurement officer is responsible for the delivery of procured equipment and supplies and supports the project associate in coordinating the handing over to the subrecipients.

Operations Officer (OO), (1 position): is responsible for acquiring human resources for the project by skillset. The operation officer obtains terms of references from the project manager.

Project Organizational Charts

The following RACI chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and

approved by the project manager. Changes will be proposed in accordance with the project's change control process. As changes are made all project documents will be updated and redistributed accordingly.

Chart 26 RACI Chart for Project Management Unit

	Project Manager	Project Assistant	Finance Officer	Procurement Officer	Operations Officer
Requirements Gathering	A	R	I	I	I
GF/PR/SR Research	AR	R	I	I	I
PR/SR Interventions Design	AR	I	I	I	I
Change Requests	A	R	I	I	I
SR Agreements	A	R	I	I	I
Site Visits	AR	R	I	I	I
Project Scope	AR	R	I	I	I
Project Communications	A	R	I	I	I

Project Quality	AR	R	I	I	I
Stakeholder Management	AR	R	I	I	I
Accounting	A	I	R	I	I
Quarterly Reports	AR	R	I	I	I
Procurement	A	I	IC	R	I
PUDR	AR	I	I	I	I

(Castro, 2022)

Key:

R – Responsible for completing the work

A – Accountable for ensuring task completion/sign off

C – Consulted before any decisions are made

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

Staffing Management

Staff Acquisition:

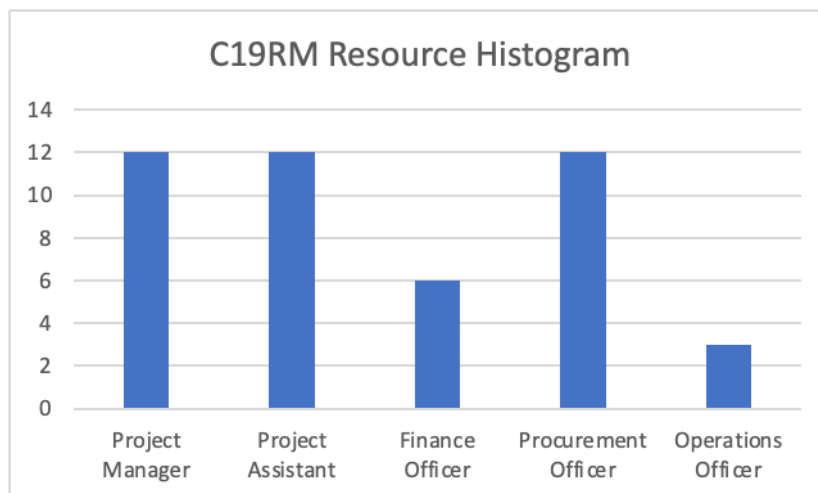
For the Implementation of the Global Fund’s COVID-19 Response Mechanism Funding in Belize, the project staff will consist of all internal resources. There will be no outsourcing/contracting performed within the scope of this project. The Project Manager and Operations Officer will negotiate with the Deputy Resident

Representative to assign the Procurement Officer and Finance Officer in order to identify and assign these human resources for the project. No additional signing of contracts or agreements is necessary. The Global Fund Project Management Unit alongside additional assigned UNDP Belize staff will continue working from their offices at UNDP Belize.

Resource Calendars:

The Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize will last for a total of 12 months. All resources are required before the project can begin. The resource histograms below illustrate the number of months required to complete the project management, design, implementation and reporting.

Figure 22 C19RM Resource Histogram



(Castro, 2022)

Training:

Training is not required for the employees as they are expected to continue working in their respective roles. They are fully capable of functioning in the capacity for which they have been hired.

Performance Reviews:

The project manager will review the overall performance of the project during the project lifecycle. At the onset of the project, the Project Manager will communicate with the Project Assistant to inform the team of all expectations of the work to be performed. It is the Project Manager's responsibility to evaluate each of the team members, in the office, and judge how effectively they are completing the assigned work. Prior to releasing project resources, in accordance with the payment schedule, the Project Manager will meet with the Project Assistant and the Finance Officer and provide feedback on employee project performance.

Recognition and Rewards:

Although the scope of this project does not allow for ample time to provide cross-training or potential for monetary rewards, there are several planned recognition and reward items for project team members. The Project Assistant may

qualify for an annual bonus due at the end of the calendar year, up to an equivalent 6% of the annual salary.

SPONSOR ACCEPTANCE

Approved by:

_____ Date: _____

FUND PORTFOLIO MANAGER

4.7. Project Communication Management

To ensure that information communicated about the project during the project lifecycle will be disseminated to the appropriate parties at the correct time, the Communications Management Plan was developed using the *PMBOK® Guide*. The plan details how each stakeholder would receive information from members of the project team, the frequency of communication, the information that would be communicated to them and the person responsible for ensuring that the correct information was received by the communication sent (Project Management Institute, 2013).

Expert judgement is obtained from the Project Manager, to ascertain the communication types and delivery methods previously used by UNDP Belize. The

information gathered, along with a communications requirements analysis are included in the Communication Matrix, seen **in chart 27** below.

Chart 27 Communications Matrix.

Project Name: Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize		Project Manager: N. Castro				
Project Objective: To implement the Global Fund's COVID-19 Response Mechanism Funding in Belize		Project Sponsor: The Global Fund				
Prepared By: N. Castro		Date Prepared: April 1, 2020				
Submitted to: Fund Portfolio Manager		Possible Number of Communication Channels: 648				
Project Team Communication Matrix						
Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
Personal Communication	Project Updates	Regular Communication	Telephone Calls	Needs Basis	Project Manager/Project Assistant	Fund Portfolio Manager

	Project Updates	Regular Communication	Telephone Calls Emails	Needs Basis	Project Manager/Project Assistant	Subrecipients
	Project Updates	Regular Communication	Telephone Calls Emails Meetings	As needed	Project Manager	Project Assistant
	Project Updates	Regular Communication	Telephone Calls Emails Meetings	As needed	Project Manager	Project Assistant Project Assistant Finance Officer Procurement Officer Operations Officer

	Project Updates	Regular Communication	Telephone Calls Emails Meetings	As needed	Project Manager/Project Assistant	Finance Officer Procurement Officer Operations Officer
	Procurement Update	Update on status of products and shipping	E-mail Face to Face Conversations Web conversations	Weekly	Project Manager/Project Assistant	Suppliers Subrecipients Finance Officer
	Instructions and Issues	Regular Communication	Face to Face Conversations	Biweekly	Project Manager/Project Assistant	Subrecipients

			Web conversations			
Reports	Project status report (Project Process)	Regular update on critical project issues	E-mail	Weekly	Project Manager	Project Assistant Subrecipient
	Quality audit report	Regular updates on project quality performance	E-mail	Quarterly	Project Assistant	Project Manager Subrecipients Procurement Officer
	Financial Report	Regular updates on project finances	E-mail	Quarterly	Project Manager	Project Assistant Finance Officer Procure

						ment Officer Subrecip ients
	Task Report	Regular updates on critical project issues pertaining to subrecipie nts	E-mail	Quarte rly	Project Manager	Project Assistant Finance Officer Procure ment Officer Subrecip ients
Presentatio ns	Project Review	Project Status Updates	Meeting	Quarte rly	Project Manager	Project Assistant Finance Officer Procure ment Officer

						Subrecipients Operations Officer
	Final Account	A complete audit of project finances from the project, done at the end of the project.	Meeting	Once	Finance Officer	Project Manager Subrecipients Procurement Officer Project Assistant Finance Officer Operations Officer Fund

						Portfolio Manager
Project Announcements	Task Reminders	Task owner schedule reminders	E-mail	Daily	Project Assistant	Project Manager Subrecipients Procurement Officer Project Assistant Finance Officer Operatio

						ns Officer Fund Portfolio Manager
	Change Requests/ Orders	Request to add or remove scope from project	Written (form)	Needs Basis	Project Manager	Project Manager Subrecip ients Procure ment Officer Project Assistant Finance Officer Operatio

						ns Officer Fund Portfolio Manager
	Project Updates	Project Updates for Communit y Members	Written	Needs Basis	Project Manager	Commun ity Member s
Reviews and Meetings	Team Meeting	Meeting to review project status	Planning Meeting	Weekl y meetin g	Project Manager	Project Manager Subrecip ients Procure ment

						Officer
	Financial Report	Regular updates on project finances	Progress Meeting	Midye ar and Ending	Project Manager	Project Manager Subrecip ients Procure ment Officer Project Assistant Finance Officer Operatio ns Officer Fund Portfolio Manager

	Project status meetings (Project Process)	Regular updates on critical project issues	Progress Meeting	Midyear and Ending	Project Manager	Project Manager Subrecipients Procurement Officer Project Assistant Finance Officer Operations Officer Fund Portfolio Manager
	Planning	Regular updates and	Progress and Planning	Daily	Project Manager	Project Assistant

		project planning	Meeting			
	Site Visits	Regular updates and project planning	Progress and Planning Meeting	Quarte rly	Project Manager/P roject Assistant	Subrecip ients
Team Morale	Team Event	Regularly scheduled team and morale events	Event	Quarte rly	Project Manager	Project Manager Subrecip ients Procure ment Officer Project Assistant Finance Officer Operatio ns

						Officer
--	--	--	--	--	--	---------

Chart 28 Communications Management Plan

Project Name: Implementation of the Global Fund's COVID- 19 Response Mechanism Funding in Belize	Project Manager: N. Castro
Project Objective: To implement the Global Fund's COVID-19 Response Mechanism Funding in Belize	Project Sponsor: The Global Fund
Prepared By: N. Castro	Date Prepared: April 1, 2020

Submitted to: Fund Portfolio Manager	Possible Number of Communication Channels: 154
---	--

(Castro, 2022)

Introduction

The Communications Plan will serve as a guide to assist in communication between the stakeholders of the Implementation of the Global Fund’s COVID-19 Response Mechanism Funding in Belize project. The Project Manager and Project Assistant will take the primary role in ensuring effective communications on this project. The communications matrix is a major section of this plan. It documents the communications requirements, the information being communicated, the audience for each communication, the frequency of communication, and the individual responsible for the communication or dissemination of the information to the appropriate audience.

Audiences

The major audiences for this project are listed below:

Project Sponsors: The Global Fund and the Fund Portfolio Manager

Project Manager

Project Assistant

Project Team

Subrecipients.

Communication Delivery Methods and Technologies

The primary communication vehicles are e-mail, phone, face-to-face (personal communication), meetings, reports, presentations and announcements.

Communications Matrix

See Communications Matrix attached.

Communication Standards

There are currently no organizational communication standards.

4.8. Project Risk Management

Although Project Risks were identified during the development of the Project Charter and taken into consideration while planning Project Time and Cost Management, Project Risk Management was the final knowledge area addressed during the planning for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize.

To adequately identify and plan for the project risks, risk management was planned, then the project risks were identified, qualitatively analyzed and finally responses planned for each identified risk. Risks were not extensively quantitatively analyzed due to a lack of tools, for example simulation software, that would be required during the process. However, quantitatively, a numerical level of probability and impact was assigned to each risk as part of the analysis.

Although, risk management was completed as the final planning activity in the development of the Project Management Plan, during the development of the plan, the Project Manager and the Project Assistant were actively managing the risks that were identified and arose during project management planning.

To plan risk management, in accordance with Project Risk Management described in the *PMBOK® Guide*, the previously developed subsidiary plans, including the Project Charter and Stakeholder register, were used as inputs to the process. The tools and techniques used were analytical techniques, expert judgement, and meetings. The output developed was the Risk Management Plan seen below. The plan speaks to how risks will be identified, analyzed, planned for and monitored and controlled throughout the project lifecycle (Project Management Institute, 2013).

Risk Management Plan

Project Name: Implementation of the Global Fund's COVID-19 Response

Mechanism Funding in Belize

Project Manager: N. Castro

Submitted to: Fund Portfolio Manager, Global Fund

Project Sponsor: The Global Fund

Prepared by: N. Castro

Date prepared: April 1, 2020

INSTRUCTIONS: The Risk Management Plan briefly describes the purpose, terminology and process of risk management for this project. Use this document in conjunction with the Risk Log template.

BACKGROUND

- This document is intended for use by the Project Manager and Project Assistant.
- Risks are positive or negative events or conditions that may or may not occur during the project lifecycle and can impact project objectives.
- Impact is defined as the ability to increase or decrease the probability of an event or condition.
- Trigger is defined as an event that marks the occurrence of a risk.
- A contingency plan is a plan designed to take account of a possible future event or circumstance.

- Risks are controlled by watching for triggering events of risks and executing the corresponding response plan.

IDENTIFYING RISKS

Initially, risks will be identified while developing the project charter. However, during creation of the subsidiary plans, a comprehensive risk register will be compiled. Finally, during risk identification, the risk register will be reviewed to include or remove any risks that may or may no longer be applicable to the project. The risk register will be created and maintained by the Assistant Project Manager, under the responsibility of the Project Manager. The categories of risks relevant to this project are financial, planning, stakeholder, and scheduling.

ANALYZING RISKS

The impact and probability of risks will be evaluated using a probability impact matrix during qualitative risk analysis. There will be a response plan developed for all risks identified as having any impact on the project, positive or negative.

PLANNING RISK RESPONSES

The project management team, including consultants, vendors and subrecipients, will identify and assist with planning risk responses. However, the

Project Manager will oversee planning risk responses with the Project Assistant managing data collection and storage.

MONITORING AND CONTROLLING RISKS

The Project Assistant will monitor the status of risks by comparing the data collected during project execution with the risk register and risk analysis summary. The risk register will be updated quarterly and communicated to the project management team during project status meetings. The Project Manager is responsible for deciding when to execute a risk response.

To identify the project risks, the Risk Management Plan, Cost Management Plan, Schedule Management Plan, Quality Management Plan, Human Resource Management Plan, Scope baseline, Activity Cost and Duration Estimates, Stakeholder Register and Procurement documents were used as inputs to the process. The tools and techniques employed were documentation reviews, and expert judgement. The risk register below is the output from this process. The risk register was compiled in ATLAS and built upon existing project risks that are included below for ease of reference but will not be prioritized further in the next section.

Chart 29 Risk Register

#	Description	Date Ident	Type	Impact &	Counter measures	Owner	Submitted,	Last	Status
----------	--------------------	-------------------	-------------	---------------------	-------------------------	--------------	-------------------	-------------	---------------

		ified		Probabi lity	/ Mngt response		updat ed by	Up dat e	
1	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic)	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g., dead, reducing, increasing, no change
1	Due to the COVID-19 pandemic, prices may increase suddenly	Apr-20	Financial	This may result in insufficient funding for all the activities	LTAs via ATLAS and Wamboos should keep prices stable	Project Manager	Project Manager		On-going

	y on items to be procured.			s in the C19RM. P =3 I = 5				
2	Due to a the COVID-19 pandemic, high infection rates in medical and other front-line personnel services for staff such as psychiatric practitioners, nurses or lab techs may be unavailable.	Apr-20	Financial Operational	This may result in the inability to procure these services P =4 I = 5	Periodic follow up within the PMU, MoHW, and CSO Hub	Project Manager	Project Manager	On-going
3	Due to fluctuations in COVID	Apr-20	Financial Operational	This may result in the	Periodic follow up within the PMU,	Project Manager	Project Manager	On-going

	-19 rates in the country, the availability of Gene Xpert kits as assigned by the WHO may increase or decrease .			inability to procure tests P =4 I = 5	MoHW, GF and WHO				
4	Due to the COVID-19 pandemic, there may be logistical and shipping delays	Apr-20	Financial Operational	This may result in the inability to receive the items procured P =2 I = 5	Periodic follow up within the PMU and suppliers	Project Manager	Project Manager		On-going
5	Due to the COVID-19 pandemic, there may be production	Apr-20	Financial Operational	This may result in the inability to procure tests	Periodic follow up within the PMU, MoHW, GF and WHO	Project Manager	Project Manager		On-going

	delays in the supply chain			P =3 I = 5					
6	Due to COVID-19 mitigation regulations, activities that require face to face interaction may not be permitted.	Apr-20	Financial	This may result in the inability to implement activities P =2 I = 5	Periodic follow up within the PMU and GoB Press Office	Project Manager	Project Manager		On-going
7	Due to a global economic downturn, the government may not be able to meet its joint financing commitment towards the GFAT M grant.	Jan-19	Financial	This may result in insufficient funding to the National HIV and TB responses P =2 I = 5	Periodic follow up within the Project Board and MOH	Project Manager	Project Manager	Jan-20	On-going

8	Delays in the official adoption and systematic implementation of 'treat all' adversely affect the numbers and % of PLHIV retained on treatment	Jan-19	Regulatory	It will affect the treatment and living conditions of PLHIV P = 3 I = 5	Periodic follow up within the Project Board and MOH	Project Manager	Project Manager	Jan-20	On-going
9	Possible stockouts of anti-retrovirals that are planned to be procured by MOH and financed by GOB, may adversely affect	Jan-19	Operational	It will affect the treatment and living conditions of PLHIV P = 3 I = 5	Periodic follow up with the MOH	Project Manager	Project Manager	Jan-20	On-going

	the numbers and % of PLHIV retained on treatment								
10	Viral load testing of PHLIV especially those enrolled on ART is not routinely performed. This may adversely affect the numbers and % of PLHIV retained on treatment.	Jan-19	Operational	It will affect the treatment and living conditions of PLHIV P = 3 I = 5	Periodic follow up with the MOH	Project Manager	Project Manager	Jan-20	On-going
11	Perceived and actual stigma and discrimi	Jan-19		It will affect access, rights and living	Periodic follow up within Project Board, and	Project Manager	Project Manager	Jan-20	On-going

	nation in the health system creates a barrier to key and vulnerable populations accessing HIV and TB services		Political & Operational	conditions of PLHIV and TB P = 3 I = 4	MOH				
1 2	Finalization of consultancy deliverables is delayed, due to delayed feedback from wider stakeholders or lack of agreement among stakeholders.	Jan-19	Operational	Affect projects programmatic and financial implementation P = 3 I = 4	Periodic monitoring by PMU	Project Manager	Project Manager	Jan-20	On-going

(Castro, 2020)

In addition, to detailing a list of identified risks and risk responses, the risk register will be used to capture information regarding how each risk is prioritized by combining its probability of occurrence and impact, which are both aspects of Qualitative Risk Analysis. To perform Qualitative Risk Analysis, the Risk Management Plan, Risk Register and Scope Baseline were used. UNDP's Atlas was used as a tool to capture the information detailed in **Chart 29** above and used to produce **figure 22** below. The tools and techniques used during this process were risk probability and impact assessment, risk urgency assessment and expert judgement. In addition, a 3x3 probability and impact matrix was employed to prioritize each risk for planning risk responses.

Based on the probability of each risk occurring and its possible impact on the project, a black circle is placed in the expected risk position. The red zone represents high risks, the yellow zone moderate risks and the green zone low risks. To determine which risks can be categorized as having a high, medium or low probability of occurrence and having a high, medium or low impact on the project, a meeting was conducted with the Project Manager and Project Assistant.

Finally, Risk Responses were planned for each risk to reduce the threat to project objectives. The Risk Management Plan and Risk Register were used as inputs to this process. The tools and techniques used were strategies for negative risks or threats, contingent response strategies and expert judgement. The risk responses for each risk can be captured in the Risk Register and Qualitative Risk Analysis Summary.

4.9. Project Procurement Management

Project Procurement Management was conducted after Project Cost, Time and Human Resource Management. To develop a Procurement Management Plan, a template was used. As documented in the *PMBOK® Guide*, the Requirements Documentation, Risk Register, Stakeholder Register and Project Charter were the inputs used in the process. The tools and techniques were expert judgement and meetings, in the form of a personal interview with the Project Manager (Project Management Institute, 2013).

The plan, below, will detail how procurement would be addressed by the project team throughout the lifecycle of the project. It detailed the procurement management approach, type of contracts to be used, identified procurement risks and procurement

risk management, cost determination, procurement constraints, the contract approval process, decision criteria, vendor management approach and performance metrics.

As Procurement Management is integral to the success of the project, and subject to financial and scheduling constraints, it was imperative that all items being purchased by the project team were done efficiently and effectively, thus providing enough time for delivery, within budget and of an acceptable standard of quality. Since most of the equipment and tests for the project were to be purchased from international suppliers, it was important that the Procurement Management Plan identified the items that would be sourced internationally and the date they were required as seen in the procurement definition, a subset of the plan.

For the purpose of this project, a procurement statement of work was not developed, and the Source Selection Criteria was included in the Procurement Management Plan labelled as the Decision criteria. In addition, the Procurement Management Plan identified elements that the Procurement Documents and a sample Check sheet used to measure vendor performance.

PROCUREMENT MANAGEMENT PLAN

Project Name: Implementation of the Global Fund's COVID-19 Response

Mechanism Funding in Belize

Project Manager: N. Castro
Submitted to: Fund Portfolio Manager, Global Fund
Project Sponsor: The Global Fund
Prepared by: N. Castro
Date prepared: April 1, 2020

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Introduction

This Procurement Management Plan sets the procurement framework for this project. It will serve as a guide for managing procurement throughout the life of the project and will be updated as acquisition needs change. A make or buy analysis will not be used for this project as some of this information already exists in the architectural specifications and requirements defined during project initiation, found in the project charter. In addition, due to the vast experience and technical expertise of the project management team, the items to be purchased, made or constructed on

site are already known. This plan identifies and defines the items to be procured, the types of contracts to be used in support of this project, the contract approval process, and decision criteria. The importance of coordinating procurement activities, establishing firm contract deliverables, and utilizing metrics in measuring procurement activities is included. Other items included in the procurement management plan are procurement risks and procurement risk management considerations; how costs will be determined; how standard procurement documentation will be used; and procurement constraints.

Procurement Management Approach

The project manager will provide oversight and management for all procurement activities under this project. The procurement associate and project assistant will work with the project manager to identify all items to be procured for the successful completion of the project. The project manager will then review the procurement list prior to purchasing which will be done by the procurement officer. The project manager will review the procurement items, and begin the vendor selection, purchasing and the contracting process.

Procurement Definition

The following procurement items and/or services have been determined to be essential for project completion. The following list of items, justification, and

timeline are pending project manager review for submission to the procurement associate for purchasing to commence:

Chart 30 Procurement Definition

Item	Justifications	Needed By
1. Procurement of COVID-19 Gene Xpert kits (452)	COVID-19 control and containment including health systems strengthening	30-Jun-20
2. Quarterly GMS	Administrative Fees	30-Jun-20
3. Procurement of COVID-19 Gene Xpert kits (2100)	COVID-19 control and containment including health systems strengthening	30-Sep-20
4. Procurement of testing swabs	COVID-19 control and containment including health systems strengthening	30-Sep-20
5. Procurement of laboratory technologist services	COVID-19 control and containment including health systems	1-Jul-20

	strengthening	
6. Procurement of Zoom subscription	Risk mitigation for disease programs	1-Jul-20
7. Procurement of Nurse services	Risk mitigation for disease programs	1-Jul-20
8. Procurement of medical/surgical masks	Risk mitigation for disease programs	30-Sep-20
9. Procurement of psychiatric practitioner services	Risk mitigation for disease programs	1-Jul-20
10. Procurement of hand sanitizer (250ml)	Risk mitigation for disease programs	30-Sep-20
11. Procurement of OI medications	Risk mitigation for disease programs	1-Jul-20
12. Procurement of transportation services for ARV delivery	Risk mitigation for disease programs	1-Jul-20

13. Data compilation and dissemination of “COVID-19 survey of the LGBT community in Belize”	Risk mitigation for disease programs	30-Sep-20
14. Procurement of legal aid services	Risk mitigation for disease programs	1-Jul-20
15. Procurement of Thermofisher COVID-19 tests	COVID-19 control and containment including health systems strengthening	30-Sep-20
16. Procurement of examination gloves	Risk mitigation for disease programs	30-Sep-20
17. Procurement of infrared thermometers	Risk mitigation for disease programs	30-Sep-20
18. Procurement of plastic desk shields	Risk mitigation for disease programs	30-Sep-20
19. Procurement of hand sanitizer (gallon)	Risk mitigation for disease programs	30-Sep-20
20. Procurement of	Risk mitigation for	30-Sep-20

laptops	disease programs	
21. Procurement of milk supplements for infants of mothers living with HIV	Risk mitigation for disease programs	1-Jul-20
22. Quarterly GMS	Administrative Fees	30-Sep-20
23. Procurement of laboratory technologist services	Risk mitigation for disease programs	1-Oct-20
24. Procurement of Nurse services	Risk mitigation for disease programs	1-Oct-20
25. Procurement of psychiatric practitioner services	Risk mitigation for disease programs	1-Oct-20
26. Procurement of transportation services for ARV delivery	Risk mitigation for disease programs	1-Oct-20
27. Procurement of legal aid services	Risk mitigation for disease programs	1-Oct-20
28. Quarterly GMS	Administrative Fees	31-Dec-20

29. Procurement of laboratory technologist services	Risk mitigation for disease programs	1-Jan-21
30. Procurement of Nurse services	Risk mitigation for disease programs	1-Jan-21
31. Procurement of psychiatric practitioner services	Risk mitigation for disease programs	1-Jan-21
32. Procurement of transportation services for ARV delivery	Risk mitigation for disease programs	1-Jan-21
33. Procurement of legal aid services	Risk mitigation for disease programs	1-Jan-21
34. Procurement of Gene Xpert TB kits	Risk mitigation for disease programs	31-Mar-21
35. Procurement of freight services from Gene Xpert TB kits	Risk mitigation for disease programs	31-Mar-21
36. Quarterly GMS	Administrative Fees	31-Mar-21

37. Procurement of laboratory technologist services	Risk mitigation for disease programs	1-Apr-21
38. Procurement of Nurse services	Risk mitigation for disease programs	1-Apr-21
39. Procurement of psychiatric practitioner services	Risk mitigation for disease programs	1-Apr-21
40. Procurement of transportation services for ARV delivery	Risk mitigation for disease programs	1-Apr-21
41. Procurement of legal aid services	Risk mitigation for disease programs	1-Apr-21

(Castro, 2022)

Only the project manager is authorized to approve purchases for the project team.

Type of Contract to be Used

Services required for work such as the nurses' services, laboratory technologist services, legal aid services, etc. to be procured for this project will be solicited under a labor only contract. Medical equipment and supplies such as Gene

Xpert tests, COVID-19 tests, etc., will be procured utilizing LTA agreements established between UNDP and the Global Fund and will employ a firm fixed price contract. All other items will be procured using an estimate and a purchase order. When items are picked up or delivered, payment will be made upon receiving an invoice. The procurement officer will work with the Project Manager to define the types, quantities and required delivery dates per the budget and work breakdown structure. The procurement officer will then solicit bids from various vendors. Once the vendor is selected, procurement of the items within the required time frame and at a reasonable cost, based on contract conditions, will commence.

Procurement Risks

All procurement activities carry some potential for risk which must be managed to ensure project success. While all risks will be managed in accordance with the project's risk management plan, there are specific risks which pertain specifically to procurement which must be considered:

- Unrealistic schedule and cost expectations for vendors
- Manufacturing capacity capabilities of vendors
- Conflicts with current contracts and vendor relationships
- Configuration management for upgrades and improvements of purchased technology

- Potential delays in shipping and impacts on cost and schedule
- Questionable past performance for vendors
- Potential that final product does not meet required specifications

These risks are not all-inclusive and the standard risk management process of identifying, documenting, analyzing, mitigating, and managing risks will be used.

Procurement Risk Management

As previously stated, project risks will be managed in accordance with the project's risk management plan. However, for risks related specifically to procurement, there must be additional consideration and involvement. Project procurement efforts involve external organizations and potentially affect current and future business relationships as well as internal supply chain and vendor management operations. Because of the sensitivity of these relationships and operations, the project team will include the Global Fund's Fund Portfolio Manager and the receiving subrecipients in all project meetings and status reviews that will discuss COVID-19 tests.

Additionally, any decisions regarding procurement of COVID-19 tests must be approved by the Fund Portfolio Manager and the Project Manager before implementation. Any issues concerning procurement actions, or any newly identified

risks will immediately be communicated to the project management team as well as the project sponsor.

Cost Determination

For this project we will issue a Request for Quote (RFQ) in order to solicit proposals from various vendors which describe how they will meet our requirements and the cost of doing so. All proposals will include vendor support for all items from the procurement definition paragraph as well as the base costs. The vendors will outline how the work will be accomplished, who will perform the work, vendors' experience in providing these goods, customer testimonials, backgrounds and resumes of employees performing the work, and a line-item breakdown of all costs involved. Additionally, the vendors will be required to submit work breakdown structures (WBSs) and work schedules to show their understanding of the work to be performed and their ability to meet the project schedule.

All information must be included in each proposal, as the proposals will be used as the foundation of our selection criteria. Proposals which omit solicited information or contain incomplete information will be discarded from consideration.

Standardized Procurement Documentation

The procurement management process consists of many steps as well as ongoing management of all procurement activities and contracts. In this dynamic and sensitive environment, our goal must be to simplify procurement management by all necessary means in order to facilitate successful completion of our contracts and project. To aid in simplifying these tasks, we will use standard documentation for all steps of the procurement management process. These standard documents will be developed and revised when necessary to continually improve procurement efforts in the future. They should provide adequate levels of detail which allow for easier comparison of proposals, accurate pricing, detailed responses, and effective management of contracts and vendors.

The Procurement Officer will develop and maintain a repository on UNDP's ATLAS platform which will contain standard procurement documentation that will be used for this project. The following standard documents will be used for project procurement activities:

Standard Request for Proposal Template to include

- Background
- Proposal process and timelines
- Proposal guidelines
- Proposal formats and media

- Source selection criteria
- Pricing forms
- Statement of work
- Terms and Conditions
- Internal source selection evaluation forms
- Letter of intent
- Contract types
- Performance evaluation form

Procurement Constraints

There are several constraints that must be considered as part of the project's procurement management plan. These constraints will be included in the RFQ and communicated to all vendors in order to determine their ability to operate within these constraints. These constraints apply to several areas which include schedule, cost, scope, resources, and technology:

Schedule:

Project schedule is not flexible and the procurement activities, contract administration, and contract fulfilment must be completed within the established project schedule.

Cost:

Project budget has no contingency reserve for procurement. Any items that go above the cost, per the previously established amount, must seek approval from Fund Portfolio Manager to procure. Costs are fixed for COVID-19 tests per LTA.

Scope:

All procurement activities and contract awards must support the approved project scope statement. Any procurement activities or contract awards which specify work which is not in direct support of the project's scope statement will be considered out of scope and not approved.

Resources:

All procurement activities must be performed and managed with current personnel. No additional personnel will be hired or re-allocated to support the procurement activities on this project.

Technology:

Parts specifications have already been determined and will be included in the statement of work as part of the RFQ.

Contract Approval Process

The first step in the contract approval process is to determine what items or services will require procurement from international vendors, requiring use of LTAs or local vendors. Cost analyses will be performed on all items and services and the procurement list will be finalized. The procurement officer will send out solicitations to all vendors. Once solicitations are complete and proposals have been received by all vendors, the approval process begins. The first step of this process is to conduct a review of all vendor proposals to determine which meet the criteria established by the project team. All purchases must be approved by the Project Manager.

Decision Criteria

The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:

1. Vendors for which there is an existing LTA
2. Ability of the vendor to provide all items by the required delivery date
3. Quality
4. Cost
5. Expected delivery date
6. Comparison of international shipping costs versus local procurement
7. Past performance

These criteria will be measured by the Procurement Officer and Project Assistant.

Vendor Management

The Project Manager is ultimately accountable for managing vendors; however, the Procurement Officer is directly. In order to ensure the timely delivery and high quality of products from vendors, the Procurement Officer, will meet weekly with each vendor to discuss the progress for each procured item. The meetings will be by teleconference. The purpose of these meetings will be to review all documented specifications for each product. This forum will provide an opportunity to review each item's development, or the service provided in order to ensure it complies with the requirements established in the project specifications. It also serves as an opportunity to ask questions or modify contracts or requirements ahead of time in order to prevent delays in delivery and schedule. The Project Assistant will be responsible for scheduling this meeting on a weekly basis until all items are delivered and are determined to be acceptable.

Performance Metrics for Procurement Activities

The following metrics are established for vendor performance for this project's procurement activities. Each metric is rated on a 1-3 scale as indicated below:

Chart 31 Vendor Performance, Project Procurement Activities

Vendor	Product	On Time	Documentation	Cost per	Transactional

	Quality	Delivery	Quality	Unit	Efficiency
Vendor #1					
...					

- 1 – Unsatisfactory
- 2 – Acceptable
- 3 - Exceptional

The following metrics are established for vendor performance for this project's procurement of services. Each metric is rated on a 1-5 scale as indicated below:

Chart 32 Vendor Performance, Procurement of Services

Vendor	Technical Expertise in the subject area of the assignment	Initiative	Interpersonal skills	Report Quality	Report Timeliness	Linguistic Skills
Vendor #1						
...						

- 1-Excellent
- 2-Very good
- 3-Good
- 4-Fair

5-Unsatisfactory

In addition to rating each vendor, actual values will be noted in order to build a past- performance data base for selecting vendors for future procurement activities.

SPONSOR ACCEPTANCE

Approved by: _____

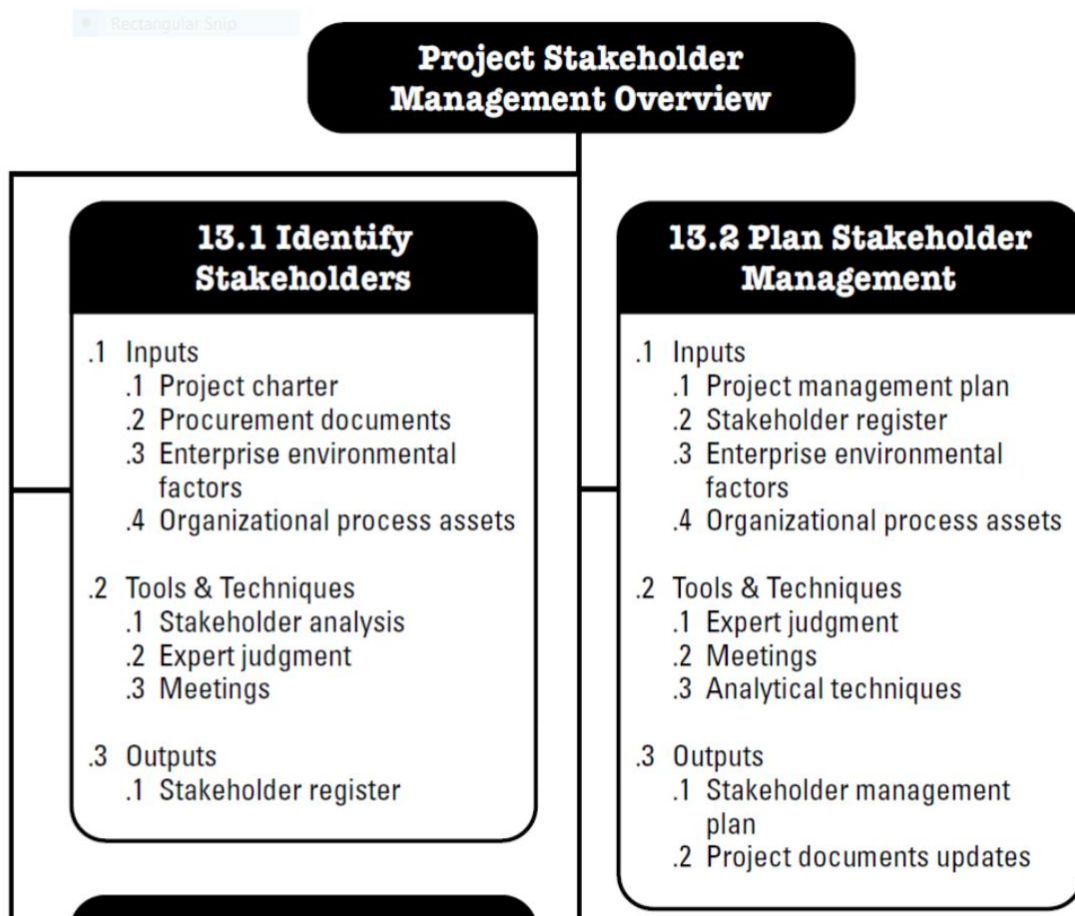
Fund Portfolio Manager

Date: _____

4.10. Project Stakeholder Management

Project Stakeholder Management was the last process to be conducted of the initiation process group. To conduct Project Stakeholder Management, the stakeholders involved with the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize were identified using the inputs, and tools and techniques in **figure 23** taken from the PMBOK® Guide. As such, the Principal Recipient agreement between the Global Fund and UNDP Belize, the subrecipient agreements between UNDP Belize and the subrecipients, and the initial list of stakeholders outlined in the project charter were reviewed by the Project Manager and Project Assistant to develop a more complete stakeholder register seen in Chart 8 below.

Figure 23 PMBOK® Guide: Stakeholder Management Planning Processes Overview



(Project Management Institute, 2013)

Following the steps described in the *PMBOK Guide*® - outlined in **figure 29** above, after identifying the potential stakeholders, the relevant information regarding

“roles, departments, interests, expectations, and influence levels (Project Management were detailed as seen in **Chart 33** below.

Chart 33 Stakeholder Register

Stakeholder Register											
Project Name: Global Fund's COVID-19 Response Mechanism Funding in Belize											
Project Manager Name: N. Castro											
Project Description: Project will result in a fully executed budget that will help mitigate the impact of COVID-19 on the HIV/TB response in Belize											
ID	Name	Organization	Role	Title	Contact Information	Communication Means	Communication Vehicles	Stake in Project	Influence	Perspective Regarding Project	Comments
1	E. Gonzalez	Global Fund	Project Sponsor Decision Maker	Fund Portfolio Manager	gon_belize@theglobalfund.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom	Has high interest in the project and is responsible for the funding of the project. Is critical throughout enter project lifecycle.	High	Positive	
2	N. Castro	UNDP Belize	Project Management Key Decision Maker	Project Manager	ncastro@undp.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and is responsible for managing the entire project. Is critical throughout enter project lifecycle.	High	Positive	
3	E. Romero	NAC Belize	Key Decision Maker Country Coordinating Mechanism	Executive Director	ed@nacbelize.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and is responsible for coordinating the subrecipients. Is critical throughout enter project lifecycle.	High	Positive	
4	E. Burgos	CSO Hub Belize	Subrecipient	Executive Director	ed@csohubbelize.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and is responsible for coordinating CSOs and implementing activities under the responsibility of the CSO Hub	High	Positive	
5	J. Burke	BFIA	Subrecipient	Executive Director	jd@bfia.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and is responsible for implementing activities for BFIA	Low	Positive	
6	A. Vargas	Hand in Hand Ministries	Subrecipient	Executive Director	ed@hhb.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and is responsible for implementing activities for HHB	Low	Positive	
7	F. Morey	Ministry of Health and Wellness	Subrecipient	Deputy Director of Health Services	ddhs@health.bz	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	High interest in the project and is responsible for overseeing the COVID-19, HIV and TB response in country	High	Positive	
8	L. Perera	UNDP Belize	Administration	Project Assistant	lp@undp.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and has responsibility for assisting in the project management reporting. Is critical through project duration.	Medium	Positive	
9	H. Alpuche	UNDP Belize	Procurement	Procurement Officer	hprocurement@undp.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has high interest in the project and has responsibility for procurement. Is critical through project duration	High	Positive	
10	A. McField	UNDP Belize	Finance	Finance Officer	finance@undp.org	Meetings Personal Communications Reports Presentations Announcements	E-mail Telephone Zoom Face to Face	Has medium interest in the project and has responsibility for processing payments	Medium	Positive	

(Castro, 2022)

Chart 34 Stakeholder Analysis and Level of Engagement

Stakeholder Analysis and Level of Engagement					
Project Name:	Global Fund's COVID-19 Response Mechanism Funding in Belize				
Project Manager Name:	N. Castro				
Project Description:	Project will result in a fully executed budget that will help mitigate the impact of COVID-19 on				
Stakeholder Name	Key points Key interests or stake in the change and degree of impact (H, M or L)	Level of influence over the change (H, M or L)	Present attitude to the change (in favour or opposed)	Stakeholder management strategies	Key points for Stakeholder Engagement and Management Plan
C. Gonzalez Global Fund Project Sponsor	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
N. Castro UNDP Belize Project Management Project Manager	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
E. Romero NAC Belize Country Coordinating Mechanism Executive Director	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
E. Burgos CSO Hub Belize Subrecipient Executive Director	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
J. Burke BFLA Subrecipient Executive Director	Interest High Impact Low	L	Favor	Keep informed	One way communication
A. Vargas Hand in Hand Ministries Subrecipient Executive Director	Interest High Impact Low	L	Favor	Keep informed	One way communication
F. Morey Ministry of Health and Wellness Subrecipient Deputy Director of Health Services	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
L. Perera UNDP Belize Administration Project Assistant	Interest High Impact High	M	Favor	Consult, involve, keep informed	Two way engagement essential
H. Alpuche UNDP Belize Procurement Procurement Officer	Interest High Impact High	H	Favor	Consult, involve, keep informed	Two way engagement essential
A. McField UNDP Belize Finance Finance Officer	Interest Medium Impact Medium	M	Favor	Keep informed	One way communication

(Castro, 2022)

Stakeholder Analysis involved the review of the data compiled in **Chart 33:** the Stakeholder Register, in order to identify the relevant information required to select the appropriate management strategies and level of engagement for each stakeholder (some are grouped by type) identified in **Chart 34:** Stakeholder Analysis and Level of Engagement.

The Stakeholder Management Plan, as seen below, was developed as an output to the second process of Stakeholder Management. Each stakeholder was identified along with detailed information that explained how each would be engaged throughout the project.

STAKEHOLDER MANAGEMENT PLAN

Project Name: Implementation of the Global Fund’s COVID-19 Response Mechanism Funding in Belize

Project Manager: N. Castro

Submitted to: Fund Portfolio Manager, Global Fund

Project Sponsor: The Global Fund

Prepared by: N. Castro

Date prepared: April 1, 2020

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4.1 Stakeholder Plan Updates

PURPOSE

Stakeholder Management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution (PMBOK 5th Edition) throughout the lifecycle of the project.

The Stakeholder Management Plan includes several sections:

- **Identify Stakeholders** – identify by name and title of the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.
- **Plan Stakeholder Management** – identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- **Manage Stakeholder Engagement** – outlines the processes and steps that will be undertaken to carry out the planned strategies.

- **Control Stakeholder Engagement** – describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

Identify Stakeholders

In order to develop an effective plan for managing stakeholders, they first need to be clearly identified and assessed. Stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented and analyzed. (PMBOK 5th Edition). To assist with stakeholder identification and analysis, the team has created and is completing a Stakeholder Analysis Register categorized by Stakeholder Group. The Stakeholder Analysis Register captures the following information

- Stakeholder Name/Group Name
- Description of the Group
- Level of Impact on the Project
- Level the Group is Impacted by Project
- Current Change Readiness State
- Desired Change Readiness State
- Issues, Opportunities and Risks associated with each group

- Strategies and Actions to address issues, risks and opportunities

A snapshot from the Stakeholder Analysis Register is provided below.

Please note: Impact is measured by High (H), Medium (M) or Low (L). State of change readiness is assessed using the measures from PMBOK as follows:

U – Unaware – this group has no information about the project

R – Resistant – aware of project and resistant to the changes and impacts the project may bring

N – Neutral – aware of the project and neither supportive nor resistant

S – Supportive – aware of the project and the potential changes and impacts and is supportive

L – Leading – aware of the project and actively engaged to ensure the project's success

Chart 35 Stakeholder Analysis Register:

Stakeholder Analysis Register								
Project Name:		Global Fund's COVID-19 Response Mechanism Funding in Belize						
Project Manager Name:		N. Castro						
Project Description:		Project will result in a fully executed budget that will help mitigate the impact of COVID-19 on the HIV/TB response in Belize						
Stakeholder Group	Stakeholder Name	Description & Key attributes	Impact on Project	Impacted by Project	Current State	Desired State	Issues, Opportunities and Risks	Mitigation Strategies and Actions
Global Fund	C. Gonzalez Global Fund Project Sponsor	Project Sponsor Decision Maker	H	H	L	S	Opportunities: Is an expert in HIV, key populations, Human rights and gender, and health systems strengthening	
UNDP Belize	N. Castro UNDP Belize Project Management Project Manager	Project Management Key Decision Maker	H	H	L	L	Issue/Opportunities: Various levels of interest in the project outcomes, but high interest in specific areas of work	Incentivize staff who are not directly apart of GF PMU.
	L. Perera UNDP Belize Administration Project Assistant	Administration						
	H. Alpuche UNDP Belize Procurement Procurement Officer	Procurement						
	A. McField UNDP Belize Finance Finance Officer	Finance						
Country Coordinating Mechanism	E. Romero NAC Belize Country Coordinating Mechanism Executive Director	Key Decision Maker Country Coordinating Mechanism					Opportunities: Willingness to be participate in the coordination of CSOs and MoHW.	
Subrecipients		Subrecipient	H	H	S	L	Issue: Challenges with coordination among CSOs. Opportunities: High interest in specific areas of implementations	Incentivize CSOs to work together through recognition
	E. Burgos CSO Hub Belize Subrecipient Executive Director							
	J. Burke BFLA Subrecipient Executive Director	Subrecipient						
	A. Vargas Hand in Hand Ministries Subrecipient Executive Director	Subrecipient						
	F. Morey Ministry of Health and Wellness Subrecipient Deputy Director of Health Services	Subrecipient						

(Castro, 2022)

Power/Interest Classification

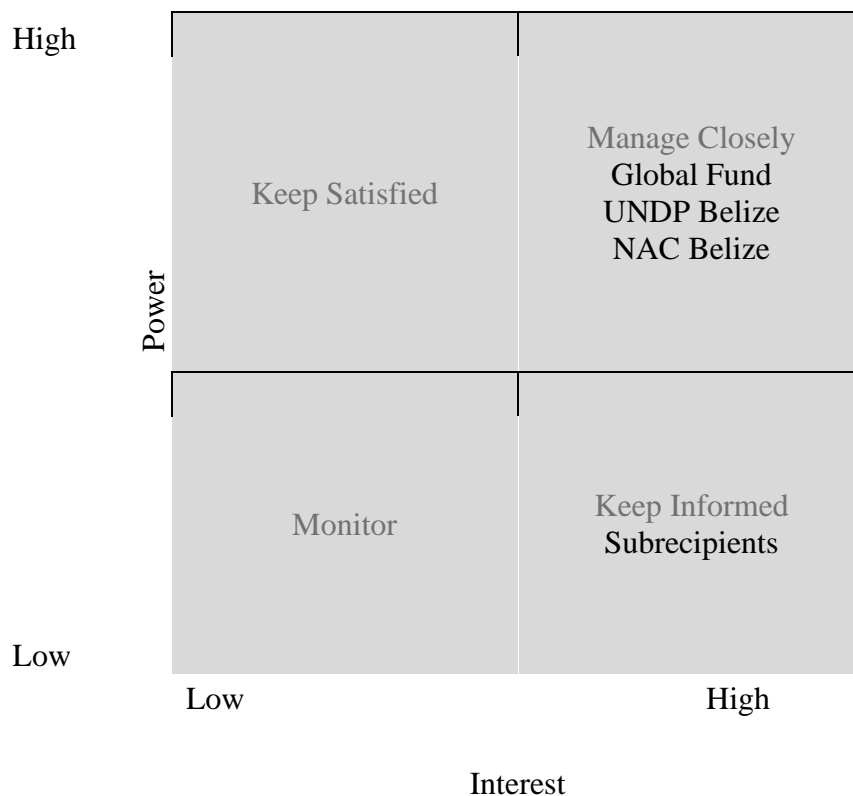
As mentioned above, the Implementation of the Global Fund's COVID-19 Response Mechanism Funding project is assessing each group's position, as well as their impact on the project and/or how they are impacted by the project. One purpose of this activity is to help identify and categorize groups so that appropriate attention

can be given to each group according to the level of engagement needed. To help in this process, the project will use the PMBOK Power/Interest Grid to categorize each stakeholder group. The Power/Interest Grid analyzes stakeholder groups in a visual manner to further establish stakeholders' level of interest or concern and their ability to influence the project outcomes.

An important outcome of the stakeholder identification and analysis work, including the Power/Interest Grid, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Provided below is the Power/Interest Grid with the major stakeholders and stakeholder groups for the project.

Figure 24 Stakeholder Power/Interest Grid



(Castro, 2022)

Plan Stakeholder Management

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success. The key benefit of this process is that it provides a clear, actionable

plan to interact with project stakeholders to support the project's interests (PMBOK 5th Edition).

Based upon the information gathered in the Stakeholder Analysis Register and Communication Plan, the Project Manager will be responsible for engaging stakeholders throughout the lifecycle of the project. The level of engagement required for each stakeholder may vary over the course of the project. For example, during the beginning stages of the project, it might be necessary for the Project Manager to engage more highly with key stakeholders. Highly engaged key stakeholders in the early stages of the project are pivotal for project kick-off, achieving staff buy-in and clearing obstacles. As the project progresses, the level of engagement will shift from key stakeholders to the broader project team and end-users.

Stakeholder Engagement

To ensure the correct level of engagement is being achieved by each stakeholder, the Project Manager will analyze current levels of engagement by using the PMBOK Stakeholders Engagement Assessment Matrix. As noted above in the Stakeholder Analysis Register, each stakeholder group shall be assessed in terms of their current and desired level of engagement.

Chart 36 Stakeholder Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading

Global Fund					CD
UNDP Belize					CD
Country Coordinating Mechanism				C	D
Subrecipients				CD	

Stakeholder Engagement Assessment Matrix. List stakeholders and place a level of “C” for their current level of engagement and “D” in the column of their desired level of engagement.

Manage Stakeholder Engagement

Stakeholder Engagement Management is the process of communicating and working with stakeholders to meet their needs and expectations, and to address issues as they occur. Stakeholder Engagement Management is the process to systematically foster appropriate stakeholder engagement in project activities throughout the life of the project. The key benefit of this process is that it allows the Project Manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success (PMBOK 5th Edition).

To effectively manage stakeholder engagement, the Implementation of the Global Fund’s COVID-19 Response Mechanism Funding project will utilize the

Communication Plan and strategies identified above to communicate the relevant project information to key stakeholders in a proactive and timely manner. Leveraging the information provided in the Communication Plan (i.e., stakeholder groups, communication items, purpose, method of communication, and frequency), the project will have the ability to increase support and minimize stakeholder resistance throughout the life of the project. Managing stakeholder engagement helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks.

In line with the analysis above, the project team will also be actively listening and soliciting input and feedback to make sure communications are being received and understood, and to capture important information to help adjust and to respond to problem areas.

Other project artefacts will factor into Stakeholder Management as well, including the list of Business Process Changes and the Change Control process, both of which consider the impact on stakeholders. The project Issues Log is another tool to collect, document, and address concerns raised by stakeholders and to identify and provide solutions for stakeholder management risks that have materialized into issues.

Monitor Stakeholder Engagement

Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. Monitor Stakeholder Engagement involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

As mentioned in the Communications Plan and the Risk Management Plan, the Implementation of the Global Fund's COVID-19 Response Mechanism Funding Project will have mechanisms to receive ongoing direct feedback from key stakeholders, including email, personal communication, site visits, and meetings. Individual stakeholders will be encouraged to participate and to voice questions and concerns, with the most serious issues and concerns that are raised addressed in a formal, rigorous process through the Issues and Risk logs.

As described in the Scope Management Plan, the project will solicit broad participation in the collection and validation of requirements, which will uncover issues and concerns early on, so they can be addressed. Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project lifecycle.

Stakeholder Plan Updates

The Stakeholder Management Plan and associated documents are subject to change when necessary. The stakeholders identified and their information documented in the Stakeholder Analysis Register will be reviewed at least monthly to ensure the plan is meeting project expectations and to adjust when required.

5.0. Conclusion

1. The Project Management Plan was created using the analytical research method and the fifth edition of the *PMBOK® Guide*, to be used as a developmental tool for the Project Management team.
2. The Project Charter was the first subsidiary element of the Project Management Plan, created as the deliverable for specific objective number one. Using a template as a guide, to capture and organize the business needs and objectives, project description, preliminary scope statement, initial project risks, project deliverables, summary milestones, and project budget, the Project Charter also included identification of the project manager and the sponsor's authorization for the project to commence.
3. To define and specify the scope of the project, the Scope Management Plan, the deliverable created for specific objective number two, along with the WBS, WBS dictionary, Requirements Management Plan, Requirements Document, and

Requirements Traceability Matrix, were developed from a table or template, capturing the information gathered during meetings with project stakeholders and from project document reviews.

4. The Schedule Management Plan, the output from specific objective number three, was created along with the Activity List, Resource Assignments table and Project Gantt chart, in order to adequately identify each project activity to ensure the project's completion within the appropriate timeline.

5. To create the Cost Management Plan, the output from specific objective number four, a template in Microsoft Excel was used to develop the project budget, and a template was used to develop the Cost Management Plan which will guide the development of cost management performance measures and documents such as the Cost Baseline and the Project Funding Requirements.

6. To develop the Quality Management Plan, the output from specific objective number five, a template was used to identify the project's quality management approach, quality requirements, and the quality control measures that will be used throughout the project, in order to ensure that quality was built into the project's processes and product.

7. The Human Resource Management Plan was created to address specific objective number six. All human resources required to complete the project were identified and

classified in a comprehensive list based on their roles and responsibilities. The plan details how the human resources will be managed throughout the project.

8. For specific objective number seven, the Project Communications Plan, a template was used along with a list of priority stakeholders and their roles and responsibilities. In addition, a Communications Matrix was developed, detailing all project stakeholders (names/titles, information, format) throughout the project lifecycle. This ensures that the information is disseminated at the right time, in the right format, to the right people and by the right person.

9. The deliverable for specific objective number eight, the Risk Management Plan, was created using a template. A Risk Register was also developed to document and classify project risks.

10. The Procurement Management Plan deliverable, created for specific objective nine, was developed using a template to identify the project's procurement management approach, types of contracts used and contract approval process. The plan is comprehensive in that it also details procurement risks and constraints, and how these issues, along with vendors, will be managed effectively.

11. The Stakeholder Management Plan, developed for specific objective ten, was also developed using a template. In addition to the plan, which details how stakeholders will be identified, classified, managed and engaged throughout the project, the

Stakeholder Register and Stakeholder Analysis and Level of Engagement were also created to provide more information for effective stakeholder engagement.

12. The Project Manager developed all subsidiary plans using a combination of existing documents, templates, tables, charts and spreadsheets. Meeting minutes with subrecipients, the country coordinating mechanism, the Global Fund, and the project team, as well as project documents from the previous project, were used as source material.

13. Although UNDP has a Global Fund Health Implementation Manual, the *PMBOK® Guide* 5th Edition provided superior project management practices used by the project team to develop a more thorough project management plan, and to improve the way the Project Management Unit will manage the project.

6.0. Recommendations

1. UNDP Belize should adopt PMBOK Guide directed Project Management methods to increase the likelihood of project success in the completion of projects.

2. UNDP and the Global Fund should negotiate and develop standard project management initiation and planning documents prior to the execution of projects that fall outside of the traditional three-year project cycle.
3. All Global Fund projects managed by the UNDP/GF Project Management Unit within country offices should be headed by a complete project management team inclusive of its own Project Manager, Project Assistant, Monitoring and Evaluation Officer, Finance Officer and Procurement Officer.
4. UNDP should incorporate formal project management tools, such as those in the PMBOK Guide, required to manage the project, into its existing project management systems.
5. UNDP Belize's project management team should exercise caution during the development of each subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area are thorough and accurate.
6. The project management team of UNDP Belize should consider the use of the planning process and templates created during the development of the Project Management Plan for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding, as a basis for implementing a methodology to be used by the office for future projects that fall outside of the standard granting cycle.

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8.0 APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project Name:
1 November 2020	Project Management Plan for the Implementation of Global Fund's COVID-19 Response Mechanism Funding to Belize Project
Knowledge Areas / Processes	Application Area (Sector / Activity)
Should indicate the knowledge areas and process groups which are related to the project Knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Risk Management, Project Procurement Management, Project Communications Management, Project Stakeholder Management Process groups: Initiating, Planning, Monitoring and Controlling	Health/Disaster Response/HIV/AIDS/TB/Key populations
Start date	Finish date
1 November 2020	29 January 2023
Project Objectives (general and specific)	

General objective:

To create a Project Management Plan, framed within the standards of the Project Management Institute, to manage the implementation of the Global Fund's COVID-19 Response Mechanism funding allocated to mitigate the impact of COVID-19 on the HIV and TB programs.

Specific objectives:

- 1 To create a project charter to formally authorize the project and provide the project manager with the authority to apply organizational resources to the project to produce the project management plan.
- 2 To create a scope management plan to ensure all the work required to successfully complete the project is included.
- 3 To create a time management plan to support the development and management of a project schedule to ensure the project is completed within the set timeframe.
- 4 To create a cost management plan to support the development and management of the project budget to ensure the project is completed within the prescribed budget.
- 5 To develop a quality management plan to identify the quality requirements for the project to ensure results meet requirements of approval within the estimated time, cost and scope of the project.
6. To create a human resource management plan to ensure that all human resources are identified and managed effectively to complete the project within the estimated time, cost and scope of the project.
7. To develop a communication management plan to ensure the timely and effective communication of the project status and the issuance of key information.
8. To develop a risk management plan to identify risk of successful project implementation and to develop plans to minimize the likelihood and impact of the identified risks.
- 9 To develop a procurement management plan to acquire products and services required by the project.
- 10 To develop a stakeholder management plan to identify and support project stakeholders to ensure effective stakeholder engagement.

Project purpose or justification (merit and expected results)

This project to develop the project management plan for the implementation of the Global Fund's COVID 19 Response Mechanism funding in Belize Project is required to effectively create the plans that will be used by the Project Management Unit during the executing, monitoring, controlling and closing processes. UNDP, as Principal Recipient of the Global Fund grant in Belize, will execute the project which will mitigate the impact of COVID 19 on the HIV and TB programs.

COVID 19 is now categorized as a global pandemic with Belize documenting its first case on 23 March 2020 and has to date documented 3,487 cases. COVID-19 has ravaged the economy and requires the Ministry of Health to take an all hands on deck approach leaving the HIV/TB programs with serious gaps.

The Project Manager and the Project Management Unit recognizes the importance of the planning process and the project management plan as critical to the success of the project. During this project, the project manager will plan to develop the necessary documents that form the project management plan for the deliverables of the COVID 19 Response Mechanism to meet time, cost, schedule and quality requirements.

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

The project management plan for the implementation of Global Fund's COVID 19 Response Mechanism Funding will be generated by this project. It will consist of all the subsidiaries of a project management plan.

Assumptions		
Resources: The project can be completed by one (1) person. Time: The project can be completed in three (3) months		
Constraints		
Resources: One (1) persons – Project Manager Time: Three (3) months		
Preliminary risks		
If the project milestone schedule is not adhered to, the project may not be completed in three (3) months. If the supervisors/tutors do not provide timely feedback, the project may not be completed in three (3) months.		
Budget		
Budget will constitute the required financial resources needed to print and ship Final Graduation Project to Costa Rica.		
Milestones and dates		
Milestone	Start date	End date
Project Start	1 November 2020	1 November 2020
Project Charter	1 November 2020	1 November 2020
WBS	1 November 2020	1 November 2020
Chapter I: Introduction Chapter	2 November 2020	8 November 2020
FGP Schedule	2 November 2020	8 November 2020
Chapter II: Theoretical Framework	9 November 2020	15 November 2020
Chapter III: Methodological Framework	16 November 2020	22 November 2020
Executive Summary	23 November 2020	29 November 2020
Annexes – Bibliography, Indexes	23 November 2020	29 November 2020
Signed Charter – Approval	30 November 2020	6 December 2020
Tutoring	19 September 2022	8 January 2023
Previous Chapter Adjustments	26 September 2022	2 October 2022
Chapter IV: Development (Results)	3 October 2022	18 December 2022

a. Charter	3 October 2022	9 October 2022
b. Scope Management Plan	10 October 2022	16 October 2022
c. Schedule Management Plan	17 October 2022	23 October 2022
d. Cost Management Plan	24 October 2022	30 October 2022
e. Quality Management Plan	31 October 2022	6 November 2022
f. Human Resource Management Plan	7 November 2022	13 November 2022
g. Communications Management Plan	14 November 2022	20 November 2022
h. Stakeholder Management Plan	21 November 2022	27 November 2022
i. Procurement Management Plan	28 November 2022	4 December 2022
j. Risk Management Plan	5 December 2022	11 December 2022
k. Project Integration: Project Management Plan	12 December 2022	18 December 2022
Chapter V: Conclusions	19 December 2022	25 December 2022
Chapter VI: Recommendations	26 December 2022	1 January 2023
Tutor Approval	2 January 2023	8 January 2023
FGP Submission to Reviewers	9 January 2023	9 January 2023
Review	9 January 2023	15 January 2023
Adjustments	16 January 2023	22 January 2023
Presentation to Board	23 January 2023	29 January 2023

Relevant historical information
Not applicable
Stakeholders

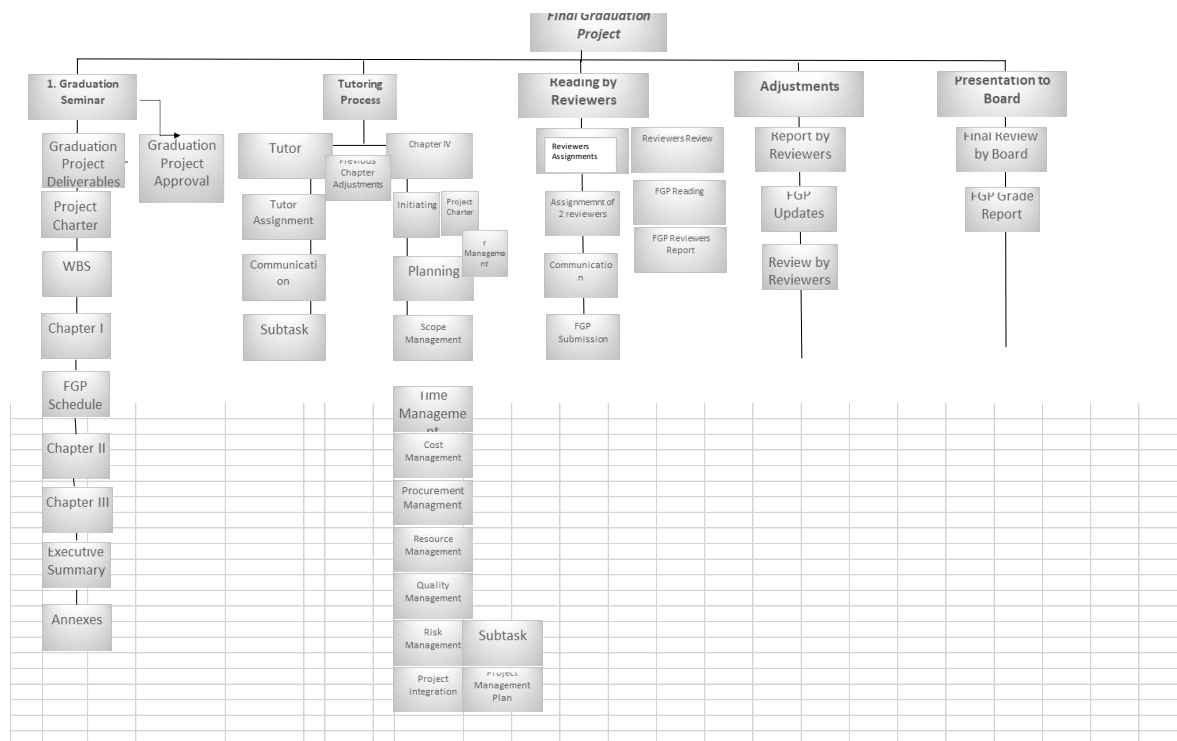
Direct stakeholders: FGP Lecturer: Mr. Carlos Castro Tutor: Mr. Carlos Castro Project Manager: Nyreese Castro Indirect stakeholders: Beatriz Davis Academic Assistant: Ms. Gabriela Zuniga Reviewers: Ruben Alzate Reviewers: James Perez	
Project Manager: Nyreese Castro	Signature:
Authorized by:	Signature:

Appendix 2: FGP WBS

Final Graduation Project Work Breakdown Structure

Project Start
1. Graduation Seminar
1.1. Final Graduation Project (FGP) Deliverables
Project Charter
Work Breakdown Structure (WBS)
Chapter I: Introduction Chapter
FGP Schedule
Chapter II: Theoretical Framework
Chapter III: Methodological Framework
Executive Summary
Annexes – Bibliography, Indexes
Graduation Project Approval Signed Charter
Tutoring Process
Tutor
Tutor Assignment
Communication
Previous Chapter Adjustments
Chapter IV: Development (Results)
Initiating Phase
Project Charter
Stakeholder Management
Planning Phase
Scope Management
Time Management
Cost Management
Procurement Management
Resource Management
Quality Management
Risk Management
Project Integration
Project Management Plan
Chapter V: Conclusions
Chapter VI: Recommendations
Reading by Reviewers
Reviewers Assignment
Assignment of Two Reviewers

Communication
FGP Submission to Reviewers
Reviewers Review
FGP Reading
FGP Reviewers Report
Adjustments
Report by Reviewers
FGP Updates
Second Review by Reviewers
Presentation to Board
Final Review by Board
FGP Grade Report



Appendix 4: Revision Dictum

I, Genee Neal, reviewed the project entitled Project Management Plan for the Implementation of the Global Fund's COVID-19 Response Mechanism Funding in Belize, on behalf of Nyreese Castro. This was completed in partial fulfillment of the requirements for the Master in Project Management (MPM) degree. The paper's strength lies in its adherence to the format and in the content's influence by the PMBOK Guide. The methodological approach is sound. The paper was corrected for grammar and typographical errors. Sentence structures were edited to be concise and fluent.

Genee Neal

Name

Belmopan, Belize

2 December 2022

Appendix 5: Philologist Credentials

