UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL

(UCI)

Project Management Plan for the monitoring and Evaluation of the Youth and
Community Program (YCT) in Belize

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Final Graduation Project submitted in partial fulfillment of the requirements for the
Master in Project Management (MPM) Degree

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Master in Project Management (MPM) Degree

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DEDICATION

I would like to dedicate this work to the youths of Belize, my children and of course to God, who is my guide in all things. I have worked many years making a difference in so many lives and this is the manifestation of another period in my life's work. It is my hope that this program will help to impact not only the youths within the city of Belize but the entire nation. There is so much that can be accomplished, if efforts are placed to change the factors that are hindering the country's growth. Our youth is where that work must begin to take shape.

This project is a step in that direction and it is my desire to see youths use it to make their own contribution to our nation as productive citizens. In the wake of things that make sense, my children are my biggest motivation to work tirelessly. They remind me each day about the reason that I must make a positive impact on my country. I firmly believe that what I build and the legacy I leave behind will be theirs in the end. They have a source of the love I need in the moments of doubt and like my wife; they have been the inspiration I look to in desperate times.

In hindsight, I can say that my work would have no enjoyment and I would lack the drive if I was not working with them in mind. Lastly, but by no comparison, I want to thank God, who is the first creator of all things. He has given me a great imagination and has blessed me in so many ways. My belief in the Almighty God is what shapes my philosophy that all Belizeans deserve a chance to be productive despite their social status. God has opened so many doors for me that I must in turn open doors

for those that are equally deserving of his love. It is with great humility that I return

through dedication, what was inspired through his words.

ACKNOWLEDGMENTS

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ABBREVIATIONS AND ACRONYMS

- APPR-Annual Project Performance Report
- CA- Control Accounts
- CBD-Caribbean Development Bank
- CLO-Community Liaison Officer
- CPI- Cost Performance Index
- CRD-Community Rehabilitation Department
- CV- Cost Variance
- DYS-Department of Youth Services
- FGP-Final Graduation Project
- FO-Finance/Accounting Officer
- GOB-Government of Belize
- IBI-Image Building Inc
- IDB-International Development Bank
- KA- Knowledge Areas
- M&E- Monitoring and Evaluation
- MOU-Memorandum of Understanding
- NICH-National Institute of Culture and History
- PC-Project Coordinator
- PERT-Project Evaluation Review Technique
- PMBOK-The Project Management Body of Knowledge
- PMI-Project Management Institute
- RFQ- Request for Quote
- SPI- Schedule Performance Index

- SV-Schedule Variance
- WBS-Work Breakdown Structure
- YCT-Youth and Community Transformation Program
- YMCA- Young Men Christian Association

EXECUTIVE SUMMARY (ABSTRACT)

The Belize Youth and Community Project (YCT) was established in 2013, which was to target vulnerable communities with an emphasis on restoration of community values within the south side areas of the city. The Ministry of Human Development, Poverty Alleviation and Social Transformation a body of the government of Belize was mandated to promote economic development through investment promotion, entrepreneurial development, marketing and policy development for vulnerable areas.

The proposal was to create a monitoring and Evaluation plan for the Youth and Community Transformation Project (YCT) as identified in the charter. The project would correlate with the objective of the YCT as a developmental initiative. The problem to be solved would be assisting with program assessment and determine quality of program delivery under the project for stakeholders as well as identify areas for improvement in resource allocation. Quite often these projects do not allow for proper assessment of the use of governmental resources and that affects the justification for additional funding.

The general objective was to develop a Project management plan within the professional standards of the Project Management Institute (PMI) to used in the monitoring and evaluation plan for the Youth and Community Transformation project (YCT) in Belize. 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 in order to produce the Project Management Plan; to create a project integration management plan to successfully coordinate all elements of the project which includes coordinating multiple tasks, managing conflicts as well evaluating resources and stakeholders; to create a scope management plan that included all the work required to complete the project; to create a schedule management plan which supported the development and management of a project schedule and ensured the project was completed within the time allotted;to create a cost management plan that defined the processes for developing and managing project budget within the project needs;to develp a quality management plan that identified the quality requirements for the project which ensured that results meet expectations for approval within the time,cost and scope constraints;to create a human resource management plan that ensured all human resources were identified and managed effectively to complete the project within time, cost and scope constraints;to develop a communication management plan

which ensured the timely and effective communication of the project status and critical information; to create a risk management plan that identified and examined risks for the successful completion of the project amd developed plans to minimize the chances of negative risks; to develop a procurement management plan that was used to obtain goods, services or results required by the project, and to develop a stakeholder management plan that identified and supported all the project stakeholders and ensured effective stakeholder engagement.

The Methodology used for the research was analytical or explanatory. The main resources that was used to gather information included A Guide to the Project Management Body of Knowledge (PMI) Sixth Edition and interviews , documents from project team members on behalf of the Belize government.The information was analyzed in order to create the supporting plans for the project plans associated to the YCT project .

The Project Management Plan developed using the PMI provided a a new methodology for the project team to build a more thorough project management plan for a project that could assist the most vulnerable, such as the YCT. The plans developed would help the YCT project team better manage the project and guarantee higher rate of success. It is highly recommended the YCT project team consider using plans that would better evaluate projects funded by international banks. Plans developed to determine how resources are utilized and what risks are associated with such projects, offer a better reporting system for donors and stakeholders. The YCT project team should also utilize document preparation and management to organize, store and create a centralized location for project planning and future organizational process assets.

   In conclusion, while project documents provided by the YCT project attached to the Minisrty of Human Development offered much guidance in developing the FGP, the PMI project management Knowledege areas were central in focusing on how the process would be achieved for success. it is quite obvious how the knowledge areas are critical aspects of project execution for stakeholder satisfaction. Additionally, when considering how the YCT will be beneficial for the government and future endeavors that beneft the ministry; Ideally, it is highly recommnened that the ministry considers an approach to YCT projects that is standardized as one does not presently exist. The purpose of doing the this FGP was to ensure that evaluation systems can be included in youth projects as a a way of measuring success.

1. INTRODUCTION

1.1. Background

The Ministry of Human Development Poverty and Social Transformation has been embarking on several programs similar to YCT for quite some time. The nature state of affairs in Belize in regards to violence has ensured that youths ages 14-24 are the subject the justice system with more youths falling to crime each day, particularly in the city. The YCT project with its expansion taking place in 2017 has seen a greater impact since its inception in 2013. The focus continues to be on ensuring youths have a chance to gain meaningful skills that will enable them to be gainfully employed and avoid the pitfalls of crime associated to poverty. While the YCT continues to promote programs that will move Belizean youth into a place of opportunity, there are great challenges affecting the success. The partnering agencies play a critical role in how effect programs are at the implementation level and the overall value of each program depends heavily on youth accessing the programs for themselves.

1.2. Statement of the Problem

The issue or problem that will be explored is in regards to the impact of the YCT programs and how they can be better monitored by partnering agencies, while identifying whether YCT has the adequate human resources to address stakeholder needs. The program while effective has to be evaluated to measure its success against the rise of crime involving youth.

1.3. Purpose

The purpose of the project is to identify systems of implementation of control to better improve the impact of YCT. The project may already be successful however

an evaluation of lessons learned and strenghtening its programs goals can be useful to project success.

Benefits may include:

- ✓ Better programs for stakeholders
- ✓ More satisfied donors
- ✓ Identifying better use of resources or resource leveling for other programs that need further support

1.4. General objective

To develop a Project management plan for Youth and Community Transformation project (YCT) in Belize to better improve project performance with the implementation of a monitoring and implementation system within YCT's 2019 quarter.

1.5. Specific objectives

1. To develop an Integration Management plan to ensure that all procesures within the project is properly alligned.

2. To develop a Scope Management plan that better outlines project limits , deliverables as well as identify the contstraints, assumptions and critical success factors.

3. To develop a Schedule Management plan to determine that scheduling is being consided in project implementation

4. To develop a Cost Management plan to better determine resource usage toward project requirements

5. To create Project Quality management plan to ensure project meets outlined policies and expectations agreed upon by stakeholders

6. To develop a Project Resource management plan to better effectively use available human capital, outliing roles and responsiblities through out the life of the project.

7.To develop a Communication Management plan to carry out timely and frequent information that is effective in attaining project success.

8. To develop a project Risk Management plan to identify, mitigate and address risk issues within the project.

9. To develop a Project Procurement management plan to determine services and products required for the project.

10. To create a Stakeholder Management plan to identify and enagage stakeholders throughout project life for the purpose informed decisions throughout the project

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise Framework

The FGP is a research paper that is conducted in Belize City, the central hub of the Country of Belize where there Is a high concentration of youth criminal activity with a youth population of over 75,000 that is below the age of 29years (Belize Vital Statics, 2017). The project that is being used as a case study is an initiative tasked by the government of Belize through the ministry of Human Development Social Transformation and Poverty Alleviation called the Youth and Community Transformation Program (YCT) with the responsibility of restoring communities that have been affected by crime and poverty, particularly the youth who have been mostly affected by dysfunctional families and the lack of skills necessary to change their economic conditions.

The failing social conditions of Belize City, the country's former capital led to an extensive of amount institutions considering social programs that were youth based and targeted vulnerable young people who had been out school and were not able to get jobs with decent wages or were not qualified for employment. These programs were intended to reach those individuals who were not typically participants of programs because of challenge in accessibility, most programs offered did not equip youths to meet the demands of their present conditions and instead left participants without the necessary help required. It is with this challenge in mind that YCT was implemented with funds the International Development Bank (IBD) programs under the YCT project would be help to reach an underserved population and create opportunities that would impact the economic development of Belize. The YCT as a program brings to realization 3 three key areas that connect directly to youth and community empowerment through strategic programs:

- ✓ Programs that were beyond social needs but also offered opportunities that create economic gain in a sustainable environment
- ✓ Community based and wholistic in that programs were inclusive and cross generational

✓ Offering training for youth that meets social and economic needs based on needs analysis.

Figure 1 Ministry of Human Development YCT -Youth Training Program (June, 2018)

2.1.1   Company/Enterprise Background

In 2013 the Government of Belize (GOB) implemented a comprehensive social intervention, which would respond to the challenges facing vulnerable groups,particularly youth "at risk" on the Southside of Belize City. Communities in that area are challenged by, inter alia, increasing crime, inadequate social infrastructure and limited access to social services. The Youth and Community Transformation initiative (YCT) addresses these challenges by supporting the expansion of, and access to, existing social services as well as the development and implementation of new services so as to reduce social exclusion among youth and families in areas of Belize City in including Collet, Lake Independence, Pickstock and Port Loyola divisions of Belize City. CT provide services to enhance literacy and adaptive life skills, support community security and improve inter-

linkages and the sharing of best practices among participating agencies working in those communities.

The program is financed by the international Development Bank (IDB) and funded by the government of Belize at a value of 5, 200,000 US dollars and continues to see an expansion of partnership with community agencies who are currently on the ground in communities working to improve lives through programs ad other forms of outreach. The community groups who form the steering committee of the YCT have a proven track record of community building efforts that reaches the marginalized in a way to that offers them accessibility to basic services that are not available where they are living.

2.1.2 Mission and vision statements

Mission

In collaboration with all relevant partners, to facilitate policy development and to implement programmes that promote social justice and equity, enabling people to be self-sufficient, responsible and productive citizens

Vision

To be the lead entity of the government of Belize in the development of people, enabling them to realize their full potential and play a meaningful role in their communities.

Ministry of Human Development YCT Project, 2013retrieved from
http/www.humandevelopment.gov.bz

2.1.3 Organizational structure
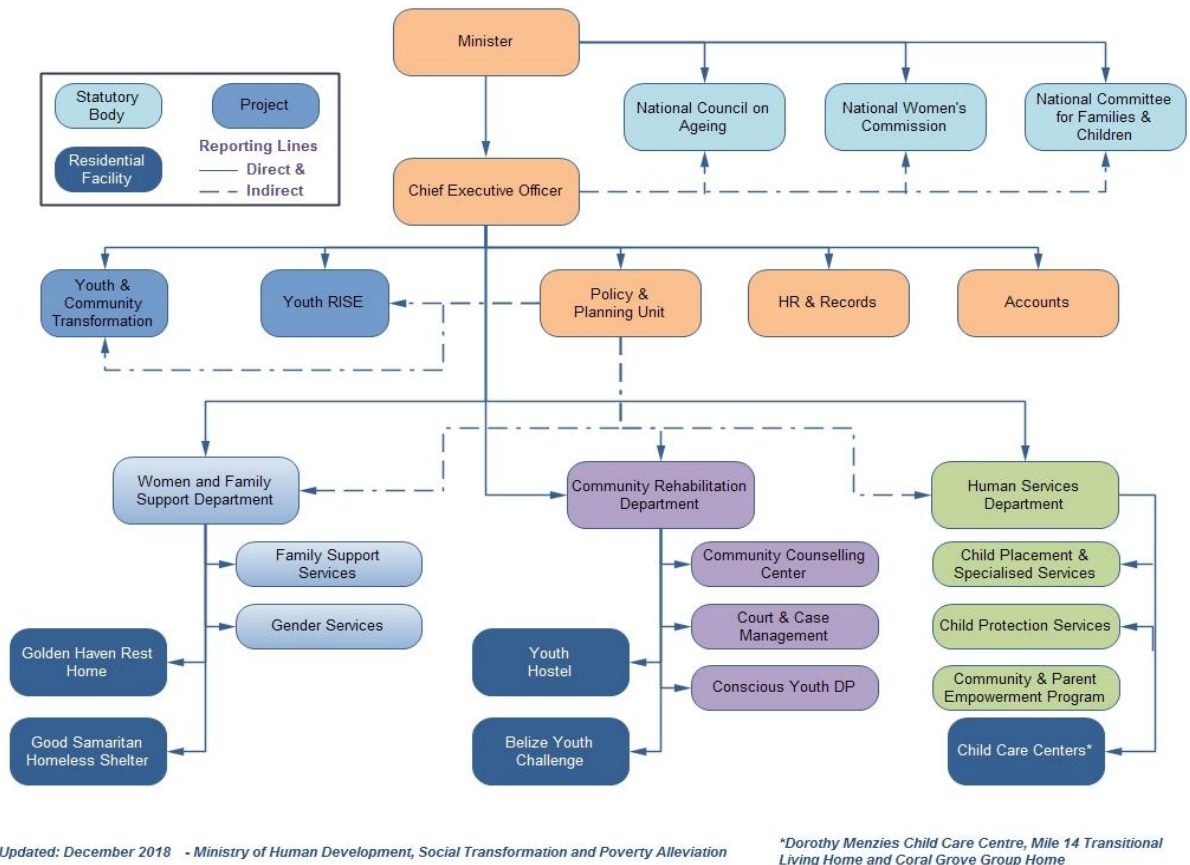
Figure 2 Organizational Structure (Source: Ministry of Human Development Social Transformation and Poverty Alleviation, copy right MOHD 2017)

While YCT is part of larger organizational structure which is encompassed the Ministry of Human Development, Social Transformation and Poverty Alleviation larger operational function; there is project management office that is responsible for the overall implementation and monitoring of all activities attached to YCT. Below is a description of the roles and responsibilities of the YCT team.

(a) The Project Coordinator (PC) will manage the Project on a day-to-day basis with responsibilities including programming, cost control, maintaining standards, production of periodic report, in particular the Annual Project Performance Report (APPR) and the Annual Work Plan. The PC will be responsible for the management

of staff services and other resources, including consultants where applicable and other technical experts, towards optimal performance of projects.

(b) Finance/Accounting Officer (FO) will be responsible for the provision of administrative services; the maintenance of project accounts in accordance with internationally accepted accounting principles; annual audit reports; and the recording of other project monitoring indicators.

(c) Community Liaison Officer (CLO), will be responsible to the PM for the active involvement of beneficiary communities, including communities of interest in the identification, implementation, monitoring and maintenance of all sub-projects funded by the project. The CLO(s) will assist in the training and sensitisation of stakeholders and be responsible for problem analyses and the design of YCT sub-project proposals.

(d) Clerk/ Secretary performs general office duties including data entry, typing, and filing. Work is reviewed periodically for accuracy and conformance with general instructions.

2.1.4 Products Offered

The implementing agency funds the following project activities:
- ➢ Basic Literacy and numeracy
- ➢ Adaptive life skills
- ➢ Community support
- ➢ Community Infrastructure support
- ➢ Project implementation support

2.2 Project Management concepts.

2.2.1 Project

The Project Management Body of Knowledge (PMI) defines project as, "a temporary endeavour undertaken to create a unique product, service, or result" (Project Management Institute 6th edition, 2017). For the purpose of this research, the project is to develop a Project Management Plan for the Monitoring and Implementation of the YCT in Belize. The Project Management Plan as a project aims to establish a strategy for the

systematic reporting of project performance on all components and to further strengthen the monitoring and implementation of the organization and the growing demands for transparency and accountability at the YCT.

2.2.2 Project management

According to the PMI, 2017 Project Management is the "application of knowledge, skills, tools, and techniques to project activities to meet the project requirements", and realized through meticulous application and incorporation of "49 logically grouped project management processes, which are categorized into five Process Groups." (Project Management Institute, 2017).

In a search at Wikipedia, it is stated that, "as a discipline, project management developed from several fields of application including civil construction, engineering, and heavy defence activity (David I. Cleland, Roland Gareis (2006)). "Project management has evolved into a business process" (Kerzner, 2013, xxiii) being used by companies all over the world to increase corporate value in many ways.

PMI, 2017 is a globally recognized standard (Daley, 2013) that details how to initiate, plan, execute, monitor, and control and close a project. Project Management Methodology especially as by the Project Management Institute (PMI) and the Guide to the Project adopted Management Body of Knowledge (Project Management Institute,2017) certainly serves as the main reference and to the field of project management.

Projects, despite size and complexity can be broken down into smaller more manageable work packages which, when initiated and implemented, can be easily monitored and controlled to obtained the desired results within the constraints of Scope, Quality, Schedule, Budget, Resources, and Risks. With this in mind, developing a project plan and in particular, identified in this final project may be challenged by the "triple constraints" of time, cost and quality.

The final graduation project will be based on monitoring and implementation plan that will help to align the YCT to its outliined objectives and determine whether current resources are being properly utilized or adjustments can be made to ensure project direct stakeholders are being served with effectiveness.

2.2.3 Project life cycle

The PMI sixth Edition describes the project management life cycle as "phases that a project goes through from its initiation to closure" (PMI, 2017).
The generic life cycle of most projects is:

- ➢ Initiating - Starting the project
- ➢   Planning - Organizing and preparing
- ➢   Executing - Carrying out the project work
- ➢   Monitoring & Control
- ➢ Closing the project.
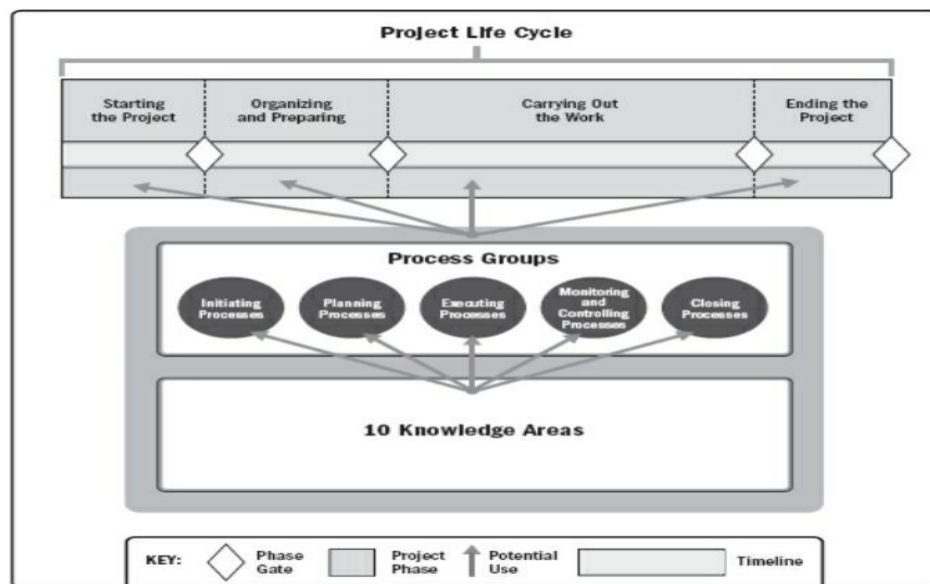
Figure 3. Project Life Cycle, (Source: PMI 6th edition, 2017)

According to Wilson, the project life-cycle is a "natural progression" and the four main stages (processes) in a project life-cycle are concept and approval, planning and

preparation, executing work activities, and closing all project activities (Wilson, 2014). However, the *PMI 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, 2017).

If all requirements are met for a particular delivery then the delivery is accepted. Figure 4 as depicted below, illustrates the interaction of process group at different phases of as as it would apply to the project life cycle.
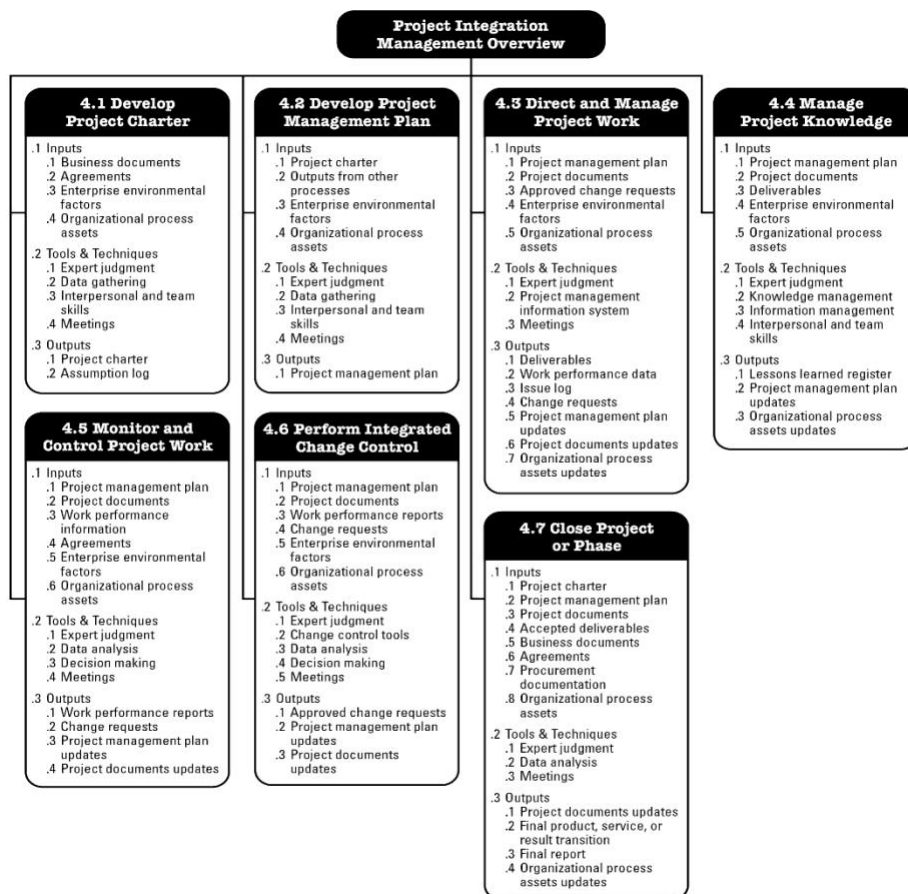
Figure 4. Interactions of Process groups at different phase levels (source: PMI 2017)

2.2.4 Project Management Processes

The PMBOK Guide 6th Edition outlines project management process as "a set of interrelated actions and activities performed to create a pre-specified product, service, or result (Project Management Institute, 2017). Assigned to one of each of the five (5) process groups, processes span each of the ten (10) knowledge areas.

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Figure 5 Project Management Processes, (Source: Project Management Institute, 2017)

Each knowledge area is characterized by its inputs, the tools and techniques that can be applied and their resulting outputs. (Project Management Institute 2017).

Project management constitutes the core process that link the various parts of a project's activities and processes. There are 49 processes that are divided into ten (10) knowledge areas. These knowledge areas interact with the five (5) main process groups called the project management process groups. These are Initiation, Planning, Execution, Monitoring & Control, and Closing. Every project must go through different stages of these process groups. These processes are aplicable to all projects and are highly interactive.

According to the Project Management Institute (2017), project management is accomplished by 49 logically grouped project management processes, which are grouped in five Process Groups, namely:

> Project Initiating
These processes help to define a new piece of work – either a completely new project or the phase you are about to begin. They ensure there is authority to proceed.
- Selection resource limits
- Recognizing the benefits of the project
- Uncover initial requirements, assumptions, risks, constraints, stakeholders and existing agreements
- Select project manager
- Develop project charter
- Assess project feasibility
- Create measurable objective

> Project Planning
These processes help define objectives and scope out the work to be done. They also encompass all the work around planning and scheduling tasks. Again, they

can cover a complete project or just the phase that is being worked on working on. Or you might be closing one phase and planning the next in parallel.

➢ Processes
- Create project scope statement
- Estimate work requirements, quality and quantity of work and resources needed.
- Estimate time and develop schedule
- Evaluation of the various risks
- Gain formal approval
   Project Executing
- these processes carry out project tasks. This is the 'delivery' part of project management, where the main activity happens to create the products.

- Acquire project team members
- Execute the work

➢ Project Monitoring and Controlling
   These processes tracks the work that is being done, review and report on it. They also cover what happens when the project isn't following the agreed plan, so change management falls into this Process Group.   These processes are ran alongside those in the Executing Group (mainly, but alongside the other Groups too) monitor Is done as project moves along.
   Processes
- Track and analyse project progress, compare with predicted outcome
-        Request, approve or reject changes

➢ Project Closing
   Finally, these processes finalize all the tasks in the other Groups to the point of closing the project or phase.

- Processes
- Verifying that all of the work has been accomplished
- Contractual closure of the contract
- Financial closure of the charge numbers
- Administrative closure of the paperwork

The following has been adapted from the Project Management Institute, A Guide to the Project Management Body of Knowledge, (Project Management Institute, 2017).

For this research project, with the exception of project procurement management, this final graduation project (FGP) followed the same knowledge areas from the formulation of the Project Charter to the actual project, which in this case was to develop a project management plan for the monitoring and implementation of the agency. Each process group is based on industry best practices and is designed to the specific requirements of each project. In the execution of each process, The PMI 6th Edition notes that the process groups are iterative with many of the processes repeated during the project (PMI, 2017). Only the processes involved in initiating and planning and monitoring of a project will be utilized to develop the Project Management Plan.

2.2.5 Project management Knowledge Areas

A knowledge area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization (PMI, 2017). There are ten knowledge areas, which are ten broad heading under which the 49 project management processes are subsets. Processes under each knowledge areas are iterative and may "overlap and interact".

There are ten (10) knowledge areas used in project management as clearly illustrated in Figure 6.
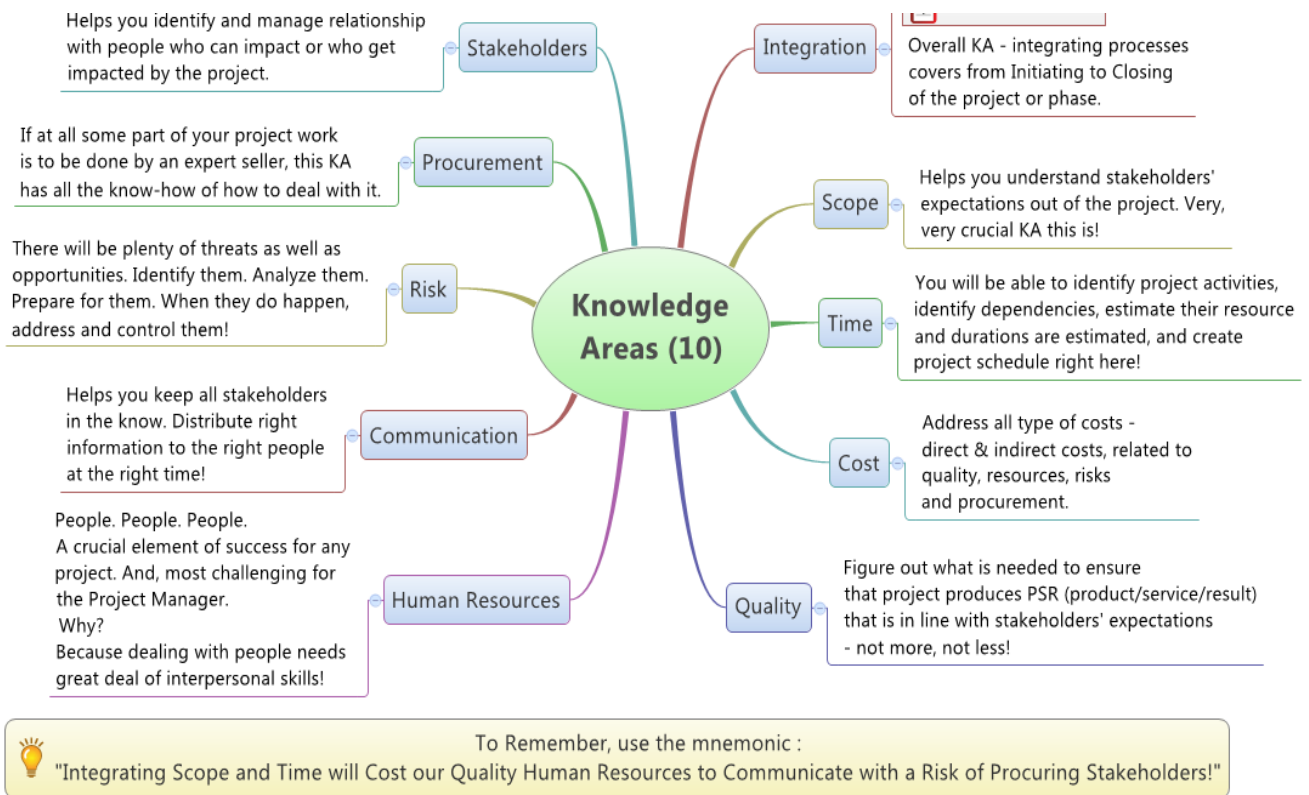
Figure 6 Knowledge Index. (Source: PMI's PMBOK® Guide 10 Knowledge Areas. Retrieved from PM Exam Smart notes. By S. Shenoy, n.d., Retrieved from http://www.pmexamsmartnotes.com/project-management-body-of-knowledge/. Copyright 2016 by PMExamSmartNotes.com)

The agency generally does not follow this ordered format of project planning, execution and closure. However, components of this model are integrated into the general operations. The FGP will help bring focus and full clarity to the seven (10) knowledge areas most relevant to the understanding of the project's objectives, namely: integration management, time management, cost management, communications management, risk management, stakeholder management and scope management.

However, for the purpose of this exercise, the ten knowledge areas will be defined comprehensively. *10 (PMI) Project Management Knowledge Areas - Let's break it down* by Elizabeth Harrin (updated 2017) gives a clear insight into these knowledge areas:

➢ **Project Integration Management**

"This is covered first in the Project management, but it's about bringing together everything you know so that you are managing your project holistically and not in individual process chunks." (Harrin, 2017). Project Integration Management will be used to develop the project charter that will begin the development of the Project Management Plan and guiding the process towards the Plan.

➢ **Project Scope Management**

"Scope' is the way to define what the project will deliver. Scope management is all about making sure that everyone is clear about what the project is for and what it includes. It covers collecting requirements and preparing the work breakdown structure." (Harrin, 2017). This is essentially the guide to the Project Management Plan and to produce a plan to guarantee that the purpose and objectives of the project are maintained throughout the project duration.

➢ **Project schedule Management**

"Project time management isn't about being personally more effective. It relates to managing the time people are spending on their project tasks, and how long the project takes overall. This knowledge area helps to understand the activities in the project, the sequence of those activities, and how long they are going to take. It's also where project schedule is prepared." (Harrin, 2017). As such, this will aid with the timely realization of the FGP and timely achievement of the agency objectives.

➢ **Project Cost Management**

"Cost management is all about handling the project's finances. The big activity in this knowledge area is preparing budget which includes working out how much each task is going to cost and then determining the project's overall budget forecast" (Harrin, 2017). This area will guide cost control/budget to ensure the project is within the approved budget not to overspend.

➢ **Project Quality Management**

"Project quality management is quite a small knowledge area, as it only covers three processes. This area is where PM's learn about and set up the quality control and quality management activities on the project so that project manager can be confident the result will meet customers' expectations." (Harrin, 2017)

➢ **Project Resource Management**

"Project Resource management relates to how to handle a project resource; it includes acquiring and managing human and material resources. First, project managers have to understand what resources are need both peope and other form of resources to be able to complete the project, and then using resources to complete project. After that, it's all about managing the people and resources including giving them extra skills to do their jobs, if they need it, and learning how to motivate the team." (Harrin, 2017). Emphasis will only be placed on Resource Management (PMI, 2017).

➢ **Project Communications Management**

"Given that a project manager's job is often said to be about 80% communication, this is another small knowledge area. The three processes are planning, managing and controlling project communications. This is where the writing takes place for communications plan for the project and monitor all the incoming and outgoing communications" (Harrin, 2017). Plan Communications Management process will only be used to develop the Communication plan and ensure that the system of communications and the project performance are documented properly

➢ **Project Risk Management**

"The first step in project risk management is planning the risk management work, and then quickly move on to identifying risks and understanding how to assess risks on each project" (Harrin, 2017). This knowledge area covers controlling the project risks going forward through the project life cycle and to develop a risk management plan that details the process to be employed on the project in order to manage risks

➢ **Project Procurement Management**

"Procurement management isn't something that is done on all projects, but it is common. This knowledge area supports all procurement and supplier work from planning what is need to buy, to going through the tendering and purchasing process to managing the work of the supplier and closing the contract when the project is finished" (Harrin, 2017).

➢ **Project Stakeholder Management**

"The final knowledge area is the most important. This is the task of identifying stakeholders, understanding their role and needs in the project and ensuring that they can be delivered." (Harrin, 2017). Stakeholder Management plan (subsidiary plan) will ensure that persons who are impacted by the FGP and the organization understudied are identified, engaged and their needs/roles are catered for in ensuring the project success.

2.3 Other Applicable Theory/Concepts Related to the Project Topic and Context

Norman Howe, in the book *Modern Project Management, Successfully Integrating Project Management Knowledge Areas and Processes (2007)*, – highlights "Progress Tracking" as being fundamental to performance evaluation, variance analysis, and productivity measurement. This is critical for the Project Management Plan for YCT, it is anticipated that the progress towards meeting the program's established goals will be improved and further strengthen through monitoring and implementation of the organization. It is imperative that progress data (for percent complete calculations) accurately reflect the physical progress on the work package and not some "subjective guess" the work package manager makes. (Howe 2007, p. 67).

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

An information source is a source of information for somebody, for example anything that might inform a person about something or provide knowledge about it. Different questions require different sources and may be observations, people, speeches, documents, pictures, organizations, and websites. Sources of information   may be primary, secondary, tertiary and so on (Evans, 1973)

3.1.1 Primary sources

A primary source provides direct or firsthand evidence about an event, object, person or activity. Primary resources include historical and legal documents, eyewitness accounts, and results of experiments, statistical data, pieces of creative writing, audio, video recordings and speeches. Interviews, surveys, fieldwork, and internet communication via email and blogs are also primary sources. Primary resources are typically empirical. (Herrington, 2012).

The FGP, which is project management plan on the Youth and Community Transformation program (YCT) uses writing and reports written by Jamaican Professor Herbert Gayle as well as statistical information from the Belize Statistical Institute. These sources along with expert interviews and publications on youth development helps to steer the research addressing vulnerable youth in our society who are not part of economic development but are seen as deviants.

The primary information sources that were also used are meeting minutes, records of the organization being understudied, Interviews with stakeholders, documentation done on YCT, photographs, audio recordings, video recordings and newspapers/online newspapers.

3.1.2 Secondary Sources

A secondary source is a description or summary of another person's work. A secondary source is written by someone who did not participate in the research or observations being discussed. (Gravetter and Forzano, 2016)

For the development of the Final Graduation Project, secondary sources such as (PMI, 2017), library databases, previous research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by Ministry of Human Development, Social Development and Poverty Alleviation in Belize and other journals/reviews. Refer to Chart 1 for the list of secondary sources used for each specific objective.

Chart 1 Information sources (Source: J. Stamp-Romero, Author)

Objectives	Information Sources	
	Primary	**Secondary**
1. To develop project integration managent plan to ensure that all properties of are aligned towards the project.	Interviews with stakeholders, lead project manager	PMI database, PMBOK®.
2. To develop the project scope statement to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors	Interviews with stakeholders, Documentaries done on YCT, Photographs, audio recordings, video recordings, and newspapers/online newspapers	Research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation journals, newsletters, PMI database, PMBOK
3. To develop a schedule management plan to ensure that planning is done within the schedule allocated/ time constraints	Interviews with stakeholders, Documentaries done on YCT, Photographs, audio recordings, video recordings, and newspapers/online newspapers	Research papers, Yearly Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation journals, newsletters, PMI database, PMBOK
4. To develop a project cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Interviews stakeholders, Documentaries done on YCT Photographs, audio recordings, video recordings, and newspapers/online newspapers	Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation PMI database, PMBOK

Objectives	Information Resources (Primary)	Secondary
5. To develop a project quality management plan to ensureadherence to policies and procedures within project.	Interviews with organizational staff, Documentaries done on YCT, Photographs, audio recordings, video recordings,	PMI database, PMBOK, Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation
6. To develop a Resource Management plan to ensure that all resources are acquired managed efficiently.	Interviews with organizational staff, identifying available resources associated to project, Documentaries done on YCT, Photographs, audio recordings, video recordings, meetings	Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation
7. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are	Interviews stakeholders, Documentaries done on YCT Photographs, audio recordings, video recordings, and newspapers/online newspapers	Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation PMI database, PMBOK
8. To develop a project risk management plan to identify, mitigate and address risk issues within the project	Documentaries done on YCT Photographs, audio recordings, video recordings, and newspapers/online newspapers	(Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation PMI database, PMBOK
9. To develop a project procurement management plan to determine services and products required for the project.	Interviews stakeholders, Documentaries done on YCT Photographs, audio recordings, video recordings, and newspapers/online newspapers	Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation PMI database

Objectives	Resources (Primary)	Secondary
10. To develop a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact project success	Interviews stakeholders, Documentaries done on YCT Photographs, audio recordings, video recordings, and newspapers/online newspapers	PMI database, PMBOK, Evaluation Reports (Social and Economic Reviews) done by, Ministry of Human Development, Social Transformation and Poverty Alleviation

3.2 Research Methods

According to Redman and Mory (1923), research is a "systematized effort to gain new knowledge". Therefore, research methods can be defined as the collection of methods that researchers apply systematically to produce scientifically based knowledge about the social world. (Neuman, 2014).

3.2.1 Analytical method

In analytical research, the researcher has to use the already available facts or information, and analyse them to make a critical evaluation of the subject (Kothari 2004). The design for analytical research consists of:

- Formulating the objective
- Data collection methods
- Sample selection
- Collection of data
- Analysis
- Reporting

Quantitative Research involves the measurement of quantity or amount. (eg: Economic & Statistical methods) (Ifran, 2012). Examples of quantitative research includes closed questions -questionnaire and surveys (primary data) and statistics (secondary data).

Qualitative research refers to information that appears in written, visual or audio form, such as transcripts of interviews, newspapers and web sites. (It is possible to analyse qualitative data and display its features numerically) (Ifran, 2012).

For The purpose of this YCT, the project team used the Qualitative Research Method. Which offered information gathered in a way that suited the YCT purposes. It allowed for the participants to take part in the learning process which in turn ensured that the project targeted group, who are vulnerable youth were indeeded getting their needs met through project deliverables.The qualitative research methods allow for in-depth and further probing and questioning of respondents based on their responses, where the interviewer/researcher also tries to understand their motivation and feelings. Below is an illustration of the various ways the YCT gathered data to improve best practices for youth centered projects.

Figure 7 YCT Research Plans 2013, retrived from http://humandevelopment.gov.bz

Chart 2 Research methods (Source: J. Stamp-Romero, Author)

Objectives	Research Methods		
	Analytical Method	**Quantitative Method**	**Qualitative Method**
1. To crete project charter to ensure that formally authorizes the project manager with the authority to apply organizational resources to the project	Researchercher will uilize facts or information, from the sources identified make a critical evaluation of the project	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective
2. To develop the project scope statement to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Researchercher will uilize facts or information, from the sources identified make a critical evaluation of the project	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective
3. To develop a schedule management plan to ensure that planning is done within the schedule allocated time constraints	Researchercher will uilize facts or information, from the sources identified and develop the project Schedule statement	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective

Objectives	Research Methods (Analytical Method)	Quantitative Method	Qualitative Method
4. To develop a cost Management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Researchercher will uilize facts or information, from the sources identified critical evaluation and develop the project cost management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective
5. To develop a project quality management plan to ensure adherence to policies and procedures within project	Researchercher will uilize facts or information, from the sources identified critical evaluation and develop the project cost management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective
6. To develop a Resource Management plan with emphasis on the Organisational Chart to ensure that all human resource are managed efficiently and the roles and responsibilities of team members are planned throughout the project	Researcher will uilize facts or information, from the sources identified in chart 1 objective 6 to make a critical evaluation and construct the project resource management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective

Objectives	Research Methods (Analytical Method)	Quantitative Method	Qualitative Method
7. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are	Researchercher will uilize facts or information, from the sources identified in chart 1 objective 7 to make a critical evaluation and construct the project resource management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual materials or personal experience will be applied to this objective
8. To develop a project risj management plan to identify, mitigate and address risk issues within the project	Researchercher will uilize facts or information, from the sources identified in chart 1 objective 8 to make a critical evaluation and construct the project resource management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual
9. To develop a project procurement management pla to determine services and products required for the project	Researcher will uilize facts or information, from the sources identified in chart 1 objective 9 to make a critical evaluation and construct the project resource management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual

Objectives	Research Methods (Analytical Method)	Quantitative Method	Qualitative Method
10. To develop a stakeholder management plan to identify and effectively engage stakeholders throughout the life cycle of the project based on the analysis of their needs, interests, and likely impact on project success	Researchercher will uilize facts or information, from the sources identified in chart 1 objective 10 to make a critical evaluation and construct the project resource management plan	Analysis of statistics – (previous research papers, Yearly Evaluation, (social and Economic Reviews), seconadary data was applied to this objective	Methods for collecting empirical materials, interview to direct observation, to the analysis of documents, to the use of visual

3.3 Tools

According to the PMI, 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." (PMI, 2017).

- ✓ **Project charter**: A project charter is a formal, typically short document that describes your project in its entirety — including what the objectives are, how it will be carried out, and who the stakeholders are. It is a crucial ingredient in planning out the project because it is used throughout the project lifecycle.

- ✓ **Project management plan:** a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among project stakeholders, and document approved scope, cost, and schedule baselines.

- ✓ **Requirements traceability matrix**: is a document that demonstrates the relationship between requirements and other artifacts. It's used to prove that requirements have been fulfilled. And it typically documents requirements, tests, test results, and issues.

    - ✓ **Requirements documentation**: is a document containing all the requirements to a certain project. It is written to allow stakeholders to understand what a project should do.

- ✓ **Work Breakdown Structure generator**: A work breakdown structure (WBS) is a key project deliverable that organizes the team's work into manageable sections. The the work breakdown structure as a "deliverable oriented hierarchical decomposition of the work to be executed by the project team.

- ✓ **Scope management plan**: refers to the set of processes that ensure a project's scope is accurately defined and mapped. Scope Management techniques enable project managers and supervisors to allocate the right amount of work necessary to successfully complete a Project.

- ✓ **Gantt chart**: A Gantt chart is a project management tool that can be used to display a project and its milestones over time. It provides a visual guide of the start and end dates of different activities, the statuses of those activities, and whether or not those activities have been completed.

- ✓ **Project Evaluation Review Technique (PERT)**: is used to identify the time it takes to finish a particular task or activity. It is a system that helps in proper scheduling and coordination of all tasks throughout the project.

- ✓ **Schedule Management Plan**: is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the project team, sponsor, and stakeholders a picture of the project's status at any given time. The purpose of the schedule management plan is to define the approach the project team will use in creating the project schedule.

- ✓ **Expert judgement:** refers a specifically to a technique in which judgment is made based upon a specific set of criteria and/or expertise that has been acquired in a specific knowledge area, or product area, a particular discipline, an industry, etc.

- ✓ **Analytical techniques:** methods that analyze problems, fact or status in order to accurately forecast potential outcomes while factoring in project variables. They are used to solve specific issues in a particular task.

- ✓ **Meetings:** an effective method to distribute information and communicate with the team and stakeholders.

- ✓ **Stakeholder Management Plan:** a formal document outlining how stakeholders will be engaged in the project. A stakeholder is a person or group who has a vested interest in the Project.

- ✓ **Resource Management Plan:** a tool project manager uses to manage their resources. Typically, a resource management plan is used to manage the most important resource in every project: the human and material resource.

- ✓ **Recognition and rewards:** monetary (bonuses) or non-monetary (acknowledgement in a company newsletter or during a regular team meeting). They may also be tokens that cost money such as gifts or celebratory meals.

- ✓ **Communication Management Plan:** the written document that outlines, highlights, and details the communications needs and expectations for the entire project. This can include specific communications technologies that are required, such as need for dedicated cell phones so that the project team members can keep in touch, as well as specific update formats.

- ✓ **Delphi technique:** is a method used to estimate the likelihood and outcome of future events. A group of experts exchange views, and each independently gives estimates and assumptions to a facilitator who reviews the data and issues a summary report.

- ✓ **Cost Management Plan**: a cost management plan is the outline of the project's estimation, allocation and control of costs for the required resources to complete all project activities.

- ✓ **Histogram**: a display of statistical information that uses rectangles to show the frequency of data items in successive numerical intervals of equal size.

- ✓ **Brainstorming**: a method for generating ideas to solve a design problem. It usually involves a group, under the direction of a facilitator, thereby broadening the solution space.

Chart 3 Tools (Source: J. Stamp-Romero, Author)

Objectives	Tools
1. To create project charter to ensure that formally authorizes the project and provides the project manager with the authority to apply organiztional resources to the project.	Project charter template and project management plan template
2. To develop the project scope management plan to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Requirements traceability matrix template, Requirements documentation template, Work Breakdown Structure generator, Scope management plan template

Objectives	Tools
3. To develop a schedule management plan to ensure that planning is done within the schedule allocated/ time constraints	Gantt chart, Project Evaluation Review Technique (PERT), schedule Management Plan template, Expert judgement, Analytical techniques, Meetings
4. To develop a cost management plan to that the project is with project expenditure and funds allocated are used for such purpose	Cost Management Plan, Expert judgement, earned value management tool, Expert judgement, Analytical techniques
5.To develop a Quality management plan within the project to determine project is aligned with proper policies and procedures	Control chart ,check sheet, histogram
6.To develop a Resource Management plan to ensure that all resources are managed efficiently inclusion of materials and the roles and responsibilities of team members are planned out throughout the Project.	Organizational chart/matrix, Resource Management Plan template, Recognition and rewards, expert judgement
7. To create a communication management plan to allow for timely transfer and management of information to all stakeholders and project performance are adequately monitored and reported.	Communication Management Plan template, meetings, expert judgement, Information management systems
8. To develop a risk management plan to determine risk factors associated to the project.	Delphi technique, expert judgement, brainstorming
9. To develop a procurement management plan to determine services and products required by the project	Expert judgement, analyze performance, control procuremnts
10.To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Stakeholder Management Plan template, Stakeholder Engagement Assessment Matrix, Expert judgment

3.4 Assumptions and constraints

According to the PMI, an assumption is defined as "a factor in the planning process considered to be true, real, or certain, without proof or demonstration" (PMI, 2017). It also defines a constraint as "a limiting factor that affects the execution of a project, program, portfolio, or process" (PMI, 2017). The assumptions and constraints considered on the Final Graduation Project for each specific objective are set out in Chart 4 below.

Chart 4 Assumptions and Constraints (Source: J. Stamp-Romero, Author)

Objectives	Assumptions	Constraints
1. To create project integration management plan to ensure that all procesures within the project is properly coordinated.	All aspects of the project will be coordinated with a proper schedule	Various aspecto of project is not on schedule.
2. To develop the project scope management plan to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Project scope will be created and agreed upon by all parties	Sponsor delays as project scope needs to be fine tuned.
3. To develop a schedule management plan to ensure that planning is done within the schedule allocated/ time constraints	Project will be on schedule as planned	Considerable time has been lost on construction deadline and affects all aspects of project.
4. To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose.	Funding meets budgetary requirements	Contractors are not cooperating with contract agreements.
5. To develop a project quality management plan to ensure	Policies and procedures will be followed.	Policies are being violated and stakeholders are constantly out of communication.

Objectives	Assumptions	Constraints
adherence to policies and procedures within project		
6. To develop a resource management plan to ensure that all human resources are managed efficiently and managed throughout the project.	Stakeholders and staff undertand roles and are functional	Staff is not functioning according to expectation. .
7. To create a communication management plan to allow for timely transfer and management of information to all stakeholders	Stakeholders being engaged will ensure effective feedback	Stakeholder feedback is late or misses scheduled dates for feedback for critical decisions.
8. To develop a risk management plan to determine risk factors associated to the project.	Risk that are indentified can be properly mitigated.	Issues are not solved in timely manner due to unavailablity of stakeholders
9. To develop a procurement management plan to determine services and products required by the project	The services and contractors are available to provides services	Funds are late to secure contractor services
10. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Stakeholder want to engage with the same level of interest.	Stakeholders are otherwise occupied

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" (PMI, 2017).

The main deliverables to be achieved through the feasibility analysis are in keeping the goals and objectives as well as the scope of the project. These include integration management plan – project charter, time management plan, cost management plan, communications management plan, stakeholder management plan and scope management plan, baseline study and the overall implementation/ monitoring Plan. Chart 5 shows the list of deliverables that will be generated for the various specific objectives.

Chart 5 Deliverables (Source: J. Stamp-Romero, Author)

Objectives	Deliverables
1. To create project integration management plan to ensure that all procesures within the project is properly coordinated.	Integration Management Plan Project Charter
2. To develop the project scope management plan to outline how the project's deliverables are achieved and identify the constraints, assumptions and key success factors.	Scope Management Plan Stakeholder Acceptance Scope statement Work Break down structure
3. To develop a schedule management plan to ensure that planning is done within the schedule allocated/ time constraints	Schedue Management Plan

Objectives	Deliverables
4.To develop a cost management plan to ensure that the project is within project expenditure and funds allocated are used for such purpose	Cost Management Plan Project Budget
5. To develop a project quality management plan to ensure adherence to policies and procedures within project	Quality Assurance Plan
6. To develop a resource management plan with emphasis on the Organisational Chart to ensure that all human resources are managed efficiently and the roles and responsibilities of team members are planned out throughout the project.	Resource Management Plan
7. To create a communication management plan to allow for timely transfer and management of information to all stakeholders	Communications Management Plan
8.To develop a risk management plan to determine risk factors associated to the project	Risk Management Plan Risk register
9. To develop a procurement management plan to determine services and products required by the project	Procurement Management Plan Terms of reference, Request for Proposal

Objectives	Deliverables
10. To construct a stakeholder management plan to identify and effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests, and likely impact on project success.	Stakeholder Management Plan stakeholder engagement Plan

4. RESULTS

4.1 Project Integration Management

In the development of the Project Management Plan for the YCT, a Project Charter, specific objective (1) was firstly considered as part the project integration management knowledge area. In order to accomplish this task, the use of interviews, meeting minutes and the PMI, 2017 was used as sources. The sources created guidance on how critical decisions affecting the project would be made going forward. A template provided was used as a tool for the development of the charter, which would be used to formally authorize the YCT project project manager with the authority to apply required resources for the program as well as confirm stakeholder support. The formality of establishing the charter would also allow the project coordinator of the YCT to produce the Project Management Plan.

The development of the Project Management Plan is the second process(step) in the Project Integration Management Knowledge area, consisting of the subsidiary plans developed during the Final Graduation Project.

The Project Charter features the purpose of the project, objectives, project description, various levels of risk involved, general and specific objectives, assumptions, budgets, deliverables expected, milestone schedule, the identification of the project manage and

sponsor. The document highlights project specifics that will determine how the work will be carried out on the ground.

In accordance with PMI to develop the charter the following inputs, tools and techniques were required as shown on figure (8) below. (Project Management Institute, 6th edition. P. 75)
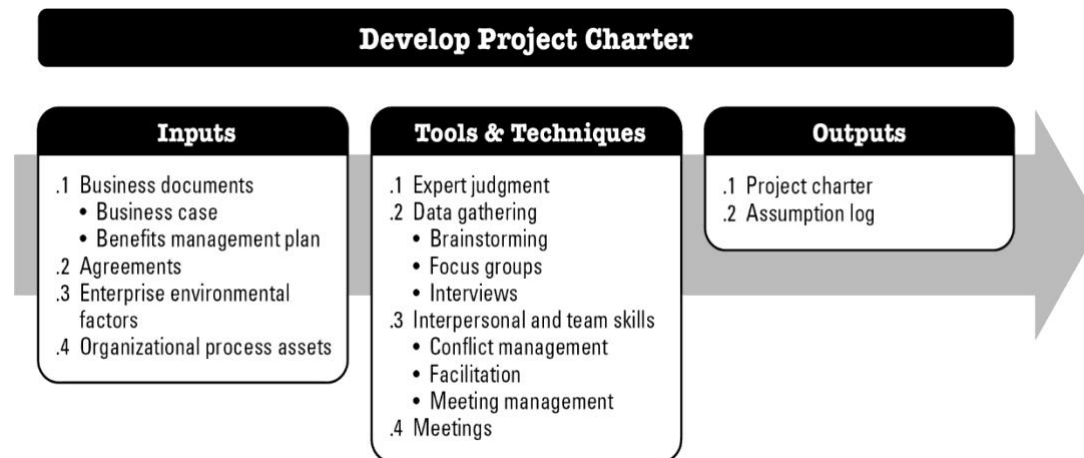
Figure 8 Develop Project Charter: Inputs, Tools & Techniques and Outputs (Source: reprinted from A Guide to Project Management Body of Knowledge 6th Edition (p. 75))

The YCT project office developed a project management approach to deliver the YCT project. The project coordinator ulitlized several documents including the project statement of work, the business case documents, agreements, enterprise environmental factors and organizational process assets were identified as critical inputs for developing the Project Charter. While the project management office operated with a limited staff, the project coordinator was solely responsible for ensuring that the charter was being properly utilized during the project roll out. Other members of the project team were involved in drafting documents that would assist the project coordinator in developing a project management plan.

PROJECT CHARTER

YOUTH AND COMMUNITY TRANSFORMATION PROJECT

Belize City, Belize

March 2020

TABLE OF CONTENTS PROJECT

PROJECT PURPOSE /JUSTIFICATION

Business Need/Case

The YCT is being implemented as a response by the government to high crime statistics involving the youth population in Belize. The purpose is to collaborate with youth and community to effectively decrease criminal activities that involve vulnerable youth.

Business Objectives

While the YCT project is not attached to economic benefits that are associated to regular business settings, there are indirect economic impact to be experienced within the country. Presently the government spends over 1 million dollars on incarcerated youths at the Wagner's Facility for youth offenders. The youths housed at Wagner's are members of broken communities where YCT will be implemented to lessen the number of juvenile offenders and build community resilience. To implement a program that will positively impact community members within vulnerable areas across Belize.

a) To offer training opportunities for community participants that could lead to future employment.

b) To equip with programs (3) first class youth facilities across Belize City that projects a positive image of the communities where they are placed.

c) To ensure that YCT is self-sustainable beyond the project period.

Project Description

Stakeholders
International Development Bank
Government of Belize
Restore Belize
Department of Youth Services (DYS)

Community Rehabilitation Department (CRD)

Ministry of National Security

National Institute of Culture and History (NICH)

Community Partners

Young Men Christian Association (YMCA)

Welcome Center Cayo

Subcontractors

M&M Engineering

Suppliers

Mar's Distributors

Perez Hardware

Consultants

Image Building Inc (IBI)

Community members

Environmental Agencies

Ministry of works

Ministry of Health

Measurable Project Objectives and Success Criteria

Requirements

YCT as a project should address the overall decrease of crimes committed by youths between ages 13 -29 years. Additionally, should determine programs for 3 newly constructed centers across Belize City that the record at least 100 youths registered and actively involved in development activities that will lead to behavioral changes.

Constraints

The project cannot offer employment for youth within its current budget but can offer opportunities for employment through training. The trainers employed for the program are

not permanent staff and salary offers are small, which does not help to attract the most qualified professionals to the project.

Assumptions

Youths will respond positively to the program.

Training opportunities will create access to jobs for participants.

The YCT project will have a positive effect on youth related crime statistics within Belize City.

Finances

The government of Belize funded by the IDB will fully be responsible for the funding.

Work force

The project team, led by the project coordinator will be able to carry out the project requirements of the YCT.

Schedule

It is assumed that the YCT should have been completed within a period of (2) years with activities for 3) youth centers.

Budget

The projected cost of implementing the YCT is $ 8,000,000.00 US.

Planning

There are no foreseen challenges where the facilities are concerned due the project being a government initiative. Also, programs to be ran as part of YCT are programs currently being ran by partner agencies.

Preliminary Scope

The project includes program activities for youth and community participants within Belize city and coordinating those programs with partner agencies.

Programs that are beyond social needs but also offered opportunities that create economic gain in a sustainable environment

Community based, wholistic programs that are inclusive and cross generational

Offering training for youth that meets social and economic needs based on needs analysis of particular community.

Excluded

Payment for participants

Funding opportunities for partner agencies outside the project objectives

Maintenance of centers where YCT is implemented

Risks

Financial

Subcontractors such as facilitators are not full-time staff and can default of deliverables.

Partner agencies are not fully committed to the process and plans are not properly implemented.

Underestimation of program cost

Planning

Partner agencies are not fully committed to the process and plans are not properly implemented.

Centers where youths are located experience recruitment challenges and affect implementation period.

Centers where programs are to be implemented, are not completed on time.

Project Deliverables

Project charter

Program design document

Tender document

Partner agencies Memorandum of Understanding (MOU)

Progress report to the Ministry of Human Development

Sub-contractor contracts

Chart 6 Summary Milestone Schedule (Source: J. Stamp-Romero, Author)

1. Project Initiation	August 13, 2017
2.Project Concept designed	October 10, 2017
3. Project defined	October 15, 2017
4. Initial impact Assessment complete	October 20, 2017
5. Feasibility study complete	October 30, 2017
6. Approval of Project charter	November 2nd, 2017
7. Baseline Project Schedule	November 9, 2017
8. Evaluation plan documents	November 17, 2017
10. Monitoring plan documents	November 21, 2017
11.Data collection plan documents	December 3, 2017
12.Project management Plan complete	December 10, 2017
13. Procurement and Sourcing starts	December 18, 2017
14. Sub-contractor Tendering begins	January 10, 2018
15.Sub-contractor tendering complete	February 20, 2018
16. Award contracts	March 21, 2018
17. facilitators 'work begin	April 3, 2018
18. Approval of role responsibilities	April 5, 2018
19. Youth programs developed	April 16, 2018
20. Program design review	April 30,2018
21. Program Implementation	March 2, 2018
22. Program implementation final review	July 27, 2018
End of Project	December 21, 2018

Chart 7 Project Budget (Source: J. Stamp-Romero, Author)

Item	Project Cost (US)
Project design and administration	$2, 525, 300.00
Sub-contractors' fee	$200,000.00
Contingency (15 %)	$378.795.00
General Sale Tax (12.5 %)	$315,662.50
GRAND TOTAL	3,419,757.50

Project Approval

In order for the project to gain approval the programs attached to each phase must have been implemented by December 21st, 2018 with all the agreed upon details mentioned in the Scope Statement.

Project Manager

The Project Coordinator is Mrs. Cherese Ferguson along with project team. She has the lead on the project and is the first authority on matters relating to the project.

Responsibilities include:

Coordination

 Quality control

Procurement supervision

Regulation compliance

Reporting

Project finance supervision

Authorization

Approved by:

Date:

4.2. Project Scope Management

The project scope management was planned after the stakeholder management planned was done. In terms of the planning it was the first of the planning process group to occur, after the development of the Project Charter, Stakeholder Register and Procurement Management Plan.

The first approach was to define the scope of the project which required a scope management plan to be developed. In terms of a definition that expresses the composition of a scope management plan, it is defined by the following: scope definition, project scope statement, work breakdown structure (WBS), WBS dictionary, scope verification and the scope control measures. Completion of the project scope is measured against the project management plan, while completion of the product scope is measured against the product requirements. The term "requirement" is defined as a condition or capability that is required to be present in a product, service, or result to satisfy an agreement or other formally imposed specification. (PMI, 2017)

The Scope Management Plan included the several outputs from the scope definition as well as the create WBS processes that would be approved in the form of the scope baseline. Despite these processes were identified as happening after the second process group in scope management, they were simultaneously conducted along with the development of the Scope Management Plan.

The Project Charter was used an input to create the Scope Management Plan, in addition to meetings which were conducted as interviews led by Mrs. Cherese Ferguson, lead project manager. These meetings were documented as a way to gather information and inform the project manager as to the interest or requirements expected by the sponsor. The process of data collection through meetings also helped the project manager to develop the Requirements Management Plan which was a second output of the plan scope management process .

SCOPE MANAGEMENT PLAN

Monitoring and Implementation of YCT project

Youth and Community Transformation program (YCT) in Belize

MARCH 2020

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INTRODUCTION

The Scope

Scope management Approach

The appropriate level of authority to approve changes in project scope varied depending on the type of change that was required; however, the project manager has a high level of influence over project operations. 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 a member of project team. All changes requests will be submitted as change orders to the project manager who will then evaluate the requested scope change. Once the scope change request has been accepted, the project manager will submit the scope change request to the sponsor, stakeholder, sub consultants and subcontractors. The project manager is responsible for the approval of scope changes that are strictly technical in nature.

The project Sponsor is responsible for the approval of scope changes affecting time and costs parameters. 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, Sponsor and Team will all play key roles in managing the scope of this project. As such, the project sponsor, 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 8 Table 1.1, Scope Management Responsibilities (Source: J. Stamp-Romero, Author)

Name	Role	Responsibilities
Government of Belize	Project Sponsor	Approve or deny change requests as appropriate Evaluate need for scope change request Accept change project deliverables
Cherese Reynolds	Project Manager	a. Measure and verify project scope b. Facilitate scope change requests c.Facilitate impact assessments of scope change requests d. Organize and facilitate scheduled change control meetings e. Communicate outcomes of scope change requests

Name	Role	Responsibilities
		f. Update project documents upon approval of all scope changes
Project Team	Team Members	a. Participate in defining change resolutions b. Evaluate the need for scope changes and communicate them to the project manager as necessary
M & E specialist	Team member	a.is responsible for activity level and process reporting, in addition to reporting against program result areas b.) to capture performance information and data at two levels – through individual activities and through defined program outcome areas. c. site monitoring visits to monitor project financial systems and verify expenditure
Stakeholders	Community organizations, government organizations	a. Can propose scope changes b. Will execute change directives issued by Project Manage

Scope Definition

The scope for this project was defined through a comprehensive requirements collection process. First, thorough a analysis of all revised project contracts and meeting minutes, program requirements, stakeholders feedback and documentation relative to the country Project standards. From this information, the project manager and Project team developed the requirements management plan, requirements documentation and the requirements traceability matrix for the Project specifications.

The project deliverables were agreed upon after continuous consultations with various government agencies within Belize as well as community based organizations and other stakeholders. There were discussions held with youth centre directors attached to the Department of Human Development, which is a goverment agency that is mostly involved at the implementation level for initiatives that Benefit youths.

Project Scope Statement

The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes what work should not be performed in order to eliminate any implied but unnecessary work which falls outside the project's scope.

Scope Description, Product Acceptance Criteria and Project Deliverables

The project includes developing a monitoring and evaluation plan for the Youth and Community (YCT) project which allowed for a proper review of project plans and budget that was outlined by the project sponsors with international donors such the International Development Bank (IDB). It was the intention to do analysis of how projects carried out for communities were being implemented with the hope of improving in areas where necessary. Those areas include the quality of projects that were implemented as well to determine whether the expenditure reported in final reports matched what beneficiaries were receiving.
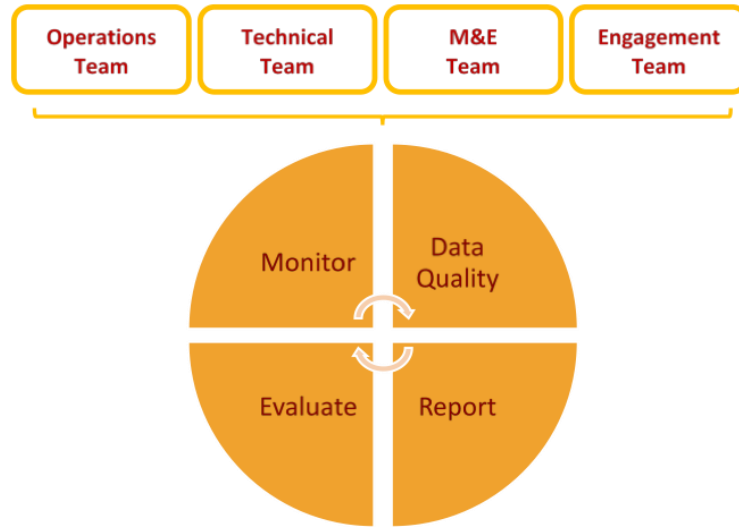
Figure 9 Monitoring and Evaluation Flow Chart (Source: Monitoring and Evaluation Chart, YCT Project document pg 55, 2017)

Planning and Monitoring and Evaluation (M&E) system based on stakeholder needs and expectations helps to ensure understanding, ownership and use of M&E information. It is essential to have a clear understanding of the priorities and information needs of people interested in or affected by the project/programme. This includes stakeholder motivations, experience and commitment, as well as the political and other constraints under which various stakeholders operate. It is especially important that local knowledge is sought when planning M&E functions to ensure that they are relevant to and feasible in the local context, and that M&E information is credible, accepted and more likely to be supported. Two major aspects of the process for deciding whether projects meets stakeholder expectation was monitoring and Evaluation process which is defined below.

Monitoring is a continuing function undertaken by YCT and its, stakeholder and partners, which uses systematic collection of data to provide management and the main stakeholders of the ongoing project with early indications of success or lack of meaningful progress that can be quantified. This progress is compared to the use of allocated resources. Thus monitoring required the regular tracking of inputs, activities, outputs, outcomes and impacts of youth related activities at the project or program level. The

monitoring required the regular tracking of inputs, activities, outputs, outcomes and impacts of activities at the project level.

Evaluation is the periodic assessment of either completed or ongoing project or program to determine the extent to which they are achieving stated objectives, or the extent to which change (success or failure) in the targeted results can be attributed to its interventions. It involves a rigorous process of using predetermined performance measures to collect information about a project or program to determine its merit or worth. The scope of the M&E system refers to its scale and complexity. It can be highly complex with a variety of activities and requiring considerable expertise and resources, or it can be relatively simple, relying on internal resources and capacities. (Project and Program, Monitoring and Evaluation Guide, p. 9.2017)

Project Exclusions

Items excluded

The renovation of present Youth center.

Training for partners

Purchasing of equipment at the center

Employment for Youths

Project Constraints

The partners have agreed that the project cannot cover any additional cost associated the centers where youth programs will be implemented. Additionally, with the challenge of the economic conditions of the participants who vulnerable youth, it can affect the success of the project.

Project Assumptions

It is an assumption that there is is funding allocated for the improvement of the current YCT Plan to meet program success. Current projection for plans that will assist to re-align project objectives is around $100,000 Belize.

The management team of the present YCT project will be available resources and play key roles in the lessons learn report to better track the project to success.

 Stakeholders enaged within reporting periods will have schedules that match the timely requirement of information.

Project plan will not be detered by political climate, considering Belize is approaching an election year that starts in November 2020

Work Breakdown Structure

In an effort to effectively manage the work that has required for this particular project, it will be subdivided into equal work packages to ensure better performance. Work hours will not extend beyond the typical work hours mandated by Belize labor laws, which is 40 hours per week. A work package arranged in this way will allow the project manager to better manage the project's scope as the team works the task necessary to complete the project. The project was broken down into five phases: Initiation, Planning, Execution, Control and Closure phase. Each of these was divided broken down into smaller work packages with no more than 40 hours of working time attached. (see basic WBS below)
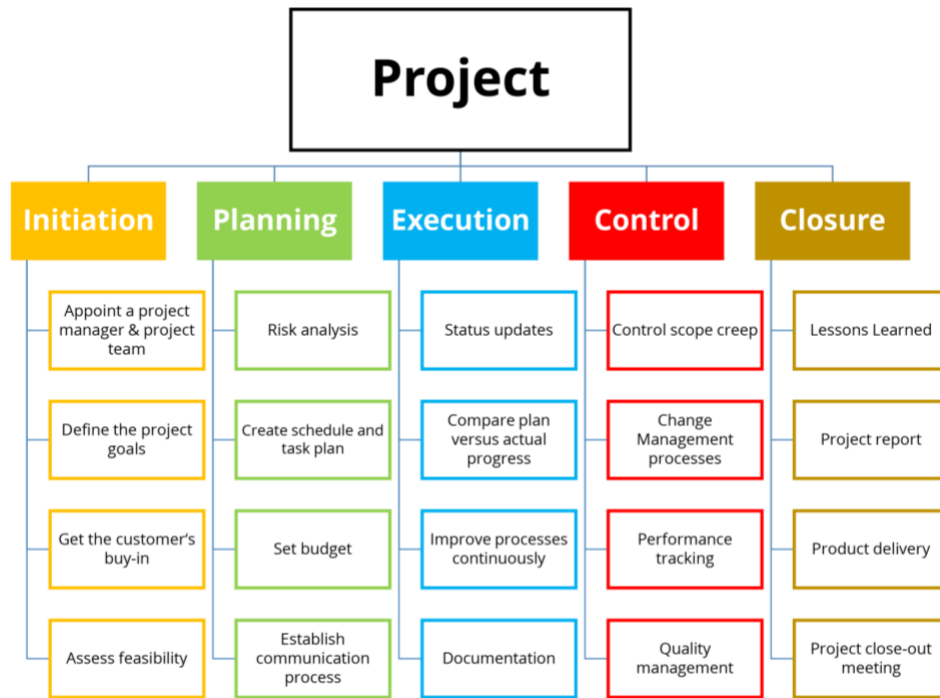
So as to provide more clarity of the work necessary for the completion of the YCT, a WBS Dictionary was used. The WBS Dictionary is the broken down form of all work activities that the Project team Will carry out to make the Project a success. It also includes deliverables, budgets and resources required for each task to be completed. The WBS Will be used by the Project team as a statement of work for each WBS element.

Level	WBS code	Element Name	Description of work	Deliverables	Budget	Resources
1	1.1	Initiation Phase	Appoint a project manager and team	Initial requirements document	$100,000	Office, newspaper for advertise-ment

Level	WBS code	Element Name	Description of work	Deliverables	Budget	Resources
2	1.1.1	Define project goals	Create project charter	Finished project charter	$15,000	Laptops Office space
2	1.1.2	Get stakeholder Buy-In	Allow for stakeholder input	Agreed charter	$10,000	Meeting spaces, record of meetings
2	1.1.3	Assess feasibility	Determine if project can be done	Feasibility study	$3,0000	Research materials, interviews, meetings
1	1.2	Planning	Determining project design	Project Plan	$10,000	Laptop, office space
Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.2.1	Risk Analysis	Creating risk analysis document	Risk Analysis plan	$5,000	Meetings, project scope
2	1.2.2	Create schedule and task plan	Create schedule management plan	Schedule Management plan	$3,000	Project scope

Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.2.3	Set budget	Create budget for project	Budget plan	$4,500	Project scope
Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.2.4	Establish Communication process	Create communication management plan	Communication plan	$3,000	Project plan
1	1.3	Execution	Implementing project	Desired project	$40,000	Project scope
	1.3.1	Status updates	Creating monthly reports	Project reports	$3,000	Project plan
2		Compare plan vs actual plan	Evaluation of project plans	Adjusted project plans	$2,500	Project scope
2	1.3.2	Improve Process continually	Keeping project in line with plans	Project plans	$3,000	Project scope
	1.3.3	Documentation	Establish reporting system	Project reports	$4,000	Project scope
1	1.4	Control	Ensure project	Evaluation plan	$3,000	Project scope

Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
			stays on schedule and within budget			
Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.4.1	Control scope screep	Utilizing change control within project	Scope creep document	$3,000	Scope statement
2	1.4.2	Change management Process	Plan for change within project	Final decision and approval document	$3,000	Project scope
2	1.4.3	Performance Tracking	Periodical performance review	Project Performance report	$2,000	Performance tracking software
Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.4.4	Quality Management	Review techniques for corrective actions	Quality Management plan	$3,000	Project scope
1	1.5	Closure	Close of project	YCT project completion	$10,000	Project

Level	WBS code	Element name	Description of Work	Deliverables	Budget	Resources
2	1.5.1	Lessons learned	Documenting errors and successes.	Lessons Learned checklist	$3,500	Project scope
2	1.5.2	Project Report	Final project document	Project document	$4,000	Project scope
2	1.5.3	Product delivery	Final product	YCTprogram	$ 2,500	Project scope
2	1.5.4	Project Close out meeting	Final project discussions.	Project document	$2,000	Planning checklist

Scope Verification

As the project moves along the project manager will confirm by careful monitoring that each project deliverable is measured against the original scope as defined in the project scope statement, WBS and WBS Dictionary. The project manager ensures that scope meets the requirements that are defined in the proposed project, after which the project manager and sponsor will meet and agree on terms expressed in the project. This process which is called the "acceptance" confirm the project and formally begins the project work. The project sponsor will accept the deliverable with a formal signature that signals his or agreement to the work expressed in the formal document. The agreement between the two parties will ensure the project performs within scope as have been agreed.

Scope Control

The responsibility of maintaining control of the scope lies on the project manager and the project team. The project team will use the WBS dictionary as statement of work for each WBS element which allows for careful execution of the project. The project team will

ensure that only works agreed upon is completed as outlined in the WBS Dictionary and will also generate the definite deliverables for each WBS element. The project manager will supervise the project team and the overall performance of the project to verify at each step that the project is within the agreed conditions, using scope control mechanisms.

Should there be a request for any changes to the project, a recommendation for changes must be made through an official change control process. A project team or sponsor can request changes to the project, if it necessary; however, all changes must be submitted to the project manager in the form of a project "change order." The project manager takes into the review the suggested change in comparison to the scope of the project. The project manager is authorized to deny changes requested if they do not apply to the terms of the project or he/she could call a meeting for the purpose of change control. The sponsor along the project manager may carry out an impact assessment of the changes requested to determine how project could be affected. In the case where the changes are approved in the formal meeting with the sponsor, the project manager will then make an official request of the changes to the project sponsor who make a formal acceptance of the changes by signing a "change order." The project Manager will move forward in updating all project documents to reflect changes and communicate them project team and project stakeholders.

Sponsor Acceptance

Approved by:

_____   Date: _____

Representation of Government of Belize
Client

REQUIREMENTS MANAGEMENT PLAN

Contents

1 OVERVIEW

EXHIBITS

Revision History

DATE	VERSION	DESCRIPTION	AUTHOR

OVERVIEW

The YCT project is being taken on by the government of Belize through the ministry of Human Development, Poverty and Social Alleviation as means to address the rise of crime in Belize involving youths. The project is model of other Caribbean concepts that was used to alleviate criminal behavior that affect communities in the Caribbean. The project is designed to implement programs that are youth based with existing Belizean centers. The youths will be recruited to join these centers and participate in various programs that will address citizen responsibility, anger management and literacy as well as other programs i.e. sports.

Purpose

The purpose of requirement management is determining a basic understanding of the technical as well as non-technical requirements that will be included in the project; Both the sponsor and project manager should agree on the requirements necessary for project

success. The overall goal is to ensure that project requirements are controlled to a baseline for the purpose of development, acquisition, or management. Another function of requirement management is to ensure that plans, work products and activities associated to the project are consistent with requirements.

Scope

Monitoring is a continuing function undertaken by YCT and its, stakeholder and partners, which uses systematic collection of data to provide management and the main stakeholders of the ongoing project with early indications of success or lack of meaningful progress that can be quantified. This progress is compared to the use of allocated

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resources. Thus, monitoring required the regular tracking of inputs, activities, outputs, outcomes and impacts of youth related activities at the project or program level. The monitoring required the regular tracking of inputs, activities, outputs, outcomes and impacts of activities at the project level.

Evaluation is the periodic assessment of either completed or ongoing project or program to determine the extent to which they are achieving stated objectives, or the extent to which change (success or failure) in the targeted results can be attributed to its interventions. It involves a rigorous process of using predetermined performance measures to collect information about a project or program to determine its merit or worth

The scope of the M&E system refers to its scale and complexity. It can be highly complex with a variety of activities and requiring considerable expertise and resources, or it can be relatively simple, relying on internal resources and capacities. (Project and Program, Monitoring and Evaluation Guide, p. 9.2017)

Chart 9 Stakeholder Evaluation Table for YCT (Source: J. Stamp-Romero, Author)

Stakeholder Category	Interest or Perspective	Role in Evaluation	How and when to engage
Human Development (YCTteam)	Overall effectiveness of Project	Project Lead	Throughout project, monthly report and final report
Department of Youth Services	Partners in project	Participants	Ongoing and all parts of evaluation
Young Men s Christian Association	Partners in Project	Participants	Ongoing and all parts of evaluation
Policy makers (Judges, administrators ministers)	Effectiveness of intervention and model approaches	Audience for results	National presentation, issue briefings
National Stakeholders (Welcome Center, Friends Boys School	Lessons learned, barriers to successful models	Audience for results	National presentation, issue briefings
Department of National security	Partners	Participants	Ongoing and all parts of evaluation

Applicability

The project management team will be most affected by the plans that need to carried out to ensure project success. Those plans include all subsidiary documents, including the scope management plan, the requirements traceability matrix, and the project management plan.

Applicable Documents

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

Changes and Revisions

The project manager of YCT project is responsible for controlling all changes to the Requirements Management Plan and any related information.

Issue(s)

The issue that could have negative implementation of the requirements plan is related to the assumptions made in the project. These assumptions offer concerns where adequate resources are concerned. The project plans make the assumptions that government for example will meet its obligation to cover project expense but that is often a difficult factor to predict.

ROLES AND RESPONSIBLITIES

Organizational Overview

ROLE	NAME	ORGANIZATION
Project Manager	Cherese Ferguson	Ministry of Human Development
Sub-contractors	Representative	Private citizens
Project Team	Team	Contracted by Ministry of Human Development

Roles and Organization

Role A

The project manager is responsible to collecting, reviewing and developing project requirements. He/she is also responsible for approving technical and non-technical requirements.

Role B

The project sponsor is responsible to providing client requirements, reviewing technical requirements and giving approval for suggested changes in a formal response.

Role C

The project stakeholders are responsible for providing and variations in the technical requirements of the project to ensure project satisfaction.

Role D

The project team members are responsible for reviewing requirements and changes to ensure that project is line with the project scope.

Role E

The sub-contractors are responsible for providing technical requirements and specialized consultation for the project.

REQUIREMENTS PROCESSES

Overview

To identify, develop maintain, and manage the requirements; the PMI,2017 Project Scope Management processes will be used. 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 involves the development of a detailed description of the project's output that is a result of 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 the product scope as well as managing the scope baseline.

Chart 10 TOOLS (Source: J. Stamp-Romero, Author)

Tool	Version	Use
Stakeholder Management Plan template (Microsoft Word)	2016	Used to create stakeholder management plan
Requirements Documentation Template (Microsoft Word)	2016	Used to create Requirements Documentation

Microsoft Project	2016	Used to manage WBS elements
Requirements traceability matrix (Microsoft Excel)	2016	Used to identify and manage the requirements

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 and tested.

REQUIREMENTS DOCUMENT
Details the design, structural and functional requirements for the YCT project.

SCOPE MANAGEMENT PLAN
Details how scope will be developed, managed and maintained throughout the project life cycle.

MEASURES
Measures will be used for managing requirements. In order to properly measure requirements, the project manager will request facilitators and center coordinator where YCT is implemented to submit monthly reports. Reports that are sent will be reviewed by the project manager and necessary adjustments will be made to ensure project success.

Requirements Evaluation Checklist

Enter the unique ID of the problem requirement(s). explain in Remarks the reason if "No" is checked. Attach additional sheets if needed.

Chart 11 Evaluation Checklist (Source: J. Stamp-Romero, Author)

Evaluation Criteria	Yes	No	ID	Remarks
Customer/User Safety				
Safety				
Access to project sites				
Affordability				
Safe community location				
Function Requirements				
Behavior change opportunities				
Community engagement				
Access to skilled trainers				
Technical/Structural Requirements				
participants with basic knowledge of computers				
Introduction to social networks				
A headset for one-one sessions				

Quality Standard

Describe the characteristic of requirements of good quality.

Customer or user needs of good quality are:

- Safety: adequate security personnel on location where program occurs.
- Access to program: participants will need transportations to some project locations

- Affordability: participants access at minimal cost is of high priority
- Safe community location: participants safety needs to be considered considering that they live in vulnerable areas.

Functional Requirements

- Behavior change opportunities for at risk youths
- Participants should be engaged in community engagement as part of the project.
- Trained and highly trainers should be hired to facilitate programs.

Technical/Structural Requirements:

- participants with basic knowledge of computers
- Introduction to social networks
- A headset for one-one sessions

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 6th 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 lead project manager to gather information from his meetings with various stakeholders. In addition to analyzing project Requirements traceability matrix see in in chart 13 was also generated (Project Management Institute, 2017 p. 111).

YCT Project: Requirements Document (1.0)

Project: YCT

Date(s): 14 August, 2017

Prepared by: Joseph Stamp Romero

1. Introduction

_____

This document contained to design and functional requirements for the YCT Project. These requirements have been derived from several sources including the sponsor, the subcontractors and industry standards from the Ministry of Human Development.

1.1 Purpose of This Document

This document is intended to guide development of the YCT. It will go through several stages during the course of the project

This document is intended to guide development of the YCT project. 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, assistant project manager, suppliers, subcontractors and the project sponsor. The document may be amended and re-proposed several times before moving to the next stage.

1. Validated: Once the various stakeholders have agreed to the requirements in the document, it is considered validated.

2. 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.

1.1 How to Use This Document

We expect that this document will be used by people with different skill sets. This section explains which parts of this document should be reviewed by various types of readers.

Types of Reader

The sections of this document that will be read by each reader are detailed in the chart below.

Chart 12 Types of Reader (Source: J. Stamp-Romero, Author)

Type of Reader	Sections Most Pertinent to Reader
Project Manager and Assistant Project Manager	All
Project Sponsor	1.3, 1.4, 1.5, 2, 3, 4, 5
Facilitator	1.5, 2.1, 2.2,
Subcontractor	2 and 3

Technical Background Required

Readers must have a level of proficiency that will allow them to understand architectural design, engineering, construction and procurement specifications detailed in the document.

1.2 Business Case for the Product

The YCT creates an opportunity for the government of Belize to decrease the level of crime that impacts the Belizean economy through an initiative that seeks to target vulnerable youths who are used to commit crime particularly in Belize City. The projects provide a space where youths can be recruited to be involved in programs that improve the sense of community as well as offer skills to improve their productivity as citizens in the country.

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 evaluate whether the YCT program was an effective venture for the government of Belize. The project was an effort to address what has been referred to as major crime crisis involving young males in Belize City.

2.1 Project Perspective

The ministry of Human Development chose to develop the YCT project as way to address the alarming crime statistics involving youths from at risk communities. These youths are often

of events. This provided a unique opportunity for the company to expand their business portfolio as there was a market demand.

The primary stakeholders for the project are the CEO in the Ministry of Human Development, Department of Youth Services, Community Rehabiltation Department and Restore Belize. The project is being developed by the YCT project team under the supervision of the Ministry of Human Development on behalf of the government of Belize.

The stakeholders of multiple youths centers will be the sole beneficiary of this product. However, as a result of the building of the YCT, it is expected that there will be approximately (20) employed to maintain the programs developed through the project.

2.2 Program Functions

The YCT will;

1. Provide opportunities for higher learning
2. Create avenues for building network among training organiztions
3. Provide networking with potential employers
4. Connect youth with law enforcement personels
5. Offer conflict management facilitation

2.3 User Characteristics

Participants can be anyone between the age of 13- 29 years who is living on the southside.   These participants need to have been out of school for at least (3) months prior to recruitment into the program.

Project will provide participants with different packages including the option to:

6. Take on leadership roles
7. Serve on team led activities
10. Interact with youths from other backgrounds

2.4 General Constraints

The project should not exceed 6 million US dollars. The project duration should not exceed twenty-four (24) months, with eighteen (18) months assigned to substantial completion and an additional six (6) for miscellaneous works.

3. Specific Requirements

This section of the document lists specific requirements for *the YCT project* Requirements are divided into the following sections:

- Customer Needs. These are requirements written from the point of view of end users, usually expressed in narrative form.
- Functional Requirements. These are detailed specifications describing the functions the system must be capable of doing.
- Technical/Structural Requirements. These are requirements about the user interface, which may be expressed as a list, as a narrative, or as images of screen mock-ups.

3.1 Customer/User Needs

- Safety
- Affordability
- Accessibility
- Relevant to real life circumstances
- Educational pathways to success

3. Functional Requirements (program sites)

- Proper cooling and ventilation systems
- Barrier free design (handicap access)
- Proper site drainage
- Proper lighting
- Emergency exits
- Fire control
- Elevator access from floors
- Proper seating
- Adequate restroom facilities

3.3 Technical Requirements (**Program sites**)

- YCT spaces must adhere to local building code requirements and industry standards
- YCT spaces must be built to withstand natural catastrophic occurrences
- YCT spaces heights and enclosures must be at a minimum height to ensure proper functioning of the forced air systems
- YCT spaces must have all necessary utilities such as
- electrical, plumbing, air-conditioning, etc.

Requirements Traceability Matrix
Project Name: YCT Project
Project Manager: Ms Cherese Reynolds
Project Description: Project will result in implementation, monitoring and evaluation of youth initiative called YCT

Chart 13 Taceabillity Matrix (Source: J. Stamp-Romero, Author)

ID	WBS ID	Cust-omer needs	Functional require-ments	Technical assumptions	Verification	Design Document	Priority	Addiitional comments
001	1.2.1	Use existing youth building	Project manager to assess buildings	Building must be within community areas		Location plan	High	
002	1.2.4	Building can offer maximum use	Use construction plans to verify building use	Construction plan to reveal building usage		Site plan and analysis	high	
003	1.2.4	Building requires meet	Detail security plans for buildng	Building will be fitted with security cameras		Security plan	High	

ID	WBS ID	Cust-omer needs	Functional require-ments	Technical assumptions	Verification	Design Document	Priority	Addiitional comments
		security test						
004	1.2.4	Buiding meets structural integrity	Confirm integrity by constructio n professioal	Walls, pillard and ceiling pass standards		Construction Plans	High	
005	1.2.4	Must have electricity	enlist a electrical professiona l	Wiring, circuits, and breakers meet standards		Electrical Plans		
006	1.2.4	Must have running water	enlist a plumber	Plumbing drawings to indicate all plumbing structures		Plumbing layout	High	
007	1.2.4	Must have A.C	enlist an a.c tecnician	Layout for ducting and air flow passages		A.C. Layout plans	High	
008	1.2.4	Must have youth meeting places	Enlist carpenter to adjust areas	Building layout plans		Buiding design	High	
009	1.2.4	Must have alarm system	Enlist security expert	Building must have a fire alarm In accordance with fire code		Interior design layouts	High	
010	1.2.4	Must have a kitchen	Enlist carpenter	Reference structural design		Interior design layouts	High	

4.3 Project Schedule 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 figure 12 below. Since there were no OPA's, a Schedule Management Plan was derived from another source and modified for this purpose (PMI, 2017, p.143).

SCHEDULE MANAGEMENT PLAN

TABLE OF CONTENTS

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 tram 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 has been approved. This includes identifying, analysing, documenting, prioritizing, approving, or rejecting, and publishing all schedule-related changes.

Schedule Management Approach

Project schedules will be made using Microsoft Project 2016. 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 Initiation
2. Conceptual Design Complete
3. Project Defined
4. Impact Assessment
5. Feasibility Study Complete
6. Approval of Project Charter
7. Project Management Plan Complete
8. Sub-Contractor Tendering Commence
9. Sub-Contractor Tendering Complete
10. Award Contracts
11. Approval of Roles and Responsibilities
12. End of Project

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 to 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.

Control the Schedule

The project schedule is to 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 will be responsible for holding schedule updates, review meetings and determining of schedule modifications. They are to submit 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 will be responsible for participating in schedule updates or review meeting sessions. The team is to 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. Figure (12) below outlines how decisions will be made by the YCT project team.
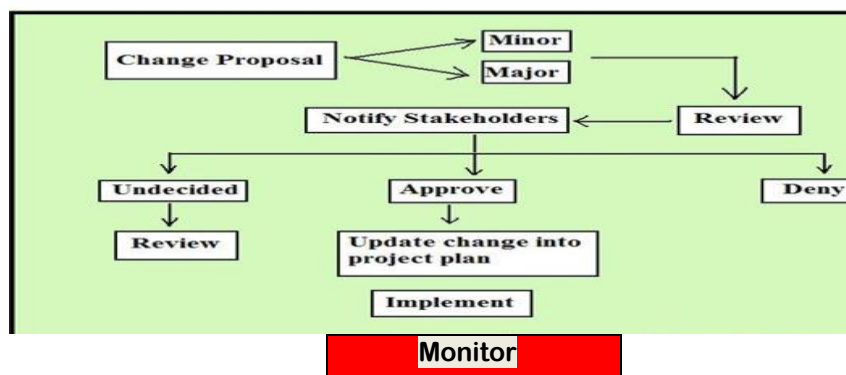
Figure 12 Change Control Process, retrieved from https://www.brighthubpm.com/change-management

Generate change

As seen in the figure ( ) above,once a changes has been brought about resulting from some event or some risk that has been identified through the stages of the project it is present as a change request in proposal by the project manager to the sponors in case of the YCT, it will be the government of Belize. Changes are are supported by informative and supportive data in favor of the change being requested. These steps are part of the change control plan for the YCT project team generate a change in the project.

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 changes will surpass the established schedule constraints, then a schedule change request must be made.

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 reduce the duration of an individual work package by 2% or more, or increase the duration of an individual work package by 10% or more.
- The change is estimated to reduce the duration of the overall baseline schedule by 10% or more, or increase the duration of the overall baseline schedule by 2% or more.

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 for safety.

Change proposal process

After a change has been identified and generated it is put before the sponsors by the project manager, and the review for the changes begins. The proposal for review will carefully involve the consideration of the change and how it impacts the project both positively and negativel as well as risks to consider. At the highest of concern to the change requested is how it will impact the monetary, resource and schedule constraints after the project.

Review

The changes that are reviewed are then consider for approval or denial. The projector manager will be responsible for answering all concerns associated to changes and document concerns as listed. The changes that are approved are then recorded by the project manager and signed off by the sponors in the case of the YCT, the Government of Belize. These new changes that are approved are then reflected into the project document.

Update change to Project Plan

Once a change has been approved, it has to be integrated into the system. Hence all that follows before implementation is the official, written changes to the existing project plan. This change approval has to be counter signed by all the stakeholders or at least members of the top management, such as the project sponsor, review board and the project manager.

Implement and Monitor

The changes to the YCT plan are then implemented as the Project continues with it initial plans with the new changes added. These changes Will be monitored by the

Project manager and her team and all documentation associated to the change are added to the change control plans. Changes are document in formats such as seen In figure (13) below. These documents outlines the role that each party in a Project plays in implementing and documenting changes.

Change Control Template	
Change proposal	xxxxxxxxxxxxx
Review	Risks, cost, schelule, resource reviews
Reason for change	need for change with advantages
Report	Change accepted or rejected
Change implementation	Project Manager / Stakeholders / Project Sponsor incorporates changes
Result	Outcome of the change
Document	Change Control Document
Authorized by	Project Manager / Stakeholders / Project Sponsor
Date	XX/XX/XXXX

Figure 13 Change Control Document, retrieved from https://www.brighthubpm.com/change-management

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.

Sponsor Acceptance

Approved by:

_____   Date:

_____

Representative of Belize Government

Client

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 PMI, 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 Project 2017, identified as a scheduling software in the PMI. The Activity List seen in chart 14 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, 2017). Also, while defining activities, the milestone list found in the Project Charter and Schedule Management Plan were updated.

An Activity Attributes list was not developed as an output to this process, as indicated in the PMi, because the information detailed in the Activity Attributes, such as the activity ID, activity description, WBS number, activity responsibility, predecessor scheduling and dependency, activity predecessors and dependencies, and successor scheduling and dependencies were already captured in other plans or matrices included in the FGP (PMI, 2017).

Chart 14 Activity List (Source: J. Stamp-Romero, Author)

Activity ID Number	Activity Name	Description of Work	Responsibility
1.1	Initiation Phase	Request for Proposal	Government of Belize
1.1.1	Appoint Project Manager & Team	Meetings held to determine project needs.	Project Manager
1.1.2	Define Project Goals	Develop Project Charter	Stakeholders, Sponsors and Project Manager.
1.1.3	Get Stakeholders to buy in.	Meeting with Stakeholders.	Project Manager and Team
1.1.4	Assess Feasibility	Carry out feasibility	Project Team.
1.2	Planning Phase	Collaborative Effort of Stakeholders	Project Manager and Sponsor.
1.2.1	Risk Analysis	Creating Risk Analysis Document	Project Manager
1.2.2	Create Schedule and Task Plan.	Create Schedule Management Plan	Project Manager and Team
1.2.3	Set Budget	Create Budget for Project	Project Manager and Sponsors
1.2.4	Establish Communication Process	Create Communication Management Plan	Project Manager and Team
1.3	Execution Phase	Implementing the Project	Project Manager and Team
1.3.1	Status Updates	Creating Monthly Reports	Project Manager
1.3.2	Compare Plan vs. Actual Progress	Evaluation of Project	Project Manager, Project Team and Sponsors
1.3.3	Improve Process Continuously	Keeping Project in line with Plans	Project Manager
1.3.4	Documentation	Establish a Reporting System	Project Team

Activity ID Number	Activity Name	Description of Work	Responsibility
1.4	Control Phase	Ensuring Project stays on schedule & within budget	Project Manager
1.4.1	Control Scope Creep	Utilizing Change Control within the Project. (Contract)	Project Manager and Sponsors
1.4.2	Change Management Processes	Plan for Change within the Project	Project Manager
1.4.3	Performance Tracking	Periodical Performance Review	Project Manager
1.4.4	Quality Management	Completing a review of techniques and implementing a set of corrective actions.	Project Manager
1.5	Closure	Bringing the project to a complete end	Project Manager
1.5.1	Lessons Learned	Documenting errors and successes within the project	Project Manager and Team
1.5.2	Project Report	Final document of project performance	Project Manager
1.5.3	Product Delivery	Final Outcome of the project	Project Manager
1.5.4	Project Close Out Meeting	Final Meeting with Stakeholders	Project Manager

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" (PMI, 2017,). 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, leads, lags were used (PMI, 2017, p.79). In addition, few meetings were conducted with Ms.Cherese Ferguson, the Project Manager, to assist in confirming the correct arrangement of each activity.
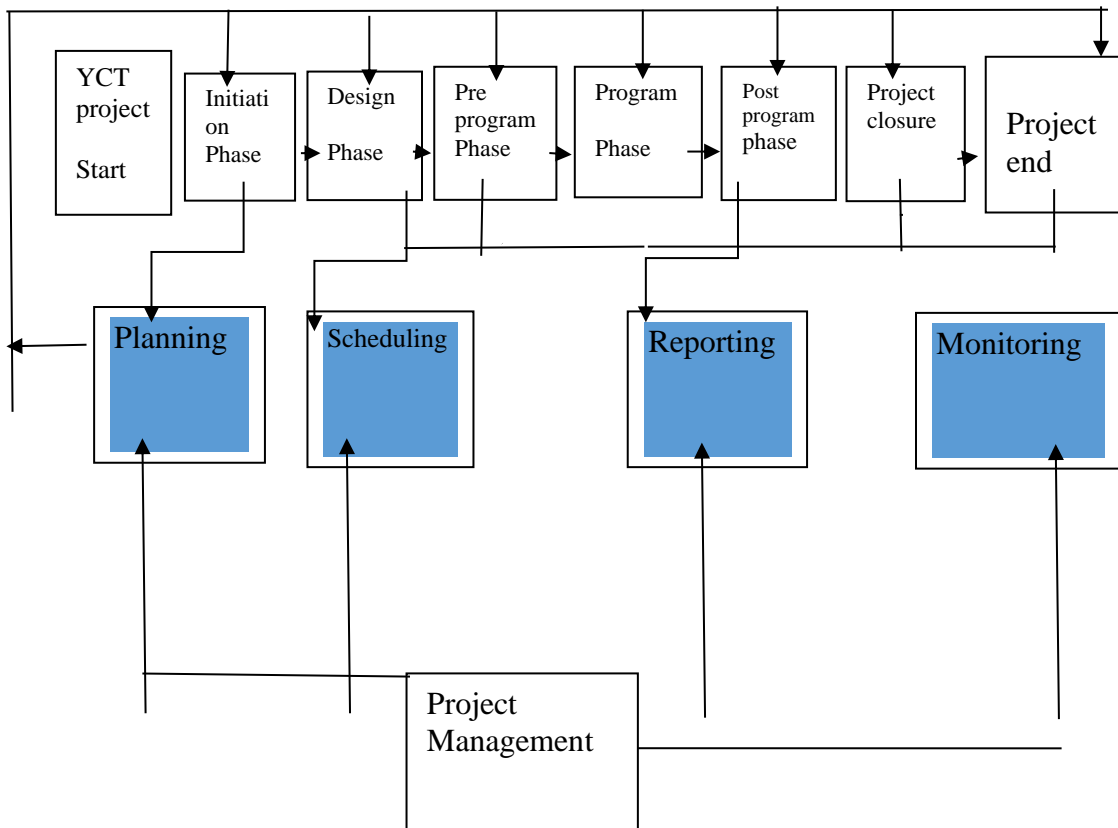
Figure 14 Schedule Network Diagram for YCT (Source: Joseph Stamp Romero, Author. Created in Microsft Word, February 2020)

Activity Resources, the fourth planning process of Project Schedule Management were assigned. Since, the majority of work is being subcontracted, only the human resources were assigned to each activity. As more information becomes available, all resources detailed in the manual will be identified for each activity and compiled in a Resource Breakdown Structure.

The inputs used to assign Activity Resources were the Schedule Management Plan, Activity List, Resource Calendar, Risk Register and the Activity Cost Estimates these are detailed in the WBS Dictionary and found in the Scope Management Plan. The tools and techniques used were the expert judgement of Ms. Cherese Ferguson which was used to help plan, manage and assign resources. The human resources assigned to each activity are outlined in chart **(15)** below.

Chart 15 Resource Assignment and Activity Duration (Source: J. Stamp-Romero, Author)

Task Name	Duration	Resource Names
1.1 YCT PROJECT	500 days	
1.1.1 Appoint Project Manager & Team	20 days	Government CEO , board
1.1.2 Define Project Goals	10 days	Project Manager, Project Assistant
1.1.3 Get Stakeholders to buy in	30 days	Project Manager
1.1.4 Assess Feasibility	14 days	Project Manager, Project Assistant
1.2 Planning Phase	16 days	Project Manager
1.2.1 Risk Analysis	12 days	Project Manager, Project Assistant
1.2.2 Create Schedule and Task Plan.	2 days	Project Manager
1.2.3 Set Budget	5 days	Project Manager
1.2.4 Establish Communication Process	8 days	Project Manager, Project Assistant
1.2.5 Award contracts	60 days	Project Manager
1.3 Execution Phase	200 days	Project Manager, Facilitators
Task Name	Duration	Resource Names
1.3.1 Status Updates	10 days	Project Manager, Project Assistant

1.3.2 Evaluations	15 days	Project Manager
1.3.3 Adjustments to plan	3 days	Project Manager
1.3.4 Documentation	10 days	Facilitators, Project Manager
1.4 Control Phase	15 days	Project Manager
1.4.1 Control Scope Creep	15 days	Project Manager
1.4.2 Change Management Processes	10 days	Project Manager
1.4.3 Performance Tracking	7 days	Project Manager
1.4.4 Quality Management	6 days	Project Manager
1.5 Closure	10 days	Project Manager
1.5.1 Lessons Learned	5 days	Project Manager, stakeholders
1.5.2 Project Report	10 days	Project Manager
1.5.3 Product Delivery	5 days	Project Manager
1.5.4 Project Close Out Meeting	2 days	Project Manager, Stakeholders

The fifth planning process conducted for Project Management involved estimating Activity Durations as detailed by PMI. 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, Ms. Cherese Ferguson, and the scheduling tool. The output from this process is detailed in Chart 16.

Finally, the sixth planning process conducted for Project Time Management, also detailed in the PMI, was the development of the Schedule. The schedule was created concurrently with the preceding time management processes. The inputs to this process were the

Schedule Management Plan, Activity List, Project Network Diagram, Activity Resource Requirements, Resource Calendar, Activity Durations, Project Scope Statement, Risk Register, and Resource Requirements.

Chart 16 YCT Gantt Chart (Source: J. Stamp-Romero, Author)

ID	Task Name	Duration	Start	Finish
1	**YCT Project Schedule**	**500 days**	**Sep 8 '16**	**Aug 8 '18**
2	1.1.1 Appoint Project manager and tea	20 days	Sep 8 '16	Oct 5 '16
3	1.1.2 Define Project goals	20 days	Sep 8 '16	Oct 5 '16
4	1.1.3 Get stakeholders buy-in	30 days	Oct 27 '16	Dec 7 '16
5	1.1.4 Assess feasiblity	14 days	Dec 14 '16	Jan 2 '17
6	**1.2 Planning Phase**	**16 days**	**Jan 2 '17**	**Jan 23 '17**
7	1.2.1 Risk Analysis	12 days	Jan 2 '17	Jan 17 '17
8	1.2.2 Create schedule and Task plan	2 days	Jan 9 '17	Jan 10 '17
9	1.2.3 Set Budget	5 days	Jan 11 '17	Jan 17 '17
10	Establish Communication Process	8 days	Jan 19 '17	Jan 30 '17
11	1.2.5 Award Contracts	60 days	Feb 1 '17	Apr 25 '17
12	**1.3 Execution Phase**	**200 days**	**Apr 26 '17**	**Jan 30 '18**
13	1.3.1 Status Updates	10 days	Feb 2 '18	Feb 15 '18
14	1.3.2 Evaluations	15 days	Feb 19 '18	Mar 9 '18
15	1.3.2 adjustments to plan	3 days	Mar 12 '18	Mar 14 '18
16	1.3.4 Documentation	10 days	Mar 19 '18	Mar 30 '18
17	**1.4 Control Phase**	**15 days**	**Apr 2 '18**	**Apr 20 '18**
18	1.4.1 Control Scope creep	15 days	Apr 23 '18	May 11 '18
19	1.4.2 Change Management Process	10 days	May 15 '17	May 26 '17
20	1.4.3 Performance Tracking	7 days	May 28 '18	Jun 5 '18
21	1.4.4 Quality Management	6 days	Jun 7 '18	Jun 14 '18
22	**1.5 Closure**	**10 days**	**Jun 18 '18**	**Jun 29 '18**
23	1.5.1 Lessons Learned	5 days	Jul 2 '18	Jul 6 '18
24	1.5.2 Project Report	10 days	Jul 10 '18	Jul 23 '18
25	1.5.3 Product Delivery	5 days	Jul 25 '18	Jul 31 '18
26	1.5.4 Project Close out Meeting	2 days	Aug 1 '18	Aug 2 '18

Project: YCT project schedule
Date: Apr 9 '20

Task	Inactive Task	Manual Summary Rollup	External Milestone
Split	Inactive Milestone	Manual Summary	Deadline
Milestone	Inactive Summary	Start-only	Progress
Summary	Manual Task	Finish-only	Manual Progress
Project Summary	Duration-only	External Tasks	

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Project Schedule Performance/Evaluation

The YCT has been one of many projects implemented by the Government of Belize and as such there are current systems in place to measure performance and offer monthly evaluations of projects which includes the YCT. Currently project analysis carried out offer early indications of possible activity coordination problems, resource conflicts and cost overruns. The tools   used in the analysis include the Gantt chart as reflected above in chart (16) as well as other documentation associated to the project which include contracts signed by suppliers and materials received. YCT also uses a combined

activities and milestones report as seen below in figure (15). This allows task completion to to be tracked and resources required within given timelines and alerts changes to Project Schedule.

Activity/Milestone	Person Responsible	Start Date		End Date		Comments
		Planned	Actual	Planned	Actual	
2.1.1. Design of questionnaire	F. Smith	Feb 14	Feb 15	Feb 25	Feb 25	
KE 2.1.1. Questionnaire design approved	F. Smith	-	-	Feb 28	Feb 28	
2.2.2. Questionnaire pilot test	F. Smith	Apr 20	Apr 21	Apr 30	Apr 25	Critical path

Figure 15 Activties and Milestone report, retrieved from https://www careers/project-management

The document allows YCT project team to asses the following questions which helps to determine the progress of the project.

- The person responsible for ensuring the activity or milestone occurs

- The dates the activity should start and end or the milestone should occur

Alternatively YCT Project team uses a progress Gantt chart. Information is shaded on an appropriate portion of each bar to represent deliverable progress. This sample chart presents project performance as of the end of each week 4 of the project. This allows the Project team to determine whether activties are on scheduled or behind as initiallly assigned in the Project. The Project manager is responsable for updating these plans and tools and present them to sponsors at monthly meetings. An example of the progress Gantt chart, labeled figure (16) can be seen below.
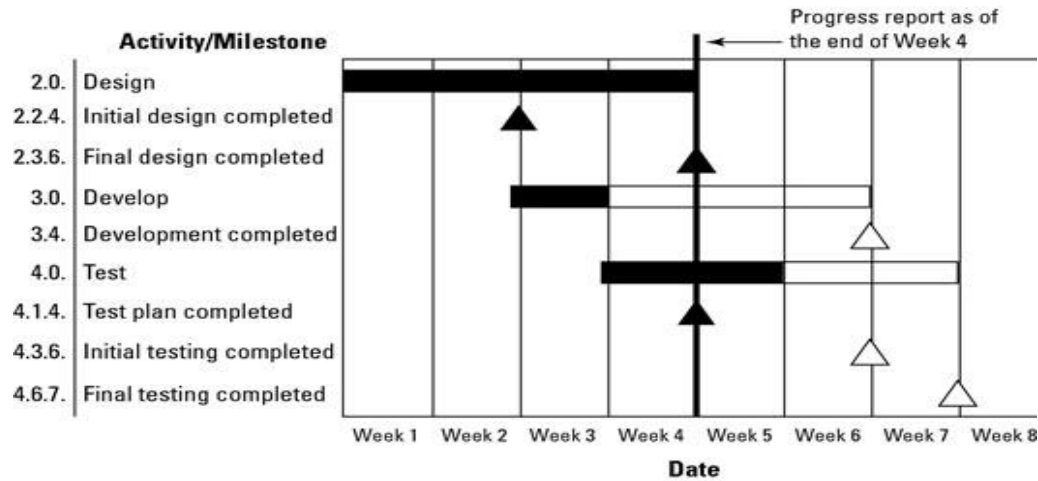
Fig 16   Progress Gant Chart, retrieved from https://www careers/project-management

The progress Gantt chart, which highlights the expected scheduled completion dates of the activity and milestones is shared with project team and monthly meetings are held to address any concerns with project progress. In cases where resources need to be applied to ensure project meets successful completion within time constraint; sponsors are consulted for input on the concerns. The decisions for minor changes are typically left to the project manager after it has placed in writing but the sponsor is involved where resource allocation is involved that may affect the project budget. YCT makes a common practice of using tools such as the Progress Gantt Chart as a way of documenting and creating project reports.

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 (PMI, 2017, p.84).

 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 PMI.

COST MANAGEMENT PLAN

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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 a weekly financial report by e-mail to Project Sponsors. During the bi-monthly project progress meeting, the Project Manager and Assistant Project Manager will meet with Project Sponsors to present and review the project's performance for the preceding month. Performance will be measured using earned value management or metrics. The Assistant Project Manager is responsible for preparing the Cost Management Plan and 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 +/- 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 +/- 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 17 Cost Performance Index (Source: J. Stamp-Romero, Author)

Performance Measure	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9 and 0.8 or Between 1.1 and 1.2	Less Than 0.8 or Greater 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

Reporting Format

Reporting for cost management will be included in the bi-monthly project progress report. The Monthly 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 he reported on including any corrective actions which are planned. Change orders which care 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 form 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 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 the 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 various categories.

Chart 18 Project Budget, YCT 2017

Item	Project Costs (USD)
Project Design & Administration	$2,525,300
Sub-Contractors Fee	$200,000
Contingency (15%)	$378,795
General Sales Tax (12.5%)	$315,662.50
Grand Total	**$3,419,757.50**

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 project management software. Meetings were conducted with Ms. Cherese Ferguson, the expert, to determine the most effective means of estimating the budget for the project. The Assistant Project Manager was advised to estimate the costs for each component of work (bottom up estimating).

In order to determine 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. In addition, the cost estimate included a contingency reserve calculated at 3%. Expert judgement was used to identify the percentage allocated for the contingency reserve. The decision was made to calculate the contingency at the low end of the range, as a result of the number known-unknowns identified in the Project Charter and Risk Management Plan and past experience. 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 for the Activity Costs Estimates, Scope Baseline, Cost Management Plan, Project Schedule, Risk Register and Agreements, the budget was determined by aggregating the cost of each work package. During this process, expert judgement was used along with funding limit reconciliation to the project by the Project Sponsor

Chart 19 YCT Cost Baseline (Source: J. Stamp-Romero, Author)

Expense	Quantity	Unit Cost	Total Cost	Purpose
Program/ Subcontracts				
Sub Contracts				
Contractor #1: Sports	1	$15,000	$15,000	Facilitator
Contractor #2: Arts	1	$15,000	$10,000	Facilitator
Contractor #3: Life Skills	1	$10,000	$10,000	Facilitator
Contractor #4:Counselling	1	$20,000	$20,000	Facilitator
Contractor #5:Literacy Teacher	1	$15,000	$15,000	Facilitator
Contractor #6: Cleaner	1	$12,000	$12,000	Labour
Administration	**4**			
Program Coordinator	1	$20,000	$20,000	Labour
Secretary	1	$15,000	$15,000	Labour
Office Messenger	1	$10,000	$10,000	Labour
Program Evaluation Officer	1	$18,000	$18,000	Labour
Project Team	5			
Project Manager	1	$30,000	$30,000	Labour
Assistant Project Manager	1	$20,000	$20,000	Labour
Finance Officer	1	$18,000	$18,000	Labour
Project Clerk	1	$12,000	$12,000	Labour
Office Operations (supplies)	1	$10,000	$10,000	Labour

Mirab (furniture)	1	$20,000	$20,000	Materials
Expense	**Quantity**	**Unit Cost**	**Total Cost**	**Purpose**
Angelus Press (equipment)	1	$5,000	$5,000	Materials
A & R (stationary)	1	$3,000	$3,000	Materials
Publics (cleaning supplies)	1	$3,000	$3,000	Materials
BRC Printing (books)	1	$15,000	$15,000	Materials
Courts (equipment)	1	$25,000	$25,000	Materials
Stationary House (stationary)	1	$3,000	$3,000	Materials

Activity Resources, the fourth planning process of Project Schedule Management were assigned. Since, the majority of work is being subcontracted, only the human resources were assigned to each activity. As more information becomes available, all resources detailed in the manual will be identified for each activity and compiled in a Resource Breakdown Structure.

The inputs used to assign Activity Resources were the Schedule Management Plan, Activity List, Resource Calendar, Risk Register and the Activity Cost Estimates these are detailed in the WBS Dictionary and found in the Scope Management Plan. The tools and techniques used were the expert judgement of Ms.Cherese Ferguson which was used to help plan, manage and assign resources. The resources assigned to each activity are outlined in chart **(20)** below.

Chart 20 Activity Resources (Source: J. Stamp-Romero, Author)

Task Name	Duration	Resource Names
1.1 YCT PROJECT	500 days	
1.1.1 Appoint Project Manager & Team	20 days	Government CEO , board

Task Name	Duration	Resource Names
1.1.2 Define Project Goals	10 days	Project Manager, Project Assistant
1.1.3 Get Stakeholders to buy in	30 days	Project Manager
1.1.4 Assess Feasibility	14 days	Project Manager, Project Assistant
1.2 Planning Phase	16 days	Project Manager
1.2.1 Risk Analysis	12 days	Project Manager, Project Assistant
1.2.2 Create Schedule and Task Plan.	2 days	Project Manager
1.2.3 Set Budget	5 days	Project Manager
1.2.4 Establish Communication Process	8 days	Project Manager, Project Assistant
1.2.5 Award contracts	60 days	Project Manager
1.3 Execution Phase	200 days	Project Manager, Facilitators
1.3.1 Status Updates	10 days	Project Manager, Project Assistant
1.3.2 Evaluations	15 days	Project Manager
1.3.3 Adjustments to plan	3 days	Project Manager
1.3.4 Documentation	10 days	Facilitators, Project Manager
1.4 Control Phase	15 days	Project Manager
1.4.1 Control Scope Creep	15 days	Project Manager
1.4.2 Change Management Processes	10 days	Project Manager
1.4.3 Performance Tracking	7 days	Project Manager
1.4.4 Quality Management	6 days	Project Manager
1.5 Closure	10 days	Project Manager

Task name	Duration	Resource Names
1.5.1 Lessons Learned	5 days	Project Manager, stakeholders
1.5.2 Project Report	10 days	Project Manager
1.5.3 Product Delivery	5 days	Project Manager
1.5.4 Project Close Out Meeting	2 days	Project Manager, Stakeholders

Chart 21 Project Funding Requirements (Source: J. Stamp-Romero, Author)

Project:		Date:						
Project Phase	**Funding Type**	**Jan**	**Feb**	**March**	**April**	**May**	**June**	**July**
Initiation	Manpower/ Equipment	$100,000						
Planning	Manpower/ Equipment		$20,000			$25,000		$25,000
Execution	Manpower/ Capital		$30,000		$30,000		$30,000	
Control (Evaluation)	Manpower/ Capital		$30,000			$30,000		$25,000
Closure	Capital	$25,000		$40,000				$40,000

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 by PMI were used to develop the Quality Management Plan. These inputs included the Stakeholder register, Risk register, and the Requirements documentation previously developed by the Assistant Project Manager. 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.

The Quality Management Plan was used as a guide in to ensure that YCT Project Plan met international standards according to design, implementation, and control. It was used as a document that will ensure that stakeholders and project team were in full collaboration in regards to the success of the project.

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QUALITY MANAGEMENT PLAN

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Introduction

The Quality Management Plan for the YCT Project will establish activities, processes, and procedures for ensuring a quality product upon the conclusion of the project. The purpose of the 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 YCT Project 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 YCT Project will be defined by the Ministry of Human Development current standards and criteria for acceptable projects. The focus is on the project's deliverable and the standards and criteria being used will ensure the product meets established quality standards and stakeholders' satisfaction.

Process quality for the YCT Project will focus on the processes by which the project deliverable will be designed and constructed. Establishing process quality standards will ensure 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 YCT Project and will be transitioned into a 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 evaluations and analyse results. These

product and processes will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:

- Program
- Schedule
- Cost
- Product
- Stakeholder Satisfaction

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 Assistant Project Manager 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 company's standards. There may be product-specific quality standards identified that are not currently part of documented organizational standards. In this case, the Project Manager will review these newly identified standards and the Assistant Project Manager will incorporate them into organizational documentation if approved. The project team will also document any newly identified quality standards into the YCT Project 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 used on existing organizational process standards. The YCT Project team will work closely with the Director of Human Development to ensure acceptable standards and documentation are available that can be integrated into the organizational process of the Ministry of Human Development. These standards will be communicated to all project stakeholders.

Quality Assurance

The quality assurance of the YCT Project focuses on the process used in the development of the project plan. In order to ensure quality, an iterative quality process will be used throughout the project life-cycle. This iterative process includes measuring process metrics, analysing process data, and continuously improving the process.

 The Project Manager and team will perform assessments at planned intervals throughout the project throughout the project to ensure all processes are being correctly implemented and executed. The Chart below provides the key quality assurance metrics for the project.

Chart 22 Quality Assurance Metrics (Source: J. Stamp-Romero, Author)

Goal	Objective	Metric	Measurement	When?
Recruitment	150 males for YTC Project	Number of enrolments for 3 months	Attendance Records	Monthly
Decrease male crime involvement	50 males enrolled in behaviour modification program	Number of males enrolled at graduation	Attendance Records	Quarterly
Increase level of Literacy	100 males in Literacy Program	Number of males completing program	Literacy Test	Monthly

The Project Manager and 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 or Assistant Project Manager will meet with stakeholders and review identified discrepancies.

The Assistant Project Manager will schedule regularly occurring project, management and review documents. In these reviews, an agenda item will include a review of project processes, any discrepancies 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 YTC Project focuses primarily on the implementation of the project. The quality performance standards for the YTC Project are in accordance with the organizational standards. Additionally, all physical measurements will be conducted to ensure compliance with established quality standards.

The project team will perform all physical measurements 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 form the Assistant Project Manager, and a discussion on product improvement initiatives.

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

Quality Control Measurements

All YTC Project deliverables and processes must be measured and fall within the established standards and tolerances. The below logs will be used by the project team in conducting these measurements and will be maintained for use as supporting documentation for the project's acceptance.

Quality Assurance Log

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

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

Quality Control Log

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Approved by: Date: _____

_____

Government of Belize Representative

Client

4.6 Project Resource Management

After creating the Communication Plan, the Resource Management Plan was produced. The activity resource requirements came from the work packages seen in the Work Breakdown Structure of the Scope Management Plan and the Stakeholder Analysis Register of the Stakeholder Management Plan. In addition, expert judgements and meetings, in the form of a personal interview, were the tools and techniques utilized to identify the human and physical resources required, and how they will be acquired and managed throughout the project lifecycle (Project Management Institute, 2017).

Plan Resource Management is the only process from the Resource Management knowledge area that will be used during the planning process for the YCT.

<div align="center">

RESOURCE AREA MANAGEMENT

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Introduction

resources management is an important part of the YCT Project. The 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 resources management plan includes:

- Roles and responsibilities of team members throughout the project
- Project organization charts

- Staffing management plan to include:
    a. How resource will be acquired
    b. Timeline for resources/skill sets
    c. Training required to develop skills
    d. How performance reviews will be conducted
    e. Recognition and rewards system
    f. How material resources Will be acquired and managed

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 YCT Project are essential to project success. All team members must clearly their roles and responsibilities in order to successfully perform their portion of the project. For the YCT Project team roles and responsibilities are established:

Project Manager (PM), (1 position): is responsible for the overall success of the project. The PM must authorize and approve all expenditures for the project. The PM is also responsible for ensuring that work activities meet established acceptability criteria and fall with 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 acquiring human resources for the project by skillset. The PM must possess the following skills: leadership/management, budgeting, scheduling, and effective communication.

Assistant Project Manager (APM), (1position): responsible for creating project planning documents (i.e. Project Management Plan), taking meeting minutes, reporting to the PM on changes and updates made to the project for approval, managing the procurement process, and collecting daily reports from the site management team. The

Assistant Project Manager is also responsible for broadcasting daily site reports to relevant stakeholders as directed by the Project Manager.

Centre Manager (1 position): is responsible for overseeing the daily activities and duties at the building used when the project is implemented. The centre manager is to handle the security and operational duties. If anything pertaining to financial matters, the centre manager will submit his requests/list to the finance and procurement officer.

Art Facilitator (1 position): is responsible for conducting weekly lessons for students in the areas of dance, drama/acting and painting. The art facilitator is to evaluate each student on their performance in class.

Sports Facilitator (1 position): is responsible for implementing an atmosphere for successful individual development monitoring, evaluating, and reinforcing for the students. The sports facilitator is also to organize in house competitions for students once a month.

Reading Facilitator (1 position): is responsible to find out the level of reading skill for each student within the classroom, evaluate each student every two week, analyse students results and performance monthly, have all resource and materials needed to carry out teaching lessons/methods.

Counsellor (1 position): is to help students on a daily or weekly basis with counselling sessions, life skills lessons, choosing a career path, journal writing, supporting students and staff in times of distress and develop goals they would like to accomplish at the end of the two year program. All counselling sessions will be held in strictest confidence. Students will be able to explore aspects of their life by talking openly and freely while with the counsellor.

Secretary (1 position): is responsible to assist in the daily functioning of the program by responding to emails, telephone calls, dissemination of information to staff, students and

parents in a timely manner, writing and keep record of meeting minutes, keep track of office supplies, utilities and data entry.

Finance Officer (1 position): is in charge of overseeing the financial transactions during the lifecycle of the project. The financial officer is tasked to develop and approve budgets with Project Manager, monitoring transactions, preparing financial reports, and payroll for project lifecycle. The financial officer must possess strong accounting and analytical skills.

Procurement Officer (1 position): is in charge for purchases and each staff member must submit on a monthly basis what is needed in order for them to accomplish their work. The financial officer will then disperse the funds needed to the procurement officer who will purchase equipment and supplies.

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 23 Project Organizational Chart (Source: J. Stamp-Romero, Author)

	Project Manage	Assistant	Centre Manage	Facilitator	Secretary	Finance Officer	Procurement
Requirements Gathering	A	R	I	I	I	I	R
program Design	A	R	I	I	I	I	I
Change Requests	R	A	I	I	I	I	I
Feasibility Study	R	A	I	I	I	I	I
Contract Administration	R	A	I	I	I	I	I
Site Management	R	A	R	I	I	I	I
Project Scope	R	R	I	I	I	I	I
Project Communication	A	R	I	I	I	I	R
Project Quality	R	A	R	I	I	I	I
Stakeholder Management	A	R	I	I	I	I	I
Accounting	A	A	I	I	I	R	I
Status Reports	R	A	I	I	I	I	I
Procurements	A	A	I	I	I	A	R

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

Staff Management

Staff Acquisition:

For the implementation of the YCT Project, the project staff will consist of a few internal sources. However, much of the work will be subcontracted to external resources. There will be outsourcing/contracting performed within the scope of this project. The Project Manager will negotiate with various companies in order to identify and assign resources for the project. All resources must sign a contract/agreement with the performing organization before the resource may begin any project work. The managerial staff and officers will work at Ministry of Human Development in Belize City and be required to visit the site daily. The subcontractors and site workers will work on site until contract completion.

Resource Calendars:

The YCT Project will last for a total of (500 days or 71.4 weeks). All resources are required before the project can begin. The resource histograms below illustrate the number of weeks required to complete the project management, design and construction works for the YCT Project.

Chart 24 YCT RESOURCE HISTOGRAM (Source: J. Stamp-Romero, Author)
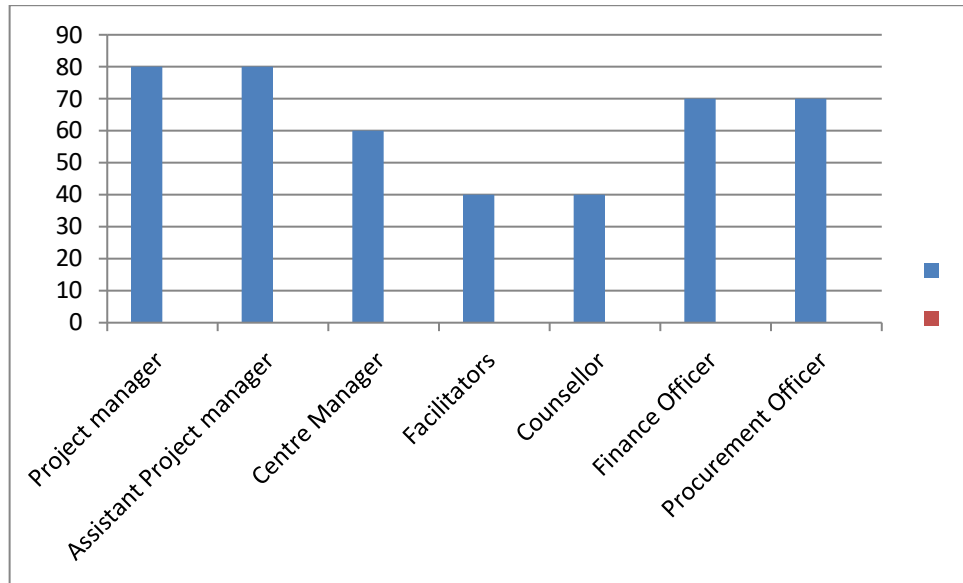
Chart 25 Consultants Work Weeks Allocated (Source: J. Stamp-Romero, Author)
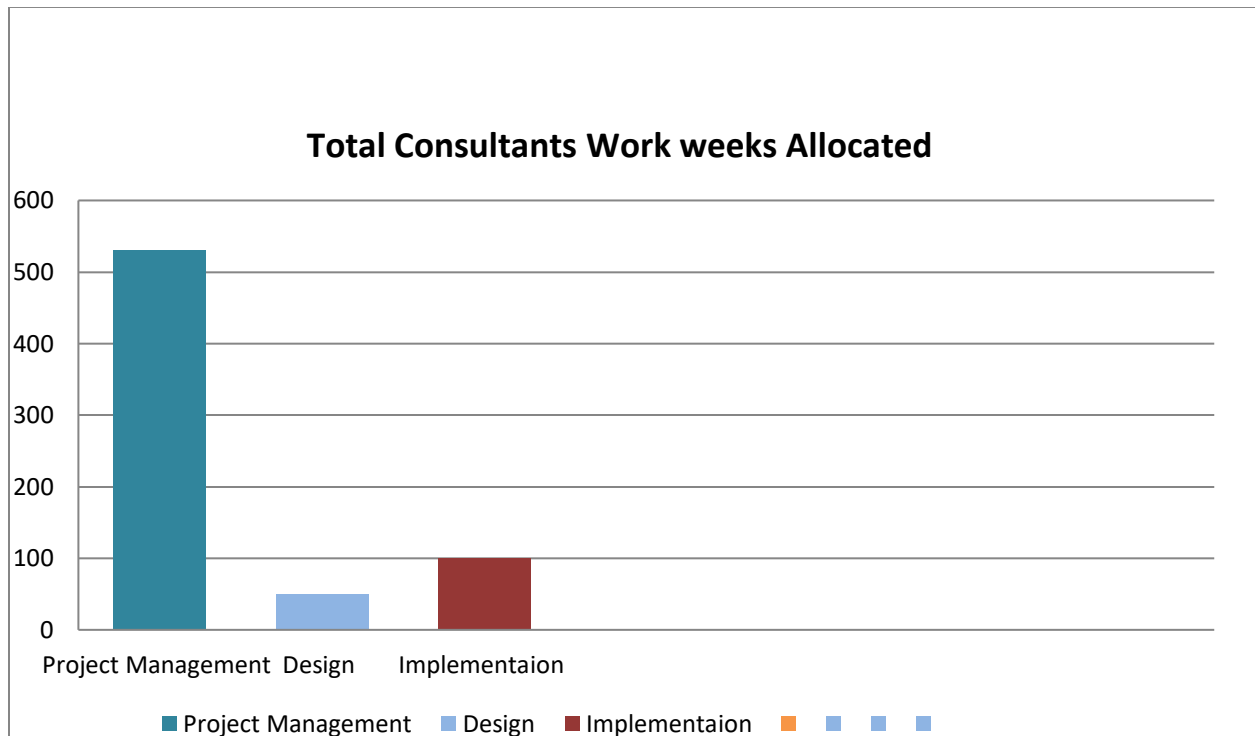
Training:

Training is required for the facilitators directly by YCT Project. This training will equip the staff on the following: classroom management, preparing lessons to be taught to students, safety/emergency plan, monthly meetings, purchasing teaching materials. With respect to the other employees, they are all 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 Assistant Project Manager and Sponsors to inform them of all expectations of the work to be performed. Once the Assistant Project Manager turns over the weekly work order, it is his responsibility to manage and evaluate each team member's performance and judge how effectively they are completing their assigned work. The Assistant Project Manager's responsibility is to evaluate each of the facilitator and other staff members and judge how effectively they are completing the work assigned. Before releasing project resources, in accordance to the payment schedule, the Project Manager will meet with the Assistant Project Manager and provide feedback on employee project performance. In turn, the Project Manager will meet with the Sponsors every 6 month to review the performance reviews on each team member.

Recognition and Rewards:

Although the scope of this project does not allow ample time to provide long term benefits for employees, there are several planned recognition and reward items for project team members, which is a bonus at the end of the two-year project.

Control Resources

Control Resources is the process of ensuring that physical resources assigned and allocated to the project are available as planned, as well as monitoring and planned versus actual utilization of resources and taking corrective action as necessary. The key benefit of this process is ensuring that the assigned resources are available to the project at the right time and the right place and are released when no longer needed. This process is performed throughout the project (PMI,2017). The inputs and outputs of this process is reflected in fig (17) as shown below.

Control Resources

Inputs	Tools & Techniques	Outputs

.1 Project management plan
  • Resource management plan
.2 Project documents
  • Issue log
  • Lessons learned register
  • Physical resource assignments
  • Project schedule
  • Resource breakdown structure
  • Resource requirements
  • Risk register
.3 Work performance data
.4 Agreements
.5 Organizational process assets
	.1 Data analysis
	  • Alternatives analysis
	  • Cost-benefit analysis
	  • Performance reviews
	  • Trend analysis
	.2 Problem solving
	.3 Interpersonal and team skills
	  • Negotiation
	  • Influencing
	.4 Project management information system
		.1 Work performance information
		.2 Change requests
		.3 Project management plan updates
		  • Resource management plan
		  • Schedule baseline
		  • Cost baseline
		.4 Project documents updates
		  • Assumption log
		  • Issue log
		  • Lessons learned register
		  • Physical resource assignments
		  • Resource breakdown structure
		  • Risk register

Figure 17 Control Resources: Inputs, tools, techniques and Outputs, PMI,2017

The Control Resource process should be performed throughout the YCT in all the phases of the project. The resources needed for the project should be properly assigned as needed and released at the adequate time, right place and in the right amount in order for the project to contine uninterrupted. The Control Resources process is concerned with the physical resources such as equipment, materials, faciltiies and infrastructure.

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Updating resource allocation requires knowing what actual resources have been used to date and what will still needed. Control Resources is concerned mainly with:

> ➢ Monitoring resource expenditures
> ➢ Identifying and dealing with resource shortage/surplus in timely manner
> ➢ Ensuring that resources are used and released according to the plan and project needs.
> ➢ Informing appropriate stakeholders if any issues arise with relevant resources
> ➢ Influencing the factors that can create resources utilization
> ➢ Manage actual changes as they occur

Project Management Plan

The project management plan includes but is not limited to the resource management plan. The resource management plan provides guidance on how physical resources should be used, controlled and eventually released (PMI,2017). Several documents are part of the plan which include:

> ➢ **Issue Log**- used to identify issues such as lack of resources, delay in raw material supplies, or grade of materials received.
> ➢ **Lessons learned register**- lessons learned applied later in the project phases to improve physical resource control.
> ➢ **Physical resource assignment**- describes resource utilization along with details such as type, amount, location, and whether the resource is internal or outsourced
> ➢ **Project schedule** – shows the resources that are needed, when they are needed and the location where they are needed.
> ➢ **Resource breakdown structure**- structure which provides a reference in case any resource needs to be replaced or reacquired during the course the project
> ➢ **Resource requirements**- identifies the needed material, equipment, equipment and other resources

- ➢ **Risk register**-identifies individual risk that can impact equipment, materials or supplies

Work Performance Data

Work performance data contains information on project status such as number and type of resources that have been used.

Agreements

Basis of all resources external to the organization and should define procedures when new, unplanned resources are needed or when issues arise with the current resources.

Organizational Process Assets
- ➢ Policies regarding resource control and assignment
- ➢ Escalation procedures for handling issues within the performing organization
- ➢ Lessons learned documentation from similar projects

Tools and Tecniques
- ➢ **Alternative analysis** – analysis to select the best resolution for correcting variances in resource utilization. Paying overtime or additional team resources to ensure project delivery within schedule.
- ➢ **Cost-benefit analysis**- determines best corrective action in terms of cost in case of project deviations.
- ➢ **Performance reviews**- measure, compare and analyze planned resource utilization to actual utilization.
- ➢ **Trend analysis**- examines project performance overtime and can be used to determine whether performance is improving or deteriorating. Can be used to tell at what stages of the project which resources are required.

Problem Solving

The project manager may use a set of tools to that helps to solve problems the occur during the control resource process. The problem can come inside the organization which includes machines, infrastructure or other resource materials that have been damaged or not released in time. The project manager takes steps to address problems arising from resources in the following way:

- ➢ Identify the problem -specify the problem
- ➢ Define the problem- break it into smaller, manageable problems
- ➢ Investigate -collect data
- ➢ Analyze -the the root of problem
- ➢ Solve-choose the suitable solution from varying ones
- ➢ Check the solution-determine if problem has been fixed.

Interpersonal and Team

Interpersonal and team skills, sometimes known as "soft skills" are personal competencies. They are used the resource area for:

- ➢ **Negotiation**- Project manager may need to have negotiation skills to attain additional resource, bargain with contractors, make changes in physical. resources or cost associated to the project.
- ➢ **Influencing** - can help projector manager to collect resources needed for the project.

Any change in the project plan has to go through the organization change control process by way of change request. In the case of the YCT, a similar system is used that has been defined by all government projects that are funded through international sources. The control systems are to ensure that project resources, both human and materia are protected and the project benefits the stakeholders.

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4.7 Project Communications Management

To ensure that information communicated about the project during its lifecycle will be disseminated to the appropriate parties at the correct time, the Communications Management Plan was developed using the PMI,2017. 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 the correct details was received by the communication sent. (PMI, 2017).

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
Personal communication	Project updates	Regular communication	Telephone Calls	Needs basis	Project Manager/Assistant Project Manager	CEO Human development

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
	Project updates	Regular communication	Face to face	Needs basis	Project Manager/Assistant Project Manager	subcontractors
	Project updates	Regular communication	Telephone Calls Email	Needs basis	Project Manager	Assistant Project manager
	Project updates	Regular communication	Email meetings	Needs basis	Project Manager/Assistant Project Manager	Financial advisor
Reports	Project status report (Project Process	Regular update on critical project issues	**E-mail**	weekly	Project Manager	Manager CEO Board of Directors Project Team
	Quality audit report	Regular updates on project quality performance	**E-mail**	Bimonthly	Assistant Project Manager	Project Manager CEO Board of Directors Project Tea
	Financial report	Regular updates on project finance	**E-mail**	Weekly	Project Manager	Project Manager CEO Board of Directors

Communication Type	Deliverabl	Description	Delivery Method	Frequency	Owner	Audience
	Compliance report	Regular updates on pending permits, extensions, deviations, request for information (RFI), etc	**E-mail**	Weekly	Project Manager	Project Manager CEO Board of Directors
	Task report	Regular updates on critical project issues pertaining to the external team (sub consultants and subcontractors	E-mail	Weekly - Every Monday morning after Team meeting	Assistant Project Manage	Project Manager Project Team Quality Team
Presentation	Project review	Project status updates	Meeting	Monthl	Project Manager	Project Manager Project Sponsor Project Team
	Final account	A complete audit of project finances	Meeting	Once	Project Manager and Assistant	Project Manager Assistant Project Manager CEO

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
		from the project, done at the end of the project. In addition to operational costs' projections.			Project Manage	Board of Director
Project Announcements	Task reminders	Task owner schedule reminders	E-mail	Daily	Assistant Project Manager	Project Manager Project Team
	Change Request/Order	Request to add or remove scope from the project	Written (Standard Form)	Needs basis	Project Manager	Project Manager Project Team CEO Board of Directors Sub consultants Subcontractors
	Project update	Project updates for Community Members	Written	Weekly	Assistant Project Manager	Project Manager Project Team Assistant Project Manage
Reviews and Meeting	Team meeting	Meeting to review project status	Planning Meeting	Weekly First thing Monday Morning	Assistant Project Manager	Project Manager Project Team Assistant Project Manager
	Project status meetings	Regular updates on critical	Progress Meeting	Bi-monthly	Project Manager	Project manager,CEO Board of

Communication Type	Deliverable	Description	Delivery Method	Frequency	Owner	Audience
	(Project Process)	project issues				Directors Project Team
	Planning	Regular updates and project planning	Progress and Planning Meeting	Daily	Project Manager	Assistant Project Manager
	Consultant Meeting	Technical planning session to collaborat e on work schedules, installatio ns, delays, issues, etc	Planning Meeting	By request	Project Manager	Assistant Project Manager Sub consultant
	External Regulatory Meeting	Meeting at the request of Governme n tal Agencies	Meeting	By request	Project Manager	Project Manager Assistant Project Manager Governmental agencies
Team Morale	Team event	Regularly schedule team morale events	Event	Quarterly	Assistant Project Manager	Project Manager Project Sponsor Project Team

An interview was conducted with Ms. Cherese Ferguson, the Project Manager, to ascertain the communication types and delivery methods that will be used for this project. The information gathered, along with a communications requirements analysis completed by the Assistant Project Manager, are included in the Communication Matrix, seen in **(Chart 26)** below.

Chart 26 Commuication Matrix (Source: J. Stamp-Romero, Author)

Project Name: YCT Project	Project Manager: Cherese Ferguson
Project Objective:	Project Sponsor: Government of Belize
Prepared by:	Date Prepared:
Submitted to: Government of Belize	Possible Number of Communication Channels:

Communication Management Plan

Project Name: YCT Project   **Project Manager: Cherese Ferguson**

Project Objective: **Project Sponsor: Government of Belize**

Prepared by:

Submitted to: Government of Belize   **Date Prepared:**

Introduction

The Communications Plan will serve as a guide to assist in communication between the stakeholders of the YTC Project. The Project Manager and Assistant Project Manager will take the primary role of 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 and the individual responsible for the communications or dissemination of the information to appropriate persons.

Audiences

The major audiences for this project are listed below.

Project Sponsors: Ministry of Human Development (Government of Belize Representative)

Implementation: Project Manager, Assistant Project Manager, Regulatory Governmental Agencies, Project Team, Facilitators.

Communication Delivery Methods and Technologies

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

Communication Standards

There are currently organizational standards that emphasizes the following areas:

- Standard 1: Detailed description of how best to communicate with staff.
- Standard 2: Demonstrate how they support individuals with disabilities.
- Standard 3: Staff value and competently use the best approaches to staff development.
- Standard 4: Services that create opportunities, relationships and healthy environments.

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 building of the YCT.

As indicated in section 1.2.5.8, to adequately identify and plan for the project risks, risk management was planned, then the project risks were identified, qualitatively analysed and finally responses planned for each identified risk. Risks were not quantitatively analysed due to a lack of tools, for example simulation software, that would be required during the process.

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 Assistant Project Manager and Project Manager 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 *PMI, 2017.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; the plan speaks to how risks will be identified, analysed, planned for and monitored and controlled throughout the project lifecycle (PMI, 2017).

Risk Management Plan

Project Name: YCT Project, submitted to: CEO, Human Development Services

Sponsor: Government of Belize

Prepared by: Cherese Ferguson, Project Manager

Date prepared: August 16, 2017

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 Assistant Project Manager.

- 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 contractors, will identify and assist with planning risk responses. However, the Project Manager will be in charge of planning risk responses with the Assistant Project Manager managing data collection and storage.

MONITORING AND CONTROLLING RISKS

The Assistant Project Manager 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 weekly and communicated to the Sponsors and 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. However, a few elements have been added to the chart below, as it will be used during project execution to control risks. The risk register was compiled in Microsoft Excel 2016.

Chart 27 Project Risk Register (Source: J. Stamp-Romero, Author)

Risk ID	Risk Description	Category	Date	Status	Responsible Individual	Probale cause of risk	Prevention strategy	Trigger event	Contingency plan	Contingency plan activation date	Planned resolution date	Risk close date	Comments
1	Underestimating of Project Cost	Financial	14-8-20	Open	Project Manager								
2	Accidents at centers	Financial	14-8-20	Open	Project Manager								
3	Damage to center	Financial	14-8-20	Open	Project Manager								
4	Regulatory demands not consistent with approved centre plans	Planning	14-8-20	Open	Project Manager								
5	Shipping delay	Schedulin	14-8-20	Open	Assistant project manager								
6	Unsupportive Faciliators	Planning	14-8-20	Open	Project manager								
7	Price Increases	Financial	14-8-20	Open	Assistant Project Manager								

Risk ID	Risk Description			Status	Responsible Individual	Probable cause of	Prevention strategy	Trigger event	Contingency plan	Contingency plan activation date	Planned resolution	Risk close date	Comments
8	Attendance Drop	planning	14-8-20	Open	Center manager								
9	Severe Climate Change	Schedulin	14-8-20	Open	Assistant Project Manager								

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 combing 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. Microsoft Excel 2016 was used as a tool to capture the information detailed in Chart 27 above. 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 Mr. E.Moody, the expert in the field.

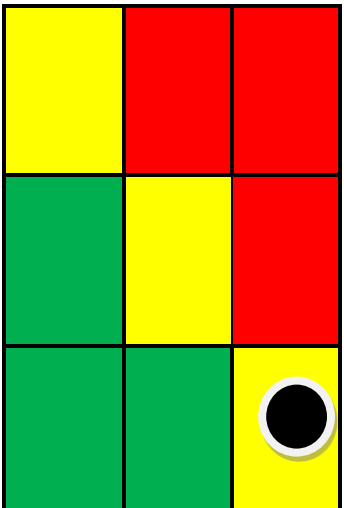| Project Name: YCT Project	
ID #1. Underestimating of Project Cost	
Description of Risk Event:	Prevention Strategies:
Project cost more than was budgeted	Project manager and Assistant Project Manager does thorough budget check
Probable Causes:	Risk Response/Contingency Plans:
Human error	Risk Response: Avoid Contingency added to budget
Risk Matrix:	Triggers Events:
	Cost variance (increase)

Project Name: YCT Project	
ID #2. Accidents at centers	
Description of Risk Event:	Prevention Strategies:
Unexpected injury of staff at centers	Deduction of health benefits contribution from salary
Probable Causes:	Risk Response/Contingency Plans:
Activities with youth that require outdoors	Budget for accidentals in human resource plans
Risk Matrix:	Triggers Events:
	Unplanned activities

Risk Matrix:

    L   M   H

Project Name: YCT Project	
ID #3. Damage to center	
Description of Risk Event:	Prevention Strategies:
Accident that involved damage to building structure	Proper use of facilities by participants
Probable Causes:	Risk Response/Contingency Plans:
Over crowding or unsupervised population	Purchase of building insurance
Risk Matrix:	Triggers Events:
L M H	Constant lack of supervision of center participants

Project Name: YCT Project	
ID #4. Regulatory demands not consistent with approved centre plans	
Description of Risk Event:	Prevention Strategies:
Regulatory demands not consistent with approved centre plans perhaps due to negligence or unapproved changes.	Meet with project manager and assistant project manage twice per month to ensure plans and strategies for implementation are on track.
Probable Causes:	Risk Response/Contingency Plans:
Lack of adherence to city code guidelines.	Design plan meetings with city officials for timely feedback for changes.
Risk Matrix:	Triggers Events:
L M H	Cost saving decisions that ignore city codes.

Project Name: YCT Project	
ID #5. Shipping Delay	
Description of Risk Event:	Prevention Strategies:
Supplies ordered from suppliers may not reach on time as expected.	Minimal purchases as possible from outside international sources
Probable Causes:	Risk Response/Contingency Plans:
Industrial strike	Multiple purchasing sources.
Risk Matrix:	Triggers Events:
	Unplanned shipping accidents.

L   M   H

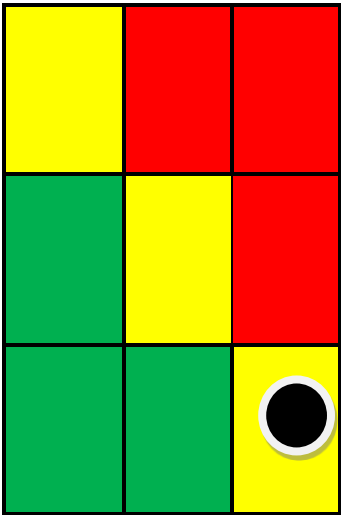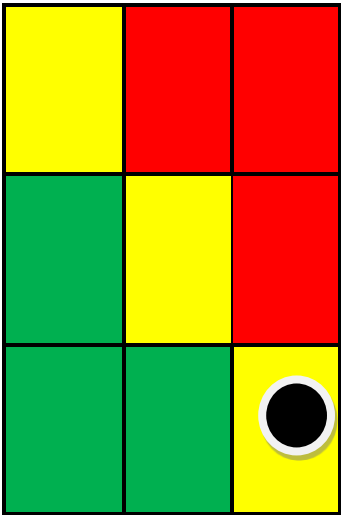| Project Name: YCT Project	
ID #6. . Non-Performing Facilitators	
Description of Risk Event:	Prevention Strategies:
Facilitators are not performing efficiently due to a lack of managerial control at the center.	Contract clauses that include evaluation periods.
Probable Causes:	Risk Response/Contingency Plans:
Inefficient monitoring process	Monthly reports on performance
Risk Matrix:	Triggers Events:

Risk Matrix:

L   M   H

Triggers Events:

Unprofessional management practices.

Project Name: YCT Project	
ID #7. Price Increases	
Description of Risk Event:	Prevention Strategies:
Materials may become scarce and therefore cause a hike in price.	Fixed price contracts
Probable Causes:	Risk Response/Contingency Plans:
Price gouging	Purchase supplies in huge quantity and establish ethical relationships with suppliers.
Risk Matrix:	Triggers Events:
L M H	Unstability in the economy

Project Name: YCT Project	
ID #8. Attendance Drop	
Description of Risk Event:	Prevention Strategies:
Attendance drop of students due to a lack of interest in programs offered at the center.	Routine checkups on center participants.
Probable Causes:	Risk Response/Contingency Plans:
Internal family issues	Provide social services for participants
Risk Matrix:	Triggers Events:
L M H	Crime affecting areas where participants live. Loss of income by parents

Project Name: YCT Project	
ID #9. Severe Climate Change (Natural Disasters)	
Description of Risk Event:	**Prevention Strategies:**
Natural Disasters may occur at any time and can affect the delivery of programs for participants.	Offer additional social support for participants (clothing and food supplies)
Probable Causes:	**Risk Response/Contingency Plans:**
Change in climate conditions globally.	Offer disaster preparedness sessions for students and staff.
Risk Matrix:	**Triggers Events:**
L M H	Global Warming

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 are detailed in the Qualitative Risk Analysis Summary (PMI,2017).

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 PMI, the Requirements Documentation, Risk Register, Stakeholder Register and Project Charter were the inputs used in the process. Expert judgement and meetings were the tools and techniques used in the form of a personal interview with the lead Project Manager (PMI, 2017).

How procurement would be addressed by the project team throughout the lifecycle of the project. It detailed 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.

Because Procurement Management is a very important factor to the success of the project, and subject to financial and scheduling restrictions, it was vital that all items being purchased by the project team were done efficiently and effectively, thus providing adequate time for delivery, within budget and of an acceptable standard of quality. Since most of the materials for the project, including the fabrication of the Steel Superstructure, were to be purchased from international suppliers, it was important that the Procurement

Management Plan identified the items that would be subcontracted 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 identified elements that the Procurement Documents and a sample Checksheet used to measure vendor performance.

PROCUREMENT MANAGEMENT PLAN
YOUTH AND COMMUNITY TRANSFORMATION PROJECT

Belize City, Belize

January 2020

TABLE OF CONTENT

Introduction

This Procurement Management Plan sets the procurement framework for this project. Throughout the life of the project, this plan will serve as a guide for managing procurement

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. Also, due to the immense 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 organizing 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

Under this project, the project manager will provide oversight and management for all procurement activities. The assistant project manager will work with the project manager so as 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 assistant project manager. The procurement items will be reviewed by the project manager, as well as to determine whether it is advantageous to make or buy the 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 and success. The following list of items, justification, and timeline are pending project manager review for submission to the assistant project manager for purchasing to commence:

ITEM/ SERVICE	JUSTIFICATION	NEEDED BY
Staff room	Used by facilitators in between classes	
Office space	Used by administration	
Stage	Used by youths during express arts programs	
Music room	Used for music classes during arts grouping class	
Interior Wall Systems	Used to separate the various rooms	
Annex Building (roof deck)	Used to house both restrooms (male and female) and the kitchen holding space	
Chill Water Air-Conditioning System	Designed to provide forced air into the building and to regulate the temperature	
Electrical Transformers	Used to regulate the current into the building	
Telephone System and Equipment	Used to provide telephone communications into the building	
Umbrella Tables	For dining and lounge Purposes	
Chairs	To sit	

In addition to the above list of procurement iems, the following individuals are authorised to approve purchases for the team:

Name	**Role**
	Project Manager
	Assistant Project Manager
	Office Assistant

Make/Buy Decisions

Make	Buy
Stage for youth events	Chairs
Parking signs	Sound System
	Furniture for youth dining hall
	Sporting Equipment
	Kitchen Appliance
	Computers for staff
	Classroom materials
	Cleaning supplies
	Air conditioning systems

Type of Contract to be Used

The project team will work with the assistant project manager to define the item types, quantities, services and required delivery dates. The assistant project manager will then solicit bids from various vendors. Based on contract conditions, once the vendor/ supplieers and facilitators are selected, procurement of the ítems/services within the required time frame and at a reasonable cost will commence.

All additional items to be procured for this project will be solicited under a material(s) only contract.

Procurement Risks

All procurement activities carry some possible for risk which must be managed to ensure that the project is successful. 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/facilitators
- capacity capabilities of vendors
- Conflicts with current contracts and vendor relationships
- Potential delays in shipping and impacts on cost and schedule
- Questionable past performance for vendors/suppliers and facilitators
- 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 mentioned before, 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 project sponsor/client and the project team in all project meetings and status reviews. Any decisions regarding procurement actions must be approved by the project sponsor/client and 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

In order to solicit proposals from various vendors for this project, we will issue a Request for Quote (RFQ) which describes 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 and out-year 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. 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 over a period of time in an effort to continually improve procurement efforts in the future. They should provide adequate levels of detail which allow for easier comparison of proposals, more accurate pricing, more detailed responses, and more effective management of contracts and vendors. The

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Assistant Project Manager will develop and maintain a repository on the company's shared drive which will contain standard project management and 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 157
    - Pricing forms
    - Statement of work
    - Terms and Conditions
- Internal source selection evaluation forms
- Non-disclosure agreement
- Letter of intent
- Contract types
- Procurement audit form
- Procurement performance evaluation form
- Lessons learned 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 a contingency reserve built in; however, the reserve may not be applied to procurement activities. Reserves are only to be used in the event of an approved change in project scope.

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 disapproved.

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. While proposals may include suggested alternative material or manufacturing processes, parts specifications must match those provided in the statement of work exactly

Contract Approval Process

The first step in the contract approval process is to determine what items or services will require procurement from outside vendors. This will be determined by conducting a cost analysis on products or services which is provided internally and compared with purchase prices from vendors. Once cost analyses are complete and the list of items and services

to be procured externally is finalized, the Assistant Project Manager will send out solicitations to outside 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. Purchases less than $10,000 only require the approval of the Assistant Project Manager; whereas, purchases greater than $10,000 must be approved by the Project Manager and the Sponsor. For these larger purchases the Project Manager and Sponsor will meet to determine which contract will be accepted.

Decision Criteria

The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:
1. Ability of the vendor to provide all items by the required delivery date
2. Quality
3. Cost
4. Expected delivery date
5. Comparison of outsourced cost versus in-sourcing
6. Past performance

These criteria will be measured by the Project Manager and Assistant Project Manager. The final decision will be made based on these criteria along with available resources.

Vendor Management

The Project Manager is basically responsible for managing vendors. In order to make sure the efficient delivery and high quality of products from vendors the Project Manager, or the Assistant Project Manager will meet weekly with each vendor to discuss the progress for each procured item. The meetings can be in person or by teleconference. These meetings will be to review all documented details 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 Assistant Project Manager will be responsible for scheduling this meeting on a weekly basis until all items are delivered and are classified 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:

Vendor	Product Quality	On Time Delivery	Docu-mentation Quality	Development Costs	Develop-ment Time	Cost per Unit	Transactional Efficiency
Vendor #1							
Vendor #2							

1 – Unsatisfactory

2 – Acceptable

3 - Exceptional

Along with 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:

_____   Date:

_____ Representation of Government of Belize

Client

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 construction of the YCT were identified using the inputs, and tools and techniques taken from the *PMI*. As such, the agreement between Ministry of Human Development and YCT Project Team, the agreement with the fabricators and the initial list of stakeholders outlined in the project charter were reviewed by the Assistant Project Manager and the expert, Cherese Fergusson, to develop a more complete stakeholder register seen in **Chart 28** below entitled YCT Stakeholder Register (PMI,2017).

Project Stakeholder Management Overview

13.1 Identify Stakeholders

.1 Inputs
  .1 Project charter
  .2 Business documents
  .3 Project management plan
  .4 Project documents
  .5 Agreements
  .6 Enterprise environmental factors
  .7 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data gathering
  .3 Data analysis
  .4 Data representation
  .5 Meetings

.3 Outputs
  .1 Stakeholder register
  .2 Change requests
  .3 Project management plan updates
  .4 Project documents updates

13.2 Plan Stakeholder Engagement

.1 Inputs
  .1 Project charter
  .2 Project management plan
  .3 Project documents
  .4 Agreements
  .5 Enterprise environmental factors
  .6 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Data gathering
  .3 Data analysis
  .4 Decision making
  .5 Data representation
  .6 Meetings

.3 Outputs
  .1 Stakeholder engagement plan

13.3 Manage Stakeholder Engagement

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Enterprise environmental factors
  .4 Organizational process assets

.2 Tools & Techniques
  .1 Expert judgment
  .2 Communication skills
  .3 Interpersonal and team skills
  .4 Ground rules
  .5 Meetings

.3 Outputs
  .1 Change requests
  .2 Project management plan updates
  .3 Project documents updates

13.4 Monitor Stakeholder Engagement

.1 Inputs
  .1 Project management plan
  .2 Project documents
  .3 Work performance data
  .4 Enterprise environmental factors
  .5 Organizational process assets

.2 Tools & Techniques
  .1 Data analysis
  .2 Decision making
  .3 Data representation
  .4 Communication skills
  .5 Interpersonal and team skills
  .6 Meetings

.3 Outputs
  .1 Work performance information
  .2 Change requests
  .3 Project management plan updates
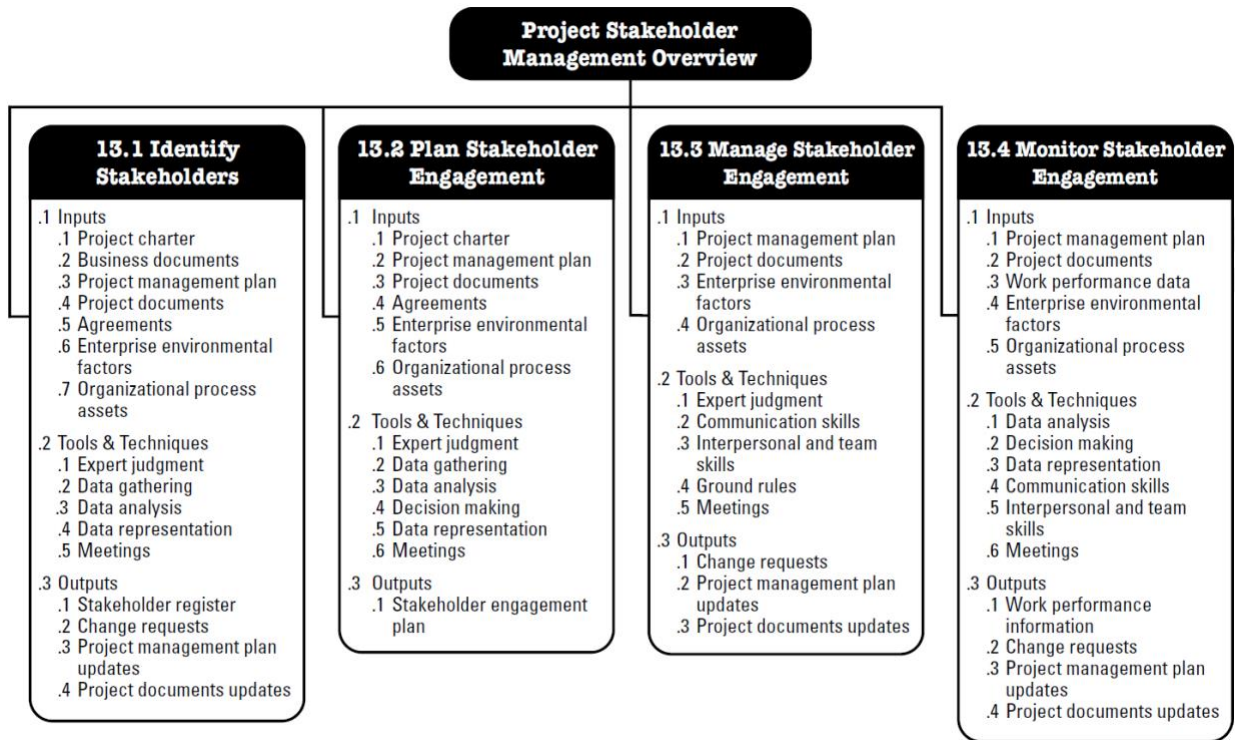 .4 Project documents updates

Figure 18 Stakeholder Management Overview (Source: retrieved from PMI,2017 Pg.541)

In the article *Importance of Stakeholder Analysis in Management Plans,* Kokemuller, an experienced college marketing professor and author, stated that "stakeholder analysis is the review and consideration of the impact stakeholders have on your business" (Kokemuller, 2016). After identifying the potential stakeholders, the relevant information regarding "roles, departments, interests, expectations, and influence levels" (Project Management Institute, 2017) were detailed as seen in **Chart 28** below.

Chart 28 YCT Stakeholder Register (Source: J. Stamp-Romero, Author)

STAKEHOLDER REGISTER												
Project Name: YCT Prepared By: Project Sponsor:				Project Manager: Date Prepared:								
ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective Regarding Project	Comments
0	CEO	Dept of Human Services	Financier & Key Decision Maker	Owner	207-6282 humandev@gob.bz	Meetings Personal Communication Reports .Presentation Announcements	E-Mail Telephone Face to Face	Has high interest in the project and is responsible for the funding of the project. Is most critical throughout enter project lifecycle.	High	Positive	Received the grant for the project

ID	Name	Organization	Role	Title	Contact Information	Communication Types	Communication Vehicles	Stake in Project	Influence	Perspective Regarding Project	Comments
1	Representative	Dept of Human Services	Key Decision Maker	Member	207-6282 humandev@gob.bz	Meetings Personal Communication Reports Presentation Announcements	E-Mail Telephone Face to Face	Has high interest in the project and is highly involved in decision making. Is most critical throughout the project lifecycle	High	Positive	Received the grant for the project
2	Ms Lamb	Dept of Human Services	Financial Controller	Accountant	207-6282 humandev@gob.bz	Personal Communicatio	E-Mail	Has high interest in the project	Med	Positive	Has given advice to how money is spent

ID		organization	Role	Title	contact	Communication types	Comm.ve hicle	Stake in project	influence	Perspective On proj.	Comments
3	Cherese Ferguson	Dept of Human Services	Project Management	Project Manager	humandev@gob.bz	Meetings Personal Communication Reports Presentation Announcement	E-Mail Telephone Face to Face	Has high interest in the project	High	Positive	Has a key role in project design
4	Ms Fuller	Dept of Human Services	Office Administratio	Office Assistan	humandev@gob.bz	Meetings Personal Communication Reports Presentation Announcements Team Morale	E-Mail Telephone Face to Face	Has high interest in the project	Low	Positive	Supporting role
5	Beverly Smith	Dept of Human Services	Office Administration	Gofer	humandev@gob.bz	Meetings Personal Communication Reports Presentation Announcements Team Morale	Telephone Face to Face	A moderate level of interest in the project	Low	Neutral	
6	Mr Palacio	Dept of Human	Ccoordination	coordinator	humandev@gob.bz	Meetings Personal Communication Reports	Face to Face,email	A moderate level of interest	High	High	Moniotors youth center

ID	Name	organization	Role	Title	contact	Communication types	Comm.vehicle	Stake in proj.	influence	Perspective On proj.	Comments
		Services						in the project			progress
7	Ms Stuart	Dept of Human Services	Assist coordinator	Assistant coordinator	humandev@gob.bz	Meetings Personal Communication Reports	Face to Face,email	A moderate level of interest in the project	High	High	In charge of monitoring center progress
8	Mr Gill	Dept of Human Services	Assist in sports	Sports coordinator	humandev@gob.bz	Personal Communication Reports	Face to Face,email	A moderate level of interest in the project	Low	Low	Works with youths
9	Mr Bleeks	Dept of Human Services	Facilates reading class	Reader facilitator	humandev@gob.bz	Personal Communication Reports	Face to Face,email	A moderate level of interest in the project	Low	Low	Works with youths
10	Mr Mckay	Dept of Human	Facilates math class	Math facilitator	humandev@gob.bz	Personal Communication Reports	Face to Face,email	A moderate level of	Low	Low	Works with youths

ID	Name	organization	Role	Title	contact	Communication types	Comm.vehicle	Stake in proj.	influence	Perspective On proj.	Comment
		Services						interest in the project			
11	Ms Gale	Dept of Human Services	Counsels youths	Councelor	humandev@gob.bz	Personal Communication Reports	Face to Face,email	A moderate level of interest in the project	Low	Low	Works with youths
12	Community Members	None	Neighbours	N/A	None	Project Announcements	Written	Has a low interest in the project and is most critical during project execution.	Low	Negative	

Chart 29 Stakeholder Analysis and Level of Engagement (Source: J. Stamp-Romero, Author)

Project Name: Building of the YCT					
Stakeholder Name/Group:	Key interest 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
CEO (Human Development)	Interest High Impact High	H	Favour	Consult, involve and keep informed	Two-way engagement essential
Representative	Interest High Impact High	H	Favour	Consult, involve and keep informed	Two-way engagement essential
Financial Controller	Interest High Impact Medium	M	Favour	Keep informed and support	One way communication and support essential

Stakeholder Name/Group	Key interest or stake	Level of influence	Present attitude to the change	Stakeholder management strategies	Key points for Stakeholder
Project Management	Interest High Impact High	H	Favour	Consult, involve and keep informed	Two way engagement essential
Faciliators	Interest High Impact High	M	Favour	Consult, involve and keep informed	Two-way engagement essential
Community	Interest Low Impact Low	L	Neutral	Keep informed	One-way communication

Stakeholder Analysis involved the review of the data compiled. 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): Stakeholder Analysis and Level of Engagement.

There are many persons that will have varying degrees of power, influence, interest and level of impact on the building of the YCT project. Although the project will be executed and funded by a private company, the project manager realized that many of the suppliers are international companies. In addition, there are various national and international governmental agencies such as the Ministry of Works, Health and the Environment, responsible for providing the permits and inspecting regulatory compliance. Both agencies and suppliers are potential sources of issues that can cause delays in project execution and completion, and, in fact, can increase the project budget if they are not managed effectively throughout the project lifecycle.

For the sake of time and financial constraints, and the success of the project, being proactive was important. Therefore, 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 building of the YCT.

YCT PROJECT, BELIZE CITY STAKEHOLDER

MANAGEMENT PLAN

Version 1.0

My signature indicates approval of this Stakeholder Management Plan.

Approved by:

_____

Prepared by:

_____

Revision History

Date	Version	Description	Author
<MM/DD/YYYY>	<O.OO>	<Type brief description here>	<First and Last Name>

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PURPOSE

Stakeholder Management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyse 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 (PMI 6th Edition) throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders. 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.

1. 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 analysed. (PMI 6th 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

- Group Name
- Number of Stakeholders in the Group
- Description of the Group
- Level of impact
- Level at which group is impacted by project
- Current change readiness state
- Issues, opportunities and risks associated with each group
- Strategies and actions to address issues, risks and opportunities

A brief view of the Stakeholder Analysis is provided below.

Note: Impact is measured by High (H) Medium (M) and Low (L) The state of a change readiness is assessed using measurements provided in the PMI:

U – Unaware (no information on project)

R- Resistant (aware of project, resistant to change and impact of project

N- Neutral (aware of project, neither resistant nor supportive)

Group name	# number in Group	Description & Key attributes	Impact on project	Impacted by Project	Current state	Desired State	Issues/opportunities risk	Mitigation strategies
Ceo (ministry of Human Development)	4	Key decision makers ▢ CEO and Sponsor	H	H	L	L	CEO takes project advice from financial advisor who is not an expert in the field	Mitigate through singed contracts,roles and responsiblities
Representative	10	project manager , assistant project manager (procure me nt officer), office staff	H	H	L	L	Varying levels of incompetence or low level of productivity	Incentivize (Human Resource Manage me nt)
Faciliators	5	Facilitates programs in center	H	L	L	H	Creates the level of success desired	Incentivize (Human Resource Manage me nt)

Group name	# number in Group	Description & Key attributes	Impact on project	Impacted by Project	Current state	Desired State	Issues/opportunities risk	Mitigation strategies
Community	1	Feedback	L	L	U	N	Risk: Nuisance	Nuisance Ignore, meeting and/or legal cause of action

S- Supportive (aware of project potential, impact)

L Leading (aware of project, actively engaged)

Stakeholder Analysis Register

2. Power/Interest Classification

As mentioned above, the YCT 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 analyses 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.

Stakeholder Power/interest

	• Director
	• CEO
Keep Satisfied	• Project Manager
• Regulatory Bodies	• YCT project team
	Manage Closely
	• Finance officer
(Minimum Effort)	• Subcontractors/Facilitators
Community Members	Suppliers

High

Low ⟶ **Interest**
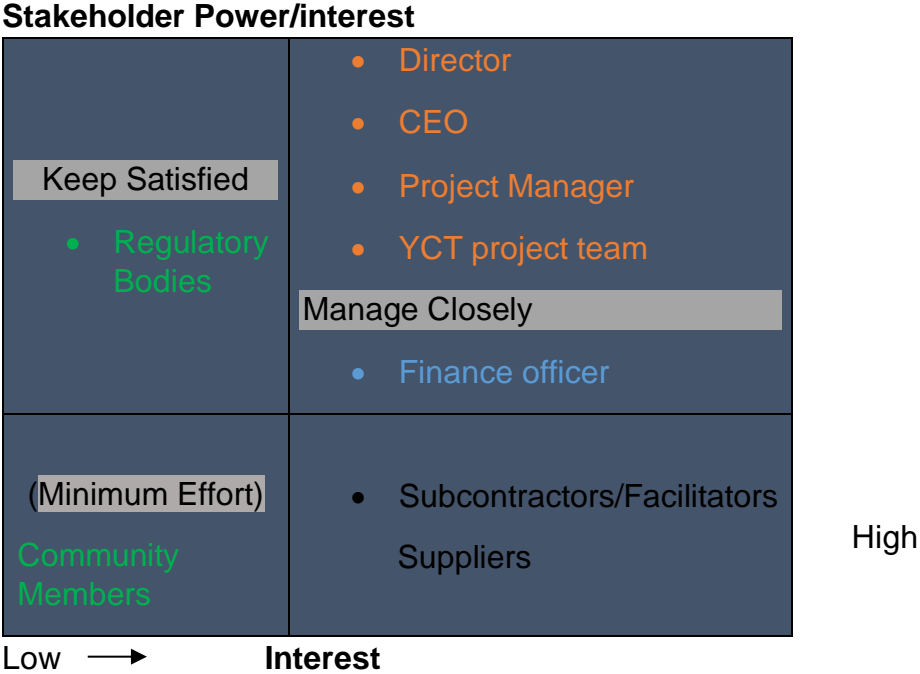
3. Grid:

Stakeholder Interviews

To confirm the Stakeholder Identification and Analysis process is accurate and complete, the Assistant Project Manager will conduct a series of reviews with the CEO and others. In addition, optional qualitative interviews may be performed for the Stakeholder Groups identified as most influential or most impacted by the project to validate that their issues and concerns have been captured accurately.

 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 (PMI, 2017).

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 analyse 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.

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
CEO, Ministry Human Development					**C D**
Project Manager					**C D**
Subcontractors				**C D**	
Youth Department				**C D**	

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Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Community Members			**D**		

4. 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 (PMI, 2017).

 To effectively manage stakeholder engagement, the Building of a YCT 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 also to capture important information to help make adjustments 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 Building of a YCT will have mechanisms to receive ongoing direct feedback from key stakeholders, including email, personal communication, site meetings, status meetings and community 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

Note that the Stakeholder Management Plan and associated documents are not static. 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 make modifications if required.

5. CONCLUSIONS

1. The Project Management Plan was created using the analytical research method and the sixth edition of the PMI, 2017 to be used as a developmental tool for the YCT 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, Schedule Network Diagram, Resource Assignments table and Project Gantt chart, in order to adequately identify and orchestrate each project activity to ensure the project's completion within the time constraints.

5. To create the Cost Management Plan, the output from specific objective number four, a template in Microsoft Excel was used to adequately develop the project budget, and a template was used to capture 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/standards, quality assurance, quality control, 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. To address specific objective number six, the Resource Management Plan, all resources required to complete the project were identified and classified in a comprehensive list based on their roles and responsibilities. In addition, the project organization chart, the staffing management approach, and details identifying how the human resources will be managed throughout the project are detailed in the plan.

8. To fulfil specific objective number seven, the Project Communications Plan, a template was used along with a list of all 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, and ensuring that the information disseminated during the project is done so 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. Additionally, to capture and classify project risks, so that effective risk responses could be planned, a Risk Register was developed along with a qualitative risk analysis. Quantitative Risk Analysis was not performed during this process as the tools were not available for use.

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 developed to provide more information for effective stakeholder engagement.

 12. As the project management team was limited in its human resource capacity, the writer, in her role as Assistant Project Manager, developed all subsidiary plans using templates, spreadsheets, tables and charts, conducting meetings with the key contact person - the Lead Project Manager, and reviewing meeting minutes and other project documents.

13. Although the project history of the Ministry project team has been used as a guide for Ministry of Human Development for years, the (PMI,2017) provided a set of good project management practices used by the project team to develop a more thorough project management plan, and to improve the way the company will manage a project as important as the building of the YCT.

6. RECOMMENDATIONS

1. Ministry of Human Development should employ formal Project Management methods OR formal program evaluation processes to increase the likelihood of project success within the department of youth. Quite often these programs fail because of poor planning and the lack monitoring mechanisms.

2. Ministry of Human Development should develop standard project management initiation and planning documents prior to the execution of building projects.

3. All projects managed by Ministry of Human Development should be headed by a project management team, using developed standard project planning documents tailored for the project.

4. Ministry of Human Development should invest in the tools required to complete quantitative risk analyses for all projects.

5. Ministry of Human Development should use a Project Management Guide or Framework to direct the development of all project management tools.

6 Ministry of Human Development management team should exercise care and caution during the development of each subsidiary plan of the Project Management Plan to ensure that all planning subsets for each knowledge area or respective application area are thorough and accurate.

7. Ministry of Human Development management team should utilize a document management and storage system, to organize and store all documents created for future use and review.

8. The Director or CEO of Ministry of Human Development should ensure that the project management team be hired and in place prior to the execution of any project and ensure that this team conduct all project planning related activities in order to enhance the proper management of the project during its lifecycle.

9. The project management team of Ministry of Human Development should consider the use of the planning process and templates created during the development of the Project Management Plan for the YCT project, as a basis for implementing a methodology to be used by the company for future projects of similar relevance.

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Project Management Plan for the Monitoring and Implementation of Youth and Community Transformation Programme (YCT) in Belize **PROJECT CHARTER**	
Date	**Project Name:**
September 2nd , 2019	Project Management Plan for the Monitoring and Evaluation of Youth and Community Transformation Program (YCT) in Belize
Knowledge Areas / Processes	**Applicacion Area (Sector / Activity)**
Knowledge areas: Project Integration,Scope, Time, Cost, Stakeholder Management,Resource Area,Communication,Quality,Procurement, Risk Management, **Process groups:** Monitoring and Control	Project Implementation (Social Development and Poverty Alleviation)
Start date	**Finish date**
September 2nd 2019	Februrary 28th, 2020
Project Objectives (general and specific)	

General objective: To develop a Project management plan for Youth and Community Transformation program (YCT) in Belize to better improve project performance with the implementation of a monitoring and implementation system within YCT's 2019 quarter.

Specific objectives:
1 To develop a project integrattion management plan
2 To create a scope mannagement plan
3 To to develop a procurement management plan .
4 To to develop a cost management plan
5 To to develop a quality management plan
6 To develop a resource management plan
7 To develop a communication management plan
8. To develop a project risk manangement plan

9.To develop a procurement management plan
10. To develp a stakeholder management Plan

Project purpose or justification (merit and expected results)

   The recent rise in crime in Belize has affected the country's poorest population with the current state of affairs already being difficult to live in . communities affected by crime are already suffering from illiteracy, teenage pregnancy and absentee fathers adding to poor conditions of living from low income jobs. The youth population between the ages of 14-24 are a major part of the countries criminal system as gang violence and drugs continue to plague the streets of Belize. Murder rate in Belize was at its highest ever in a given year with 143 murders in 2018.

   Poverty has been a major factor attributed to crime and the youth population has been identfied as the perpetrators in more than 90 percent of cases reported. While job opportunities remain a challenge to Belize, there are still many social factors to be addressed before progresss becomes a reality. The YCT project is designed to address several issues affecting community and youth with programs that assist in job preparedness, entrepenuership and social skills for development that many parents are not equipped to provide. The construction of youth friendly spaces for development offers youths a chance to grow in positive environments, free from the influence of gangs and other negative challenges. It is expected that an effective monitoring and control system planned into the current YCTplan can addess any efficiency or capture any missed opportunities for more impactful sucesss experienced by the project during implementation . The project management will serve as corrective strategy for re - alignment of program objectives and review current resources allocated to the project to identify best practices and gather information for programmtic decisions that will benefit YCT indirect stakeholders.

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

Project Deliverables: The major deliverable to generated is the development of a project management plan that will create a more effective and coordinated approach in the implementaton on YCT .
The plans below will be used to improve the efficiency of the YCT beyond its current performance:
- Project integration management plan
- Project scope plan
- Project schedule management pla

Project cost management plan
- Project quality management plan
- Project Resource management plan
- Project communication management plan
- Project Risk Management plan
- Project Procurement management plan
- Project stakeholder management plan

Assumptions

- ❖ It is an assumption that there is is funding allocated for the improvement of the current YCT Plan to meet program success. Current projection for plans that will assist to re-align project objectives is around $100,000 Belize.
- ❖ The management team of the present YCT project will be available resources and play key roles in the lessons learn report to better track the project to success.
- ❖ Stakeholders enaged within reporting periods will have schedules that match the timely requirement of information.
- ❖ Project plan will not be detered by political climate, considering Belize is approaching an election year that starts in November 2019.

Constraints

- ❖ Budget may affected with the changing demands on YCT through its current community outreach projects.
- ❖ Availabilty of point persons such as current YCT project cooordinator
- ❖ YCT programs are is a national initiative carried across several districts and project plan may require more time than is currently scheduled in FGP.

Preliminary risks

Risk must be outlined in the YCT program plan to identify areas of concern that could negatively impact the program success.

- ✓ Consultant performance and timely deliverable must to considered as a factor for succces
- ✓ A changing poltical climate within the next (2) months could affect program delivery
- ✓ A small implementation team that lacks the proper resources for effective program evaluation processes.

Budget

No.	Activity	Estimated Cost
1	Project Planning to include Baseline	20,0000
2	Design, Development	40,000
3	Monitoring and Evaluation	20,000
4	Closeout	10,000
	TOTAL	100,000

Milestones and dates

Milestone	Start date	End date
FGP deliverables	September 2nd , 2019	September 27th , 2019
Tutoring Process	October 7th , 2019	January 3rd , 2020
Reading by reviewers	January 6th , 2020	January 24th , 2020
Adjustments	January 27th , 2020	February 21st , 2020
Presentation to board of Directors	February 24th , 2020	Februrary 28th , 2020

Relevant historical information

 Youth and Community Transformation Program (YCT) is a comprehensive social intervention launched in 2013, which responds to the challenges facing vulnerable groups, particularly youth at risk on the Southside of Belize City. Our neighbourhoods in South Belize City are challenged by increasing crime, inadequate social infrastructure and limited access to social services. The YCT Program seeks to present interventions to these challenges by supporting the expansion of and presenting our youth and their families access to needed social services, while developing and presenting new services to reduce social exclusion among these at risk young persons and their families who live in the areas of Collet, Lake Independence, Pickstock and Port Loyola divisions of Belize City.The YCT Program also provides access to programs to enhance literacy and adaptive life skills, support community security and improving the networking and sharing of best practices among participating agencies working in those communities. The Program will construct new and allow for rehabilitation of existing critical community infrastructure, including the provision of a new resource centre in the Lake Independence area and the renewal of the Wilton-Cumberbatch playing field.

Stakeholders

Direct stakeholders:
Young Men Christian Association (YMCA
National Institute for Culture and History (NICH)
Restore Belize
Belize Police Department
Department of Youth Services
Community Rehabilitation Department (CRD)

Indirect stakeholders:
Yabra comunity
Lake Independence Community
Contractors
Program Service providers

Project Manager: Joseph Stamp-Romero	**Signature: Jstamp-Romero :** Jstampromero
Authorized by:	**Signature::** Jstampromero

Appendix 2: FGP WBS

Appendix 3: FGP Schedule

ID		Task Mode	Task Name	Duration	Start	Sep '19 / 08 Sep '19 / 15 Sep '19 / 22 Sep '19
1			**Final Graduation project**	130 days	Mon 02/09/19	
3			FGP Start	0 days	Sun 08/09/19	◆ 08/09
4			1, Graduation Seminar	25 days	Mon 02/09/19	
5			**1.1 FGP deliverables**	20 days	Mon 02/09/1	
6			1.1.1, charter	5 days	Mon 02/09/1	
7			1.1.2 WBS	5 days	Mon 02/09/1	
8			1.1.3 chapter 1 introduction	5 days	Mon 09/09/19	
9			1.1.4 Chapter II Theoretical Framework	5 days	Mon 16/09/19	
10			1.1.5 Chapter III MethodologicalFrame	5 days	Mon 23/09/19	
11			**1.1.6 Annexes**	15 days	Mon 09/09/1	
12			1.1.6.1,Bibliograpghy	5 days	Mon 23/09/1	
13			1.1.6.2, Schedule	5 days	Mon 09/09/1	
14			1.2 Graduation Seminar Approval	5 days	Mon 30/09/19	
15			**2,Tutoring Process**	65 days	Mon 07/10/1	
16			2.1 Tutor	3 days	Mon 07/10/1	
17			2.1.1 Tutor assignment	1 day	Mon 07/10/19	
18			2.1.2 Communication	2 days	Tue 08/10/19	
19			2.2 Adjustments of previous chapters(if needed)	5 days	Thu 10/10/19	
20			2.3 Charter IV Development (Results)	47 days	Thu 17/10/19	
21			2.4 Chapter V. Conclusions	5 days	Mon 23/12/19	
22			2.5 Chapter VI Recommendations	5 days	Mon 30/12/19	
23			Tutor Approval	0 days	Fri 03/01/20	
24			**3, Reading by Reviewers**	15 days	Mon 06/01/20	
25			**3.1 Reviewers assignment request**	5 days	Mon 06/01/20	
26			3.1.1 Assignment of 2 Reviewers	2 days	Mon 06/01/20	
27			3.1.2 Communication	2 days	Wed 08/01/2	
28			3.1.3 FGP submission to reviewers	1 day	Fri 10/01/20	
29			**3.2 Reviewers work**	10 days	Mon 13/01/2	
30			3.2.1 Reviewer	10 days	Mon 13/01/2	
31			3.2.1.1 FGP Reading	9 days	Mon 13/01/2	
32			3.2.1.2 Reading 1 Report	1 day	Fri 24/01/20	
33			3.2.2 Reviewer	10 days	Mon 13/01/2	
34			3.2.2.1 FGP reading	9 days	Mon 13/01/2	
35			3.2.2.2Reading 2 Report	1 day	Fri 24/01/20	
36			**4, Adjustments**	20 days	Mon 27/01/2	
37			4.1 Report for reviewers	9 days	Mon 27/01/20	
38			4.2 FGP update	1 day	Fri 07/02/20	
39			4.3 second review by reviewers	10 days	Mon 10/02/20	
40			**5, Presentation to Board of**	5 days	Mon 24/02/20	
41			5.1 Final review by board	2 days	Mon 24/02/20	
42			5.2 FGP grade report	3 days	Wed 26/02/2	
43			**FGP End**	0 days	Fri 28/02/20	

Appendix 4: YCT Centre with activities for vulnerable population in Belize City

i. Youth basketball to combat crime

J. Front view of one the YCT centres (Gateway Youth Centre)

Appendix 5: Revision Dictum

53 Billy Web Street,
Lord's Bank Village,
Belize District, Belize
501-634-0283
Tar_jet@yahoo.com

Certificate of Review
For
Joseph Stamp Romero

Final Graduation Project: Project Management Plan for the monitoring and Evaluation of the Youth and Community Project (YCT) in Belize

The project "**Management Plan for the monitoring and Evaluation of the Youth and Community Program (YCT) in Belize**" was review and the following observed:

The Content of the project was written in Formal English. During the revision grammatical and typographical corrections were made where needed. Lengthy sentences were reconstructed to make the paper more concise and some repetitious words were changed to create a more interesting and fluent read. Some comments were made in the margins of the research to give hint for reconstruction of certain content. The paper strength lies in its structure outline and the writer's adherence to this outline largely throughout the paper. The paper's greatest weakness is its reliance upon certain repeated phrase such as "as a project" and some repetition of subject matter which has been addressed in more detail in the margins of the paper. Ultimately, the paper is convincing in its methodical approach and strategies to be implemented as a check and balance monitoring system to measure the effectiveness of the program in reaching marginalized Youths of Belize.

F. Castillo

Mrs. Tara Terry Castillo   17/3/20

Appendix 6: Linguist Creditionals

University of Belize
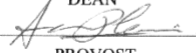
UB

Education Empowers a Nation

The Board of Trustees of the University of Belize
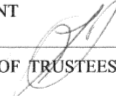*upon recommendation of the faculty of Education and Arts, has conferred on*

Tara Tanisha Terry

who has completed the prescribed studies and fulfilled all requirements
thereof the degree of

Bachelor of Science in English Education

with all the rights and privileges pertaining to that degree, given at
Belmopan, Belize, this seventh day of December, two thousand and six

DEAN   PRESIDENT

PROVOST   CHAIRMAN, BOARD OF TRUSTEES