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UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
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FEASIBILITY STUDY AND PROJECT MANAGEMENT PLAN TO DEVELOP ECO-FRIENDLY ACTIVITIES (Kayaking and Bird Watching at) AT LEVERA POND

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DEDICATION

This project is dedicated to the citizens of Grenada, Carriacou and Petite Martinique; may it serve as an example that will further encourage sustainable development in our country.

It is also dedicated to SPECTO – a committed community based organization with a passion for conservation of the environment.

Lastly, but by no means the least, I dedicate this project to my husband, family (parents and siblings), and friends; your indelible support is what motivated me to make it to the end.

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ABBREVIATIONS AND ACRONYMS

- FGP Final Graduation Project
- GTA Grenada Tourism Authority
- LEP Levera Pond Eco-Tourism Development Project
- LPPA Levera Pond Protected Area
- MAREP Market Access & Rural Enterprise Development Programme
- NGO Non-Governmental Organization
- PMBOK® Guide A Guide to the Project Management Body of Knowledge
- SPECTO St. Patrick's Environment and Community Organization
- USD United States Dollars

EXECUTIVE SUMMARY (ABSTRACT)

Wetlands play a vital role in maintaining the environment and the biodiversity of habitats worldwide. The wetlands protect species and allow them to breed, birth and develop to a mature stage. Additionally, they serve as filters for the ecosystem before species re-enter larger bodies of water – sea, river or ocean.

In many countries, wetlands are mismanaged mainly due to the lack of understanding of the benefits they provide. Some are destroyed for “development” – for example, the construction of a hotel. Local citizens also contribute to the destruction of wetlands through activities such as fishing and hunting.

The largest wetland on the island of Grenada is in Levera, St. Patrick; it is named the Levera Pond. A group of citizens who reside in communities that are within close proximity to the pond formed a Non-Governmental Organization – St. Patrick’s Environment and Community Organization (SPECTO) – with the primary purpose of creating awareness of conservation of the environment along with developing strategies for providing sustainable livelihoods through the engagement of environmentally friendly activities.

This document will describe the development of a feasibility study and project management plan that was aimed at determining if pre-identified activities – kayaking and bird watching tours – will be viable under the Levera Pond Eco-Tourism Development Project. The study was geared towards testing the intended market to determine their interest in the new product offerings and to confirm that these environmentally friendly activities will provide sustainable income to residents of the various surroundings communities near the Levera Pond.

The study was intended to serve as a clear guide on whether the organization should proceed with the project. It also presented possible new opportunities of interest and a better focus for the project team.

The general objective of the Final Graduation Project was to conduct a feasibility study to find out the viability of kayaking and bird watching at Levera Pond.

To achieve the general objectives, three specific objectives were formulated. The first was to perform analysis of the market to confirm viability and interest in the activities and to present the findings, recommendations, and conclusions. The second was to develop a project management plan that focused on (a) the triple constraints of project management – scope management, schedule management and cost management and (b) other knowledge areas within project management such as: risk management, communication management, and stakeholder management. While there are ten (10) knowledge areas in project management, only six (6) were used for the feasibility study.

The use of only six (6) knowledge areas is attributed to the small scale of the project and the fact that the remaining four areas were not relevant as they would not be developed and or needed during the period of the project (no items would be procured, no human resources would be hired, quality and integration followed pre-set criteria established from the beginning of the Final Graduation Project).

The third and final objective was to propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.

In order to obtain the desired results from the study, the methodology developed incorporated both quantitative and qualitative approaches. The strategies used included content analysis, focus groups, interviews and surveys/questionnaires.

During the development phase of the results, the questionnaires were the method used to conduct the market analysis. The results showed that the idea was viable and the target audience has an interest for kayaking and bird watching at Levera Pond with approximately 75% of the respondents stating that it was an activity that they thought was a good idea and they would most likely participate in it. The project management was developed under the guidance of the *PMBOK® Guide* Sixth Edition. Each component of the plan outlined the detailed steps that were followed in order to achieve project success. The results phase concluded with the development of an implementation plan. This plan outlines the actions to be taken by SPECTO in order to execute the Levera Pond Eco-Tourism Development Project (LEP).

The Feasibility Study concluded with the revelation that there is high interest for the two proposed activities at Levera Pond. It also showed that further opportunities exist for additional eco-friendly activities and that SPECTO has a chance to capture a niche market. A much narrower target audience was identified along with the conclusion that both the project management plan and the implementation plan are useful documents that contribute to project success.

As a result of the feasibility study, the author recommended that another market analysis be conducted – one that will sample a larger portion of the target audience and reflect a truer picture of the viability of the initiative. In addition, a full-scale project management should be developed to offer further guidance on the process to follow during project implementation. It is strongly suggested that SPECTO accept the proposed implementation plan, engage stakeholders (primarily the residents in the communities of Rose Hill and La Fortune, St. Patrick), key players, and seek adequate funding from the Government or other donor agencies for finance to implement the LEP. Finally, SPECTO should give consideration to undertaking another market analysis that will be aimed at testing the viability of the additional eco-friendly activities that are of interest to the target audience.

INTRODUCTION

1.1. Background

The St. Patrick's Environment and Community Organization (SPECTO) is a Non-Governmental Organization (NGO) existing on the island of Grenada. Community members who had concerns about the lack of information and understanding of environmental issues and the resulting impacts on the communities and the livelihood of the people within the parish of St. Patrick formed the association approximately nine (9) years ago.

The members operate and manage the organization on a voluntary basis. Their primary focus is on raising awareness about the importance of community conservation and the need to link conservation to sustainable job creation. Throughout its years of existence and operation, the organization has gained a wealth of experience in conservation and creating awareness of protecting biodiversity. Some of their areas of competencies include: i) preparation of project proposals, ii) climate change monitoring and evaluation, and iii) stakeholder consultation (on a community and national level) on environmental issues and coastal zone management.

Because of its indelible contribution to community development and conservation, the Ministry of Fisheries, through a cabinet decision, mandated SPECTO the manager of leatherback nesting tours at the Levera Beach. Furthermore, the Ministry identified SPECTO as a community organization with the potential to take the responsibility to manage the Levera Pond Protected Area (LPPA).

The members of SPECTO are equipped with the capability to implement a sustainable eco-tourism project in St. Patrick. They have developed the Levera Pond Eco-Tourism Development Project (LEP). The LEP aims to protect, sustainably manage, and create awareness of the invaluable biodiversity and natural resources of the Levera Pond while

simultaneously reducing poverty and generating alternative eco-tourism employment activities. SPECTO previously conducted a study to determine activities that could possibly occur at the LPPA to generate income while maintaining and conserving the natural biodiversity.

Proposed Solution

The author has proposed to SPECTO that a feasibility study be conducted to conclude the viability for two of the planned activities at the LPPA. The study will serve as a guide to confirm the interest in these product offerings and verify if sustainable income and employment can be generated because of its undertaking and implementation.

1.2. Statement of the problem

The parish of St. Patrick experiences high unemployment and rural poverty – the percentage of poverty is approximately 35%. Many of the youth, both male and female, do not complete secondary education and therefore do not possess adequate academic qualifications and skills that will allow them to take advantage of traditional employment opportunities.

The wetland of Levera Pond is rich in biodiversity – fishes, birds, coral reefs, and sea grass that attracts lobsters. The high levels of life in the ecosystem, coupled with the lack of understanding from some members in the surrounding communities, have led to uncontrolled fishing and hunting in the area, which has a negative impact on the environment.

Opportunity to be seized

The study will confirm if the identified activities will serve as the much needed link between conservation and alternative livelihoods. It will substantiate the following:

- Is there a need or demand for the activities?
- Is the intended audience interested in the product offering?

- Is the intended audience willing to pay for the product/service?
- Will the activities contribute to sustainable livelihoods?
- Will the activities encourage/promote environment conservation?

1.3. Purpose

The main objective of the study is to determine the viability of kayaking and bird watching tours at the LPPA in St. Patrick, Grenada and whether the idea will be accepted by the intended audience and provide the desired results. The study will provide the following:

- A baseline that will offer a clear “go” or “no-go” decision on proceeding with the project.
- Present new opportunities – target audience may be interested in additional activities other than kayaking and bird watching.
- Aid in providing a better focus for the project team.
- Outline clear reasons on why to proceed and/ or why not to proceed.

The feasibility study will also incorporate a market analysis, which will further help the organization to understand its position in the market place in relation to its competitors, and to develop its marketing strategy. The conclusions drawn from the study will provide a clear way forward for SPECTO, which will include the benefits, alternatives and or recommendations for the LEP.

1.4. General objective

To conduct a feasibility study to find out the viability of kayaking and bird watching at Levera Pond.

1.5. Specific objectives

1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions.
2. To develop a project management plan that will focus on:
 - a) Triple constraints of the project:
 - Scope Management – develop a scope management plan that will clearly outline the work to be completed.
 - Schedule Management – develop a schedule management plan to control the schedule and ensure that the project deliverables are completed within the agreed timeline.
 - Cost Management – develop a cost management plan that will help to allocate adequate funds and make certain that the project remains within budget.
 - b) Additional aspects of the project management plan that relate to the other knowledge areas within project management:
 - Risk Management – develop a risk management plan that will identify risks and steps for mitigation.
 - Communication Management – create a communication management plan that will ensure that all relevant project information is circulated to the relevant project stakeholders at the right time and through the appropriate channel/medium.
 - Stakeholder Management – develop a stakeholder management plan that will aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.
3. To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.

The second specific objective will not incorporate a full project management plan and will only see the development of six (6) knowledge areas. This is attributed to the small size of the project and the fact that the remaining four (4) areas will not be applicable for the period of the study – no items will be procured during the FGP; no human resources

will be hired; project quality and integration are based on pre-set criteria established since the commencement of the FGP.

THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

Wetlands are a natural resource that can be found around the world. On their website, the National Ocean Service states that wetlands are also known by other names such as swamps, marshes, mangroves, ponds and lagoons (Discussion section – What is a wetland, para. 1).

The discussion section continues by outlining the importance of wetlands:

Wetland habitats serve essential functions in an ecosystem, including acting as water filters, providing flood and erosion control, and furnishing food and homes for fish and wildlife. Additionally, wetlands absorb excess nutrients, sediments, and other pollutants before they reach rivers, lakes and other water bodies. Wetland areas are also great areas for fishing, canoeing, hiking, and bird watching, and are enjoyable outdoor activities for people of all areas (Discussion section – What is a wetland, para. 3 & 4).

SPECTO understands the need and importance of wetlands and has sought to create awareness to manage the Levera Wetlands in Grenada. The organization was instrumental in having the area declared a RAMSAR site during the RAMSAR Convention on September 22nd, 2012 (ramsar.org, 2014). The figure below depicts an aerial view of the Levera Pond:

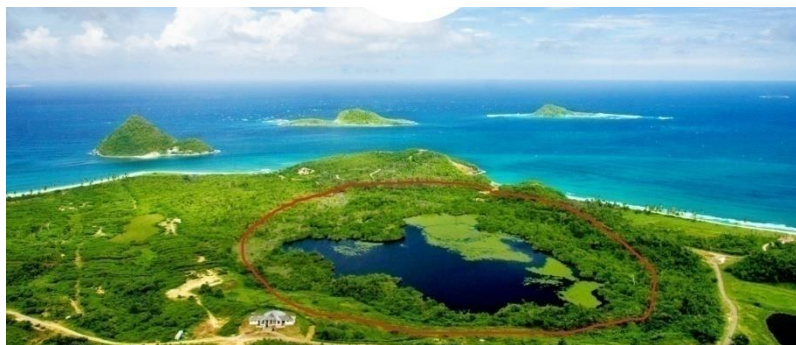


Figure 1Levera Pond (Source: Pure Grenada Website, 2017)

Location

The feasibility study will be conducted in the northern parish – St. Patrick – of the island, Grenada. It will be undertaken collaboratively between the author of the study and SPECTO.

Organization Background

St. Patrick Environmental Community Tourism Organization (SPECTO) is a Non-Governmental Organization that was established with the primary focus of environmental conservation. After becoming aware of the high levels of unemployment within the communities in the parish of St. Patrick, and the adverse effects that climate change will have on the environment, SPECTO made the decision to develop strategies to address these issues.

The proposed solution was the Levera Pond Eco-Tourism Development Project (LEP). The project is aimed at bridging the gap between conservation and employment. It proposes that further awareness of environment management and protection can be achieved by engaging in eco-friendly, employable activities at the Levera Pond Protected Area (LPPA).

The objectives of the LEP are:

1. To expand the employment opportunities for the people of the parish of St. Patrick
2. To develop the commitment of the people of the parish of St. Patrick to sustain the environmental resources while developing opportunities for employment.

The LEP has identified several environmentally safe activities that will conserve the natural habitat of the LPPA and provide employment. The feasibility study will confirm the viability of two (2) of the proposed activities – bird watching and kayaking.

2.1.2 Mission and vision statements

Companies and/or organizations, whether they are privately, publicly or voluntarily operated, use vision and mission statements as the focus and guiding principles for realizing their overall goals.

SPECTO uses vision and mission statements to communicate their overall purpose and underlying objectives for the LEP.

Vision Statement

The parish of St. Patrick flourishing with opportunities for employment through the sustainable development practices of youth and adults in each of the communities.

Mission Statement

To develop and coordinate ecotourism activities in the parish of St. Patrick which contribute to the advancement of the people of the parish by increasing job opportunities while protecting endangered species and the environment in general.

The vision and mission statements reflect the core values that the organization is built upon. The feasibility study has a linear relationship with SPECTO's overall objectives. It will help to confirm that implementing eco-friendly activities can provide two (2) simultaneous benefits:

1. Sustainable employment
2. Conservation and positive management of the environment

2.1.3 Organizational structure

To maintain structure and order and ensure that objectives and planned activities are carried out, SPECTO follows the traditional hierarchical structure for the management of its operations. The figure below depicts the formation of the organization:

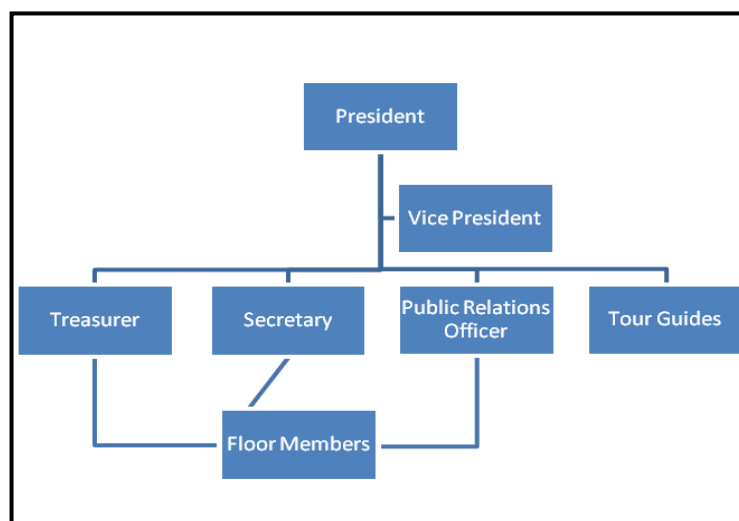


Figure 2 Organizational Structure (Source: SPECTO and Author of Study, 2018)

For further efficiency and as part of the organization's strategy to ensure that the LEP is successfully completed, SPECTO has developed an organizational structure to be used during the implementation of the LEP.

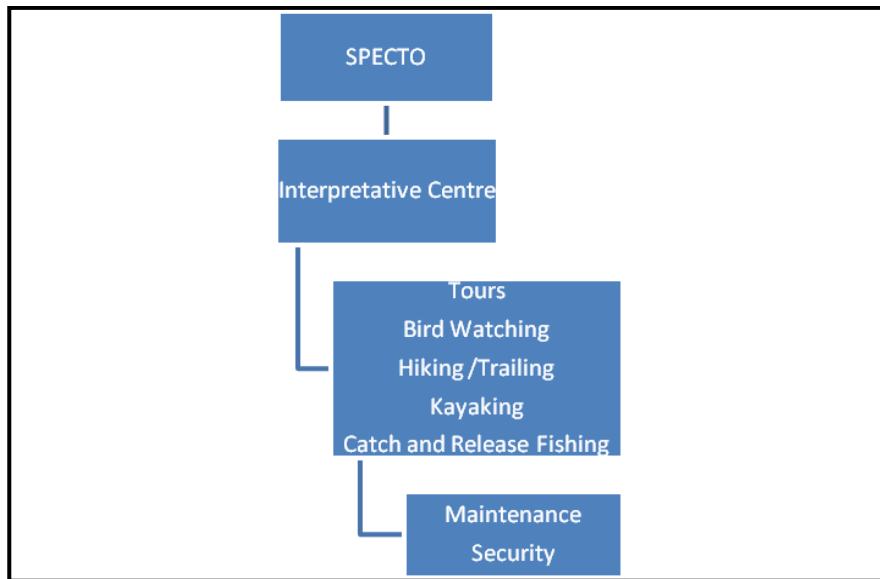


Figure 3 Organizational Structure for LEP (Source SPECTO Project Proposal, 2015)

2.1.4 Products offered

SPECTO currently has three (3) products/services in its line of offerings to the public:

- i) Guided tours for leatherback turtles nesting site at Levera Beach
- ii) Merchandising for branded leatherback turtle memorabilia
- iii) Workshops, seminars, and trainings for creating awareness of conservation and protection of the Levera Habitat

With the implementation of the LEP, SPECTO intends to add immediately the following two (2) activities to its product/service offering:

- i) Bird Watching Tour
- ii) Kayaking around Levera Pond

2.2 Project Management concepts

2.2.1 Project

Organizations use projects as a means of achieving their strategic objectives. A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) Sixth Edition defines a project as “a temporary endeavor undertaken to create a unique project, service, or result (Project Management Institute, 2017, p. 4). The characteristics that comprise a project are essential to understand as this is what differentiates a project from operations.

The temporary nature of a project signifies that there is a specific date for the project to commence and for it to conclude. Therefore, any activity that continues without a defined end is not a project and can be classified as an operation. Projects are usually taken on for a specific purpose and are considered completed once the deliverables have been accomplished. For example, the construction of a building or the establishment of a Project Management Office (PMO).

The feasibility study to be undertaken by the author and SPECTO is classified as a project since it has a defined start and end date. It will be conducted for a specific purpose – determining the viability of implementing two (2) eco-friendly activities. The conclusions of the study will confirm to the organization the feasibility of bird watching tours and kayaking at the LPPA.

2.2.2 Project management

To successfully achieve the desired results from the project, certain competencies and knowledge are required to manage the project and keep it on track. The Association for Project Management defines the term project management as “the application of processes, methods, knowledge, skills and experience to achieve the project objectives” (Association for Project Management, 2018).

Management of a project involves following and applying specific methods and procedures throughout the duration of the project. Several of the phases and processes involved in project management will be utilized in the feasibility study thus guaranteeing effective management during the period and successful completion.

2.2.3 Project life cycle

As a project progresses, it moves through several stages before it reaches the end; this is referred to as the project life cycle. The *PMBOK® Guide* Sixth Edition formally defines the project life cycle as “the series of phases that a project passes through from its start to its completion” (Project Management Institute, 2017, p. 18). There are four (4) phases in the project life cycle:

- i) Initiation
- ii) Planning
- iii) Execution
- iv) Closure

The figure below depicts the stages of the project life cycle:

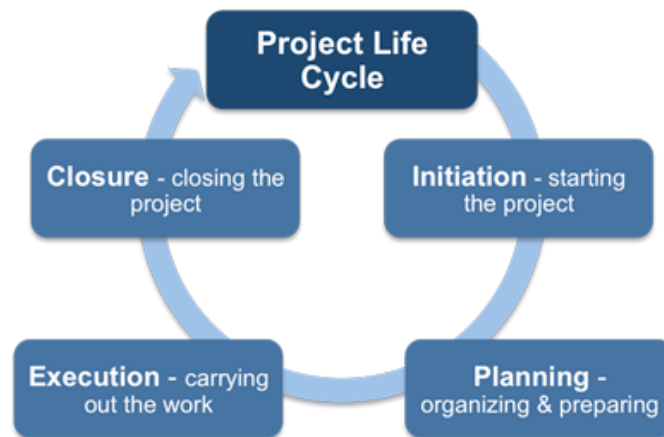


Figure 4 Project Life Cycle (free management e-books.com)

The feasibility study will pass through each of the phases listed above.

- Initiation: During this process, the author and SPECTO will identify the problem to be solved and the desired outcome as well as any constraints that may prevent the project objective from being realized.

- Planning: At this stage plans for various aspects of the project will be agreed upon and developed. Some of these items include development of a budget, schedule, and any additional resources needed to complete the work.
- Execution: Throughout this phase, the actual work – feasibility study – will be conducted. Some of the work that will be done includes interviewing the target audience to determine their interest in bird watching and kayaking, analyzing the data, and developing a final report that will outline the findings and recommendations for the way forward.
- Closure: This is the final stage of the life cycle. At this stage the author will make a final review of the closing report and submit to the Board of Examiners for review, approval, and final grading.

2.2.4 Project management processes

Each project progresses through different phases before reaching completion. These phases or processes have separate and iterative activities that must be carefully managed to achieve the desired result. In project management, there are a total of forty-seven processes that are used to achieve project work.

The *PMBOK® Guide* Sixth Edition states that project management processes are “a systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs” (Project Management Institute, 2017, p. 18). The processes are divided into five groups:

- i) Initiation
- ii) Planning
- iii) Executing
- iv) Monitoring and Controlling
- v) Closing

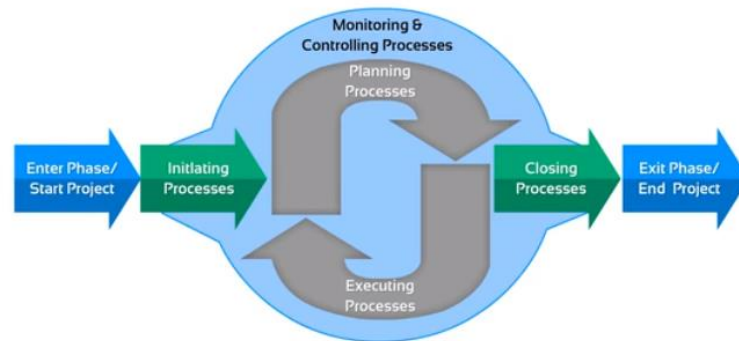


Figure 5 Project Management Processes (bloodyarmy-notes.blogspot.com,2014)

During the FGP, the feasibility study will incorporate the five (5) process groups of project management.

2.2.5 Project management knowledge areas

In project management, the forty-seven (47) processes are divided into five (5) process groups and ten (10) knowledge areas:

- i) Integration Management
- ii) Scope Management
- iii) Schedule Management
- iv) Cost Management
- v) Quality Management
- vi) Resource Management
- vii) Communications Management
- viii) Risk Management
- ix) Procurement Management
- x) Stakeholder Management

Study.com states that the knowledge areas are “a means to organize and categorize the knowledge and skills needed in a particular specialty” (Study.com, 2018).

Since projects are unique and vary in their deliverables and expected outcomes, the use of the knowledge area also differs. For the feasibility study only six (6) of the ten (10) knowledge areas are best suited for the project. The chosen six are directly related to the processes that must be undertaken to successfully complete the FGP. No items will be procured during the FGP and therefore a procurement plan is not needed. The author will solely undertake the work of the Feasibility Study with assistance from the sponsor. Therefore, a detailed human resource management plan is not pertinent. Quality will be managed through pre-set criteria already in place such as the assignment of tutors and reviewers to check the FGP document. Review meetings between the sponsor and the author will also serve as quality checks. Other pre-set criteria for FGP development are the creation of a project charter, the outlining of topics that can be chosen for the FGP and the assignment of a tutor and a reviewer. This is part of the initial stages of project development and falls in line with integration management thus eliminating the need for a detailed integration plan.

- i) Scope – during this area of project management, the specific work that needs to be completed is agreed upon and documented.
- ii) Time – a schedule will be developed and used as a tool to keep the project on track.
- iii) Cost – a detailed budget will be created; it will outline the costs associated with completing the study. This budget can also serve as a baseline if the organization wishes to compare actual cost against the planned cost for the project.
- iv) Risk – during this area of project management, likely threats are identified and plans to avoid, mitigate or control these threats are developed.
- v) Communication – a plan for sharing project information including who should receive the information and the channels for distribution is created.
- vi) Stakeholders – the individuals or groups who will be affected by the project will be identified during this area of project management. Their level of influence and interest will be assessed, and plans will be developed for the most suitable method to engage and involve stakeholders.

The areas identified above will help to ensure that the study is effectively planned and executed and will ultimately achieve the project objectives.

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

2.3.1 Feasibility Study

The Final Graduation Project (FGP) will be completed through a feasibility study. Iowa State University states, “a feasibility study is an analysis of the viability of an idea” (extension.iastate.edu). It further outlines that this type of study is used to help answer a vital question “should we proceed with the proposed project idea”?

The National Center for Biotechnology Information through the American Journal of Preventive Medicine concurs with Iowa State University; it indicates that a feasibility study is largely used to cover studies that help investigators prepare for small-scale research – the study can allow researchers to evaluate whether or not the ideas and findings can be shaped to be relevant and sustainable (ncbi.nlm.nih.gov).

Lahle Wolfe, in her article “*How to Write a Feasibility Study Step by Step*” indicates that there are six (6) components of a feasibility study. These are:

1. Description of the Business/Project – will describe the planned activities and or products and services to be offered.
2. Market Feasibility – will provide a description of the industry, the current market, expected future market potential, competition, sales projections, and potential buyers.
3. Technical Feasibility – offers details on how the product or service will be delivered, including matters of materials, labour, transportation, location of the business, and the technology needed.
4. Financial Feasibility – projects startup capital needed and examines possible sources of capital and returns on investment.

5. Organizational Feasibility – looks at the legal and corporate structure of the business/project.
6. Conclusions –the researcher discusses how they envisage the business/project success.

For the FGP, the feasibility study is preliminary in nature and will focus mainly on one component, that is, the Market Feasibility, and can therefore be termed as a Marketing and Sales Feasibility Study. A market analysis will be conducted as part of the study; it will outline the current market for eco-friendly activities and the competitors within the market, the target audience, and the possible sales price (price/price range the target audience will pay) for the product offering.

The FGP document will outline the description of the project and the product offering. It also makes provision for conclusions and recommendations of the actions that SPECTO can take to achieve success. Since the project is small scale and has the main aim of determining if there is interest for the product offering the Technical, Financial and Organizational Feasibility components will not be undertaken.

The Marketing and Sales Feasibility Study is best suited for the LEP as it will provide basic facts and confirmation to SPECTO on whether there is interest for kayaking and bird watching activities at Levera Pond. In addition, the results will help the organization to determine the way forward – if they should proceed with investing resources – time, cost, human – into a large scale study and if it will indeed yield the anticipated positive outcomes.

METHODOLOGICAL FRAMEWORK

3.1 Information sources

Information is defined as “the communication or reception of knowledge or intelligence” (Merriam-webster.com, 2018). A source is explained as “anything or place from which something comes, arises, or is obtained” (Dictionary.com, 2018). An information source can therefore be the place at which one collects or obtains data. Module One on karibouconnections.net confirms this theory by defining an information source as “where you got your information from”. Additionally, the article continues by stating that “information sources are the various means by which information is recorded for use by an individual or an organization – means by which a person is informed about something or knowledge is availed to someone, a group of people or an organization” (karibouconnections.net).

The most common types of information sources are:

1. Primary Sources
2. Secondary Sources
3. Tertiary Sources

For the FGP, the two types of information sources that will be used are primary and secondary sources.

3.1.1 Primary sources

The University of California states that primary sources are “documents, images, or artifacts that provide firsthand testimony or direct evidence” (lib.uci.edu, 2018). Some examples of primary sources are:

- Letters
- Interviews
- Recordings
- Surveys

For the Feasibility Study, the primary sources of information will be through informal interviews/meetings (face to face or via telephone) with members of SPECTO, general observations, focus groups, surveys with the target audience, and email correspondence with SPECTO, MAREP, and the author.

3.1.2 Secondary sources

Napa Valley College defines a secondary source as “material that has taken primary source and summarized it, analyzed it, combined it, rephrased it, and interpreted it” (napavalley.edu, 2018). Examples of secondary sources are:

- Textbooks
- Dictionaries and encyclopedia
- Reports
- Journals
- Newspapers

During the Feasibility Study, the secondary sources of information that will be used are the *PMBOK® Guide* Sixth Edition, the internet – scholarly articles, e-books, and dictionaries – SPECTO’s project proposal for the LEP and SPECTO’s contract with MAREP for grant funding.

Chart 1 (*Information Sources*) below outlines the summary of information sources that will be used for the Final Graduation Project.

Chart 1 Information Sources (Source: The Author - S. Phillip - June 2018)

Objectives	Information sources	
	Primary	Secondary
1. To perform analysis of the market to confirm interest in the activities and to present the	Observations, focus groups, interviews, and survey using	Journals and Textbooks

findings, recommendations, and conclusions.	questionnaires	
2. To develop a project management plan that will focus on: a) Triple Constraints: -		
i) Scope Management Plan – will clearly outline the work to be completed	Meeting/informal interviews with SPECTO managing team	<i>PMBOK® Guide</i> Sixth Edition, dictionaries, SPECTO project proposal and the Internet – project management websites
ii) Schedule Management Plan – will manage the schedule and ensure that the project deliverables are completed within the agreed timeline.	Meetings and email correspondence with SPECTO managing team.	<i>PMBOK® Guide</i> Sixth Edition, SPECTO project proposal for the LEP project, and the implementation plan within the grant funding contract document between SPECTO and MAREP
iii) Cost Management Plan – will help to allocate adequate funds and make certain the project remains within budget.	Meetings, informal discussion, and email correspondence with SPECTO managing team.	<i>PMBOK® Guide</i> Sixth Edition, SPECTO project proposal for the LEP project, and the budget within the grant funding contract document between SPECTO and MAREP
b) Additional aspects of the project management plan that		

relate to the other knowledge areas within project management: -		
iv) Risk Management Plan – will identify risks and steps for mitigation.	Interview with target audience, and face to face discussion with SPECTO and supporting organizations such as Ministry of Forestry and Fisheries	<i>PMBOK® Guide</i> Sixth Edition, SPECTO project proposal for the LEP project, Internet – scholarly articles and online e-books on risk management for projects
v) Communication Management Plan – will ensure that all relevant project information is circulated to the relevant project stakeholder at the right time and through the appropriate channel/medium.	Informal discussion, and meetings with SPECTO managing committee	<i>PMBOK® Guide</i> Sixth Edition and the internet – articles, journals, blogs, commentaries and textbooks on project communication
vi) Stakeholder Management Plan – will aid in identifying and categorizing	Meetings, interviews, and email correspondence	<i>PMBOK® Guide</i> Sixth Edition, and the internet – articles and textbook on classifying and engaging project stakeholders

<p>stakeholders as well as relevant steps for engaging them.</p>	<p>with SPECTO managing team and other relevant stakeholders – community members in St. Patrick who will be most affected by the project and other supporting organizations such as the Ministry of Forestry and Fisheries.</p>	
<p>3. To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.</p>	<p>Research Findings</p>	<p><i>PMBOK® Guide</i> Sixth Edition, and the internet – articles and textbook on developing conclusions and making recommendations from research findings.</p>

3.2 Research methods

The online Cambridge Dictionary defines a research method as “a particular way of studying something in order to discover new information about it or understand it better” (dictionary.cambridge.org, 2018).

Research methods can therefore be viewed as the way in which a researcher will go about obtaining information for his or her study/investigation. All research methods can

be classified underneath two broad headings – Qualitative and Quantitative Research (Patten& Newhart, 2018).

3.2.1 Qualitative Research

“Qualitative Research is primarily exploratory research; it is typically based on insights gleaned from unstructured or non-numerical data like interviews, focus groups or open-ended survey responses” (Mc Niff, 2016).

Bright Hub PM further outlines that qualitative research is one where data collection is processed without the use of statistical and mathematical operations. In addition, qualitative research is subjective in nature and mainly seeks to answer the question of *why* (brighthubpm.com, 2018).

For the study, a combination of qualitative and quantitative research methods will be employed. The qualitative aspect includes the following:

- Content/Data Analysis – review of secondary information pertaining to eco-friendly activities.
- Focus Group/Interview – obtain opinion of a small sample inclusive of local and foreign participants pertaining to eco-friendly activities.

3.2.2 Quantitative Research

“Quantitative research is a structured way of collecting and analyzing data obtained from different sources; it involves use of computational, statistical and mathematical tools to drive results” (sisinternational.com, 2018).

Quantitative research is primarily numbers oriented. It usually involves collection of empirical data, developing instruments (for data collection) and measurement/analysis of data.

The feasibility study will use elements of quantitative data:

- Survey/Questionnaires – will be developed and used as the instrument for data collection.
- Tables/Charts – used to represent the analysed data
- Graphs – used to represent the analysed data
- Statistical Package for the Social Sciences (SPSS) – software for data analysis.

The summary of research methods is shown in chart 2 (*Research Methods*) below:

Chart 2 Research Methods (Source: The Author - S. Phillip - June 2018)

Objective	Research Methods	
	Qualitative	Quantitative
1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions.	This method will be employed to obtain additional information on how the market responds to the intended product.	This method will provide more accurate numbers on the percentage of the market that is interested in the products.
2.To develop a project management plan that will focus on: a) Triple Constraints: -		
i)Scope Management Plan – will clearly outline the work to be completed	This method will be employed to gain further understanding on how to develop and outline the work to be completed for the	Explain how the corresponding research method was applied for this objective.

	project	
ii)Schedule Management Plan – will manage the schedule and ensure that the project deliverables are completed within the agreed timeline.	This method will offer information needed on how to effectively develop a schedule for completing project work.	Explain how the corresponding research method was applied for this objective.
iii)Cost Management Plan – will help to allocate adequate funds and make certain the project remains within budget.	The method will be used to obtain the information for developing the project budget and any supporting cost documents	
b)Additional aspects of the project management plan that relate to the other knowledge areas within project management:-		
iv)Risk Management Plan – will identify risks and steps for mitigation.	The method will be used to obtain the information for identifying the risk and developing risk mitigation strategies	
v)Communication Management Plan – will ensure that all relevant project information is circulated to the relevant project stakeholder at the right	The method will be used to obtain the information for identifying appropriate methods of	

time and through the appropriate channel/medium.	communication	
vi)To develop a stakeholder management plan that will aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.	The method will be used to obtain the information for identifying, classifying and engaging project stakeholders	
3.To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.	The method will be used to analyze the results and derive at a conclusion.	

3.3 Tools

The Business Dictionary defines a tool as “an item or implement used for a specific purpose; It can be physical objects or technical objects” (businessdictionary.com, 2018).

The *PMBOK® Guide* Sixth Edition also supports the definition above; it summarizes that tools can be instruments used (templates, software, etc.) to aid in the collection, analysis, and use of information to achieve project objective and realize benefits (Project Management Institute, 2017, p. 73).

During the Feasibility Study, the following tools will be used:

- a. Interviews
- b. Meetings
- c. Expert Judgment
- d. Content/Data analysis
- e. Templates
- f. Surveys

g. Project Management Software

h. Estimates

The summary of tools for each specific objective is shown in chart 3 (*Tools*) below.

Chart 3 Tools (Source: The Author - S. Phillip - June 2018)

Objectives	Tools
1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions.	Interviews, observations, focus groups, questionnaires/surveys and meetings
2.To develop a project management plan that will focus on: a) Triple Constraints: -	
i) Scope Management Plan – will clearly outline the work to be completed	Meetings, content analysis, expert judgment, unstructured interviews, work breakdown structure template
ii) Schedule Management Plan – manage the schedule and ensure that the project deliverables are completed within the agreed timeline.	Meetings, expert judgment, interviews, project schedule template, Gantt/schedule chart, content/data analysis, estimating (analogous/parametric), Microsoft Project 2016
iii) Cost Management Plan – help to allocate adequate funds and make certain the project remains within budget.	Content/data analysis, meetings, cost management template, expert judgment, Microsoft Project 2016 (budgeting template), estimating (analogous, parametric, bottom-up, three-point)
b) Additional aspects of the project	

management plan that relate to the other knowledge areas within project management: -	
iv) Risk Management Plan – will identify risks and steps for mitigation.	Meetings, expert judgment, content analysis, strategies for threats, strategies for opportunities
v) Communication Management Plan – will ensure that all relevant project information is circulated to the relevant project stakeholder at the right time and through the appropriate channel/medium.	Content analysis, interviews, meetings, communication methods, expert judgment, Project Management Information System (PMIS) – email, social media
vi) Stakeholder Management Plan – aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.	Meetings, data analysis, expert judgment, communication skills
3. To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.	Meetings, expert judgment, content analysis

3.4 Assumptions and constraints

The *PMBOK® Guide* Fifth Edition defines an assumption as “a factor in the planning process that is considered to be true, real or certain often without any proof or demonstration” (Project Management Institute, 2013, p. 124). The Sixth Edition of the *PMBOK® Guide* also reiterates this definition; it summarizes that assumptions are the context in which risk can be identified and plan for. It is also recorded in a log and is

changed/updated as the project progresses (Project Management Institute, 2017, p. 81 and 415).

The Cambridge Dictionary also shares a similar notion and defines an assumption as “something that you accept as true without question or proof” (dictionary. Cambridge. Org, 2018).

Assumptions for FGP

The following are the assumptions made for the development of the Marketing and Sales Feasibility Study and Project Management Plan for eco-friendly activities (kayaking and bird watching) at Levera Pond:

1. The author fully comprehends the work needed to successfully complete development of the Feasibility Study (Kayaking and Bird Watching at Levera Pond).
2. The author will receive adequate assistance from relevant stakeholders to complete the project.
3. The tutors will provide appropriate and timely feedback on adjustment to be made to the project.
4. The author is competent enough to put into practice the knowledge obtained during the various Project Management courses.
5. The project will be completed within the scheduled time frame.
6. The budget will be adequate for the project to be completed.
7. The quality of work produced will meet acceptable standards.
8. The author alone will be sufficient to complete project work.
9. The scope of the project will not be changed.
10. The project sponsor will be satisfied and accept the project.

The English Oxford Living Dictionary defines a constraint as “a limitation or restriction” (en.oxforddictionaries.com, 2018). In project management constraints are usually referred to as “triple constraints” and involve time, cost and scope.

Constraints for FGP

The following constraints are of the Feasibility Study for the Final Graduation Project:

1. The author alone may not be an adequate resource to complete the scope of work for the project.
2. The time allocated for the Final Graduation Project (FGP) may not be sufficient to complete the project.
3. The budget may be insufficient and therefore the scope of the project may have to be reduced.
4. The tutors/reviewers may not provide feedback or recommendations for adjustment in a timely manner thus limiting the time for students to make changes.

Chart 4 (*Assumptions and Constraints*) below shows a summary of the assumptions and constraints for the specific project objectives.

Chart 4 Assumptions and Constraints (Source: The Author - S. Phillip - June 2018)

Objectives	Assumptions	Constraints
1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions.	- The target audience will actively participate in the study - The market analysis will reveal the interest for the product	May not have access to the target audience due to the location of the project
2.To develop a project		

Objectives	Assumptions	Constraints
<p>management plan that will focus on:</p> <p>a) Triple Constraints:-</p>		
<p>i) Scope Management Plan – will clearly outline the work to be completed</p>	<ul style="list-style-type: none"> - The project scope will be clearly defined - The project team and other stakeholders will be able to complete project work 	<p>Lack of clear project scope will prevent project deliverables from being completed</p>
<p>ii) Schedule Management Plan – manage the schedule and ensure that the project deliverables are completed within the agreed timeline.</p>	<p>A manageable schedule will be developed, and the project will be completed on time</p>	<ul style="list-style-type: none"> - Insufficient time to complete all the requirements of the project - Delays in earlier stages will affect later stages of project completion
<p>iii) Cost Management Plan – help to allocate adequate funds and make certain the project remains within budget.</p>	<ul style="list-style-type: none"> - The budget will be approved by the sponsor - The budget will be adequate to complete the project 	<p>Budget is insufficient to complete project work</p>
<p>b) Additional aspects of the project management plan that relate to the other knowledge areas within project management:-</p>		
<p>iv) Risk Management Plan – will</p>	<p>All risks have been</p>	<p>Key risks have not been</p>

Objectives	Assumptions	Constraints
identify risks and steps for mitigation.	identified and strategies have been developed to mitigate the identified risks	identified and there is no solution for dealing with the risk if it occurs
v)Communication Management Plan – will ensure that all relevant project information is circulated to the relevant project stakeholder at the right time and through the appropriate channel/medium.	The communication plan and its methods will be effective to disperse project information to the project team and other relevant stakeholders	Project communication methods chosen are ineffective and not understood by the project team
vi) Stakeholder Management Plan – aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.	Stakeholders will be cooperative and accepting of the project	Stakeholders resist the project and do not buy in to the initiative
3.To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.	The market analysis would be executed correctly	Poor execution of the analysis leads to inaccurate findings and inadequate recommendations

3.5 Deliverables

Project Manager.com (2018) defines Project Deliverables as “something produced or provided as a result of a process”.

For the Feasibility Study development of the Feasibility Study (Kayaking and Bird Watching at Levera Pond), the deliverables to be developed includes the market

analysis, supporting/subsidiary plans of the project management plan, findings, implementation plan and recommendations. Chart 5 (*Deliverables*) outlines the deliverables to be achieved for each specific objective.

Chart 5 Deliverables (Source: The Author - S. Phillip - June 2018)

Objectives	Deliverables
1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions.	Market Analysis and Conclusions
2.To develop a project management plan that will focus on: a) Triple Constraints: -	
i) Scope Management Plan – will clearly outline the work to be completed	Scope Management Plan
ii) Schedule Management Plan – manage the schedule and ensure that the project deliverables are completed within the agreed timeline.	Project Schedule and Schedule Management Plan
iii) Cost Management Plan – help to allocate adequate funds and make certain the project remains within budget.	Cost Management Plan
b) Additional aspects of the project management plan that relate to the other knowledge areas within	

project management: -	
iv) Risk Management Plan – will identify risks and steps for mitigation.	Risk Management Plan
v) Communication Management Plan – will ensure that all relevant project information is circulated to the relevant project stakeholder at the right time and through the appropriate channel/medium.	Communication Management Plan
vi) Stakeholder Management Plan – aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.	Stakeholder Management Plan
3. To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.	Findings and Recommendations

RESULTS

4.1. Specific Objective 1 – Market Analysis

The primary activity used to achieve the fulfillment of specific objective 1 is a market analysis. It is inclusive of an environment analysis, industry background, target market, competition analysis, and the results of a feasibility study.

Industry Background

Wetlands are a natural feature of the earth and can be found in many countries around the world. Their primary purpose is to filter and prevent harmful specimen from entering other large bodies of water such as the ocean.

In Grenada, the Levera Pond is one of the larger and more popularly known wetlands and was the only area designated as a Wetland of International importance at the 2012 RAMSAR Convention. The wetland area is inclusive of sea grass beds, coral reefs, a fresh water pond, which is surrounded by various species of mangroves, Levera Beach, and the Sugar Loaf Island (ramsar.org, 2012).

The presence of wetlands is a common and natural element in the Caribbean. Over the years, many of these wetlands have been destroyed due to the development of the islands primarily for economic benefits. Recognizing its importance to the environment, several of the governments within the islands, through support from international organizations (such as RAMSAR), have implemented policies and strategies to conserve wetlands and other natural resources. Some of the steps include: 1) declaration of natural features (lakes, etc.) as reserves or parks thus making it a space where activities (fishing, picnicking etc.) are consistently monitored and stipulated regulations must be followed e.g. no swimming, no littering; and 2) demarcation of Marine Protected Areas (MPA) which helps to protect marine species and allow them to breed and develop without interference (through fishing). Another initiative is eco-tourism; this is a two-fold approach that encourages the preservation of the natural environment and its organisms as well gleaning economic benefits by targeting nature lovers to visit the various countries to experience minimally intrusive eco-friendly activities.

A country that showcases success in eco-tourism is Netherland Antillean Island, Bonaire. “The island is recognized as one of the top destinations worldwide for its sustainable tourism” (tourismbonaire.com). The country has numerous years of experience in marine conservation and has received many awards for its initiatives. Additionally, Bonaire is the first Caribbean island to collaborate with the Coral Restoration Foundation for the conservation of reefs through the cultivation of new corals. Despite the primary focus on marine protection, the island also has other eco-friendly initiatives. The island has approximately five national parks and they engage in activities such as kayaking in the lagoon, bird watching, biking, hiking, horseback riding and rock climbing (tourismbonaire.com).

SPECTO intends to follow the example of Bonaire by engaging in sustainable tourism. The group will continue its work of environment conservation by adding to its current product offering of turtle tours. The new eco-friendly activities are bird watching and kayaking which will provide economic benefits without endangering the natural habitat.

Evaluation of the environment is important especially since there is a rapidly increasing shift towards conservation of the earth’s natural resources, which coincides with the effort to achieve sustainable development goals and curb the issue of climate change.

SWOT Analysis

TechTarget defines a SWOT (Strength, Weakness, Opportunity and Threat) analysis as “a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product, place or person (searchcio.techtarget.com, 2007-2018).

To help SPECTO further understand their position in the industry, the following SWOT analysis, as shown in Figure 6, was developed for the organization.

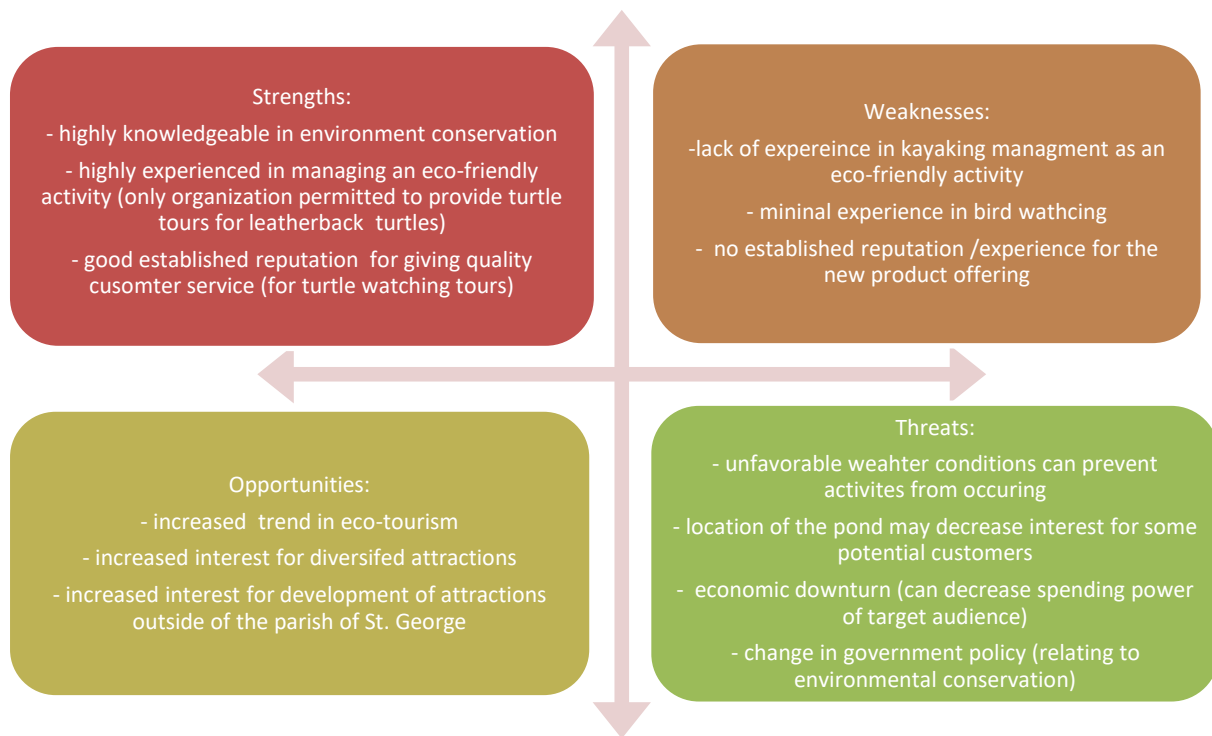


Figure 6 SWOT Analysis (Source: The Author - S. Phillip - December 2018)

PEST Analysis

The Economic Times defines a PEST (Political, Economic, Social, and Technological) analysis as a measurement tool that can be used to evaluate the market for a specific product or business within a particular time frame (economictimes.indiatimes.com, 2018).

To closely examine the market and provide additional information for a final decision, a PEST analysis was completed and is depicted in Figure 7 below.

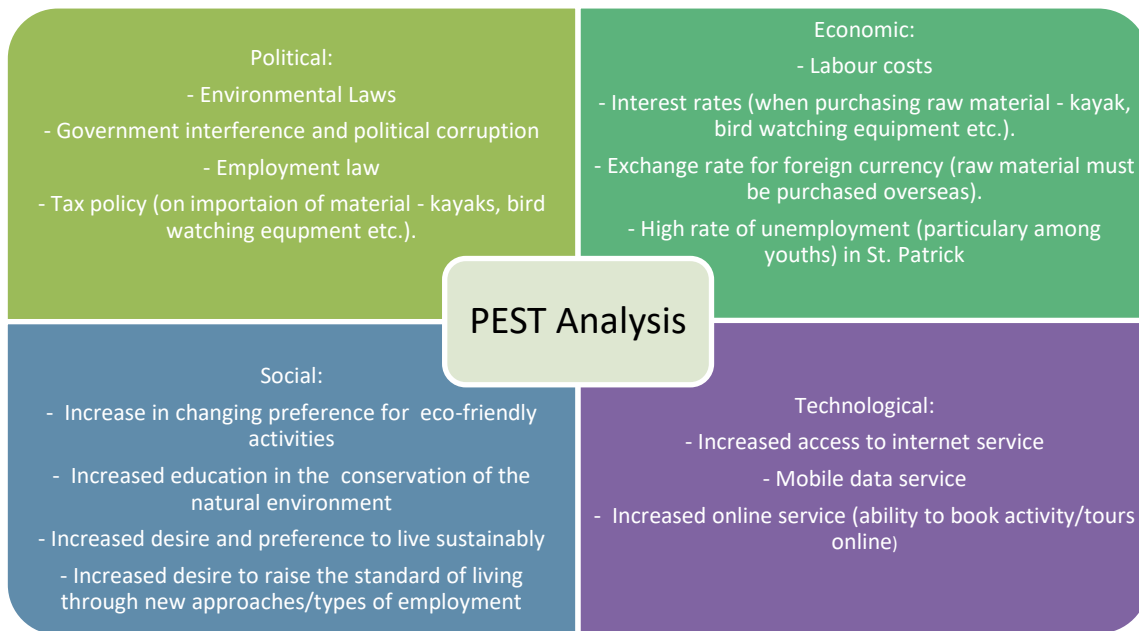


Figure 7 PEST Analysis (Source: The Author - S. Phillip - September 2018)

Target Market

Entrepreneur defines a target market as “a specific group of consumers at which a company aims its products and services” (Entrepreneur.com, 2018). The target market for this project consists of adventurers who are concerned with nature conservation and are seeking eco-friendly activities. This is specifically dissected to target males and females between the ages of 18 to 65 years old who are residents or visitors to the island of Grenada. A questionnaire is the tool to be used to determine the viability of the project initiative.

Competition Analysis

The Business Dictionary defines a competitor analysis as a method to assess outside competitors. It seeks to identify the strengths and weaknesses that the competition possesses; the analysis can then be used as tool for an organization to internally improve its efforts (Businessdictionary.com, 2018).

Chart 6, (Competition Analysis for kayaking), depicts the main competitors for kayaking activities in Grenada. Chart 7 illustrates the key for chart 6. The importance of the factor to the customer is ranked on a scale of 1 to 5 with 1 being of critical importance and 5 being not very important.

Chart 6 Competition Analysis for kayaking (Source: The Author - S. Phillip - September 2018)

Factors	SPECTO	Hotel	Dive Shop	Importance to Customer
Service	s	s	s	1
Price	s	w	s	2
Expertise	w	s	w	1
Reputation	w	s	s	1
Location	w	s	s	2
Safety	s	w	w	1

Chart 7 key for chart 6 – kayaking Competition Analysis (Source: The Author - S. Phillip - September 2018)

Key	
Strengths	s
Weaknesses	w

The following is the detailed analysis for kayaking activities:

Hotels: many of the hotels provide kayaking as part of the water sports offering through their hotel operated dive/water sport shop. The service is only open to guests at the hotel and therefore the price for kayaking is inclusive within the cost for staying at the hotel. The hotels have an established reputation and are all located within the popular hotel belt (southern part of the island), which is near essential needs – hospital, airport etc. They have trained and certified employees who are experienced in navigating the

ocean and beach shore and who provide exceptional service – many score high ratings on Trip Advisor and other similar travel sites. Despite the expertise of the staff, kayaking occurs on the open water, which is used by boats (high speed boats etc.) and thus increases the chances of accidents.

Dive Shops: there are privately owned dive shops that are not operated by hotels. These shops include kayaking activities with other water sports such as snorkeling and scuba diving. Their prices are reasonably fair – a charge for the kayak rental based on use per hour. The shops are also located in the south of the island, which is a preferred location. They thrive from their already established reputation (known for providing water sports services) and excellent customer service however, they lack specific expertise in kayaking – it is a secondary offering; their primary service is snorkeling and scuba diving – and they require the participant to have previous experience in the sport. The activity is also performed on the open water and can therefore be more prone to mishaps – large waves, speeding boats etc. injuring kayak explorers.

SPECTO: the organization is new to the market of kayaking activities and therefore they lack the expertise and reputation of providing the service. Despite this fact, they have priced their offerings in close comparison with the prices of the dive shops. The organization is known for providing superb service for turtle watching tours and intends to leverage this and promote its kayaking activities as one where the same professional customer service will be mirrored. The pond is located to the north of the island and is approximately 2 hours away from the main essential services (hospital, airport etc.) which may be a deterrent. The kayaking activity will occur on an enclosed body of water and therefore reduces the risk of mishaps caused by large waves and speeding vessels.

Chart 8, (Competition Analysis for bird watching), depicts the main competitors for bird watching activities in Grenada. Chart 9 illustrates the key for chart 8. The importance of the factor to the customer is ranked on a scale of 1 to 5 with 1 being of critical importance and 5 being not very important.

Chart 8 Competition Analysis for bird watching (Source: The Author - S. Phillip - September 2018)

Factors	SPECTO	Tour Operator	Importance to Customer
Service	s	s	1
Price	s	w	2
Expertise	w	s	1
Reputation	s	s	1
Location	w	s	2

Chart 9 key for chart 8 – bird watching Competition Analysis (Source: The Author - S. Phillip - September 2018)

Key	
Strengths	s
Weaknesses	w

The following is the detailed analysis for bird watching activities:

Tour Operators: these businesses are privately owned; they collaborate with local hotels and cruise ships to provide excursions to visitors on the island. While their services are intended for both locals and visitors, the price range is on the high end which makes it more difficult for locals to participate. They have been in existence for several years and therefore have an established reputation in the market. Additionally, they receive rave reviews for their superb customer service. Their level of expertise is also high – many are affiliated with and have received the Interpretive Guide Training from the Caribbean Birding Trail team. The bird watching activity mainly occurs in the southern district of the island (at the Mt. Hartman Bird Sanctuary and Egmont Wetland).

SPECTO: the organization has an established and pristine reputation for turtle watching tours and excellent customer service (primary operators for leatherback turtle tours in Grenada); they intend to use this already recognized reputation as a competitive edge to draw already existing and new customers to participate in their new product offering. Their prices are very competitive since it is significantly lower than the competitors. The organization has minimal experience with interpretative guided bird tours; however, they do offer some information – pictures and names of the birds – through a billboard erected at Levera Pond. This new product offering will also be based to the north of the island but, given its long distance, it may hinder some customers from participating.

Feasibility Study

The study was aimed at determining whether there was interest in two new eco-friendly activities, namely kayaking and bird watching, at the Levera Pond. The process commenced with a focus group of 10 randomly selected individuals – 4 visitors and 6 locals on the island. The group was taken to Levera Pond and asked a series of questions to receive their initial feedback and feelings towards the two ideas. Their responses helped to gauge the specific questions that should be asked in the study.

A questionnaire was the instrument used to gather the data. A total of 15 questions were asked. The quantity of questions was derived through use of a focus group and input from SPECTO. The focus group was taken to the site – Levera Pond – and asked 10 questions relating to kayaking and bird watching at the pond. Based on their feedback an additional four (4) questions were added to the draft questionnaire. The draft was submitted to SPECTO for review and approval. The group expressed desire to capture interest for other eco-friendly activities namely hiking and catch and release fishing. As such, one (1) additional question was added thus taking the final total of questions to fifteen (15). *See Appendix 4 for sample questionnaire.*

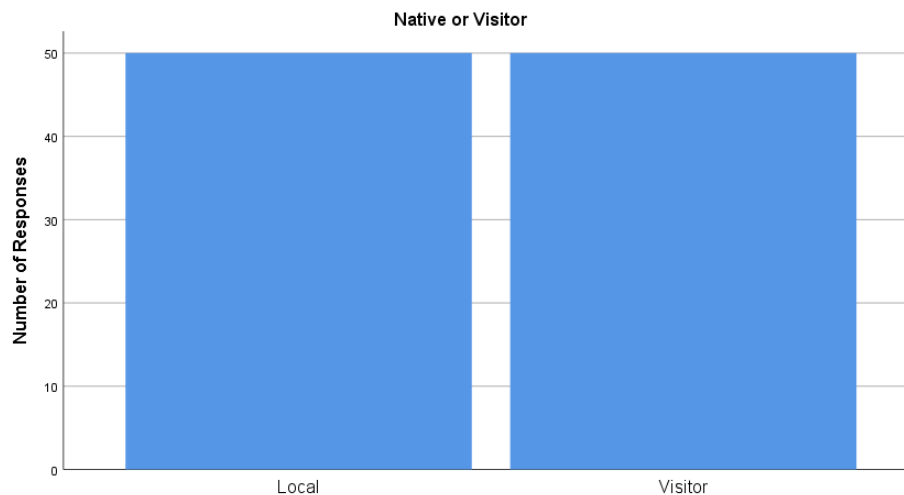
An online sample calculator (research-advisors.com) was the tool used to determine the sample size for the study. The sample size based on Grenada's population of 100,000 is

383 which gives a confidence level of 95% and a margin of error of 5%. The estimated time frame for data collection and analysis was 6 weeks. However, given the time constraint of the FGP, the sample size was decreased to a smaller number to ensure that data collection and analysis could be completed within a 2-week period. The final sample size number was 100 with a confidence level of 95% and a margin of error \pm 13%. This small sample size was insufficient to conduct the descriptive research as the margin of error was too large truly reflect the population. However, it was sufficient to give basic information for the preliminary study. It will therefore only provide directional guidance on a plan of action for SPECTO and serve as the baseline for development of a larger study. The sample was divided evenly between natives of the island and visitors (these also included persons living in the diaspora and SGU students).

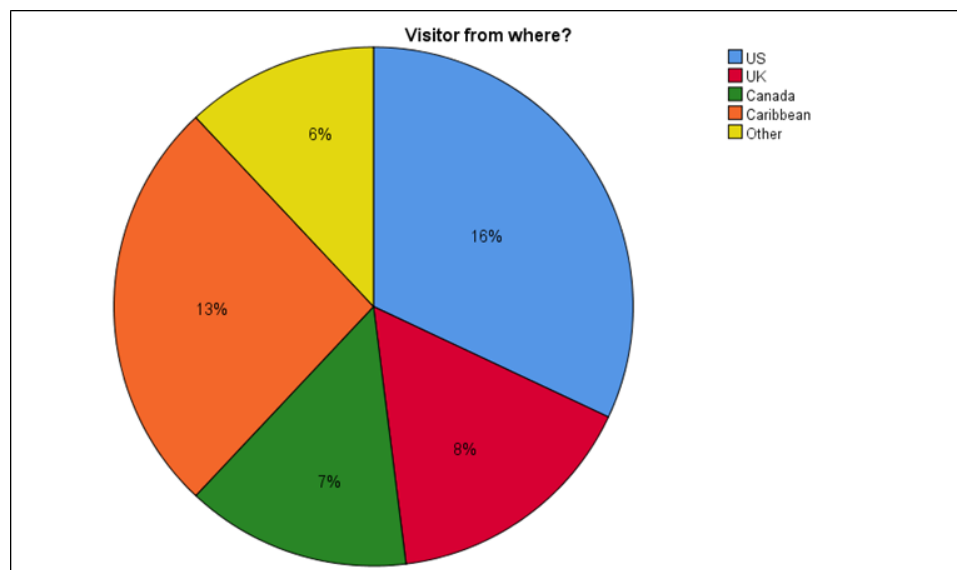
The Statistical Package for the Social Sciences (SPSS) was the software used to analyse the data collected. The data was entered over a two-week period. At the culmination of data entry, the author ran the analysis that was presented in the form of charts and graphs as outlined below. *See Appendix 5 for SPSS Data Analysis Sheets.*

The following is the analysis of the responses:

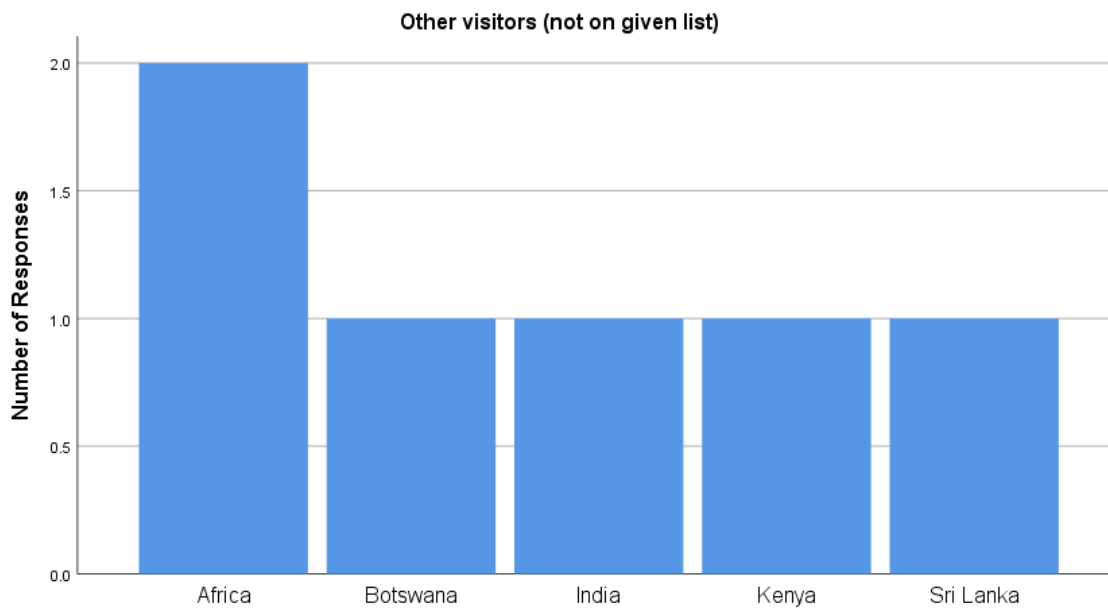
Question 1: Are you a native to Grenada or are you a visitor?



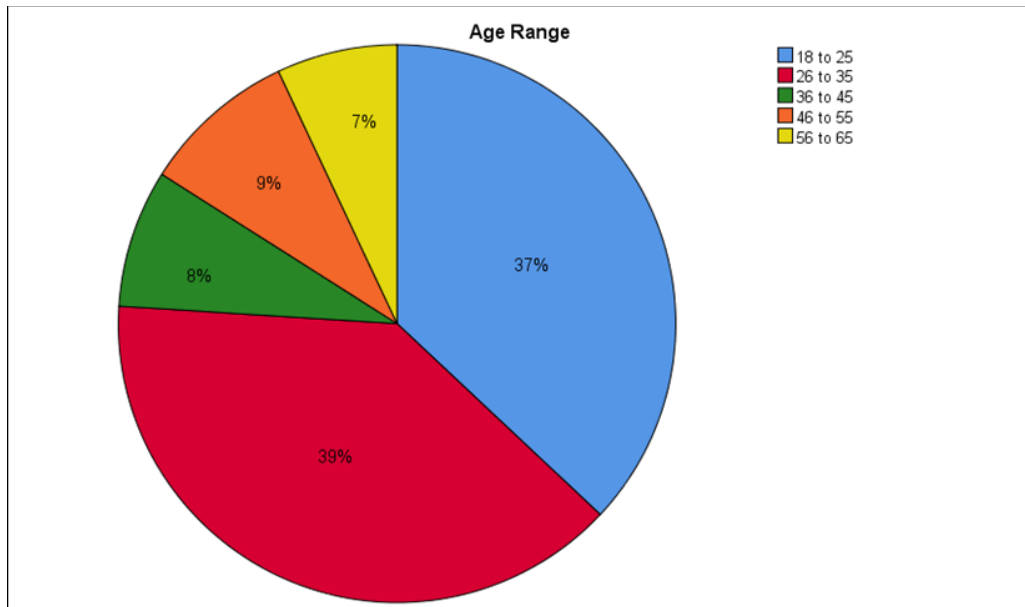
Question 1 (a): If a visitor, from what area?



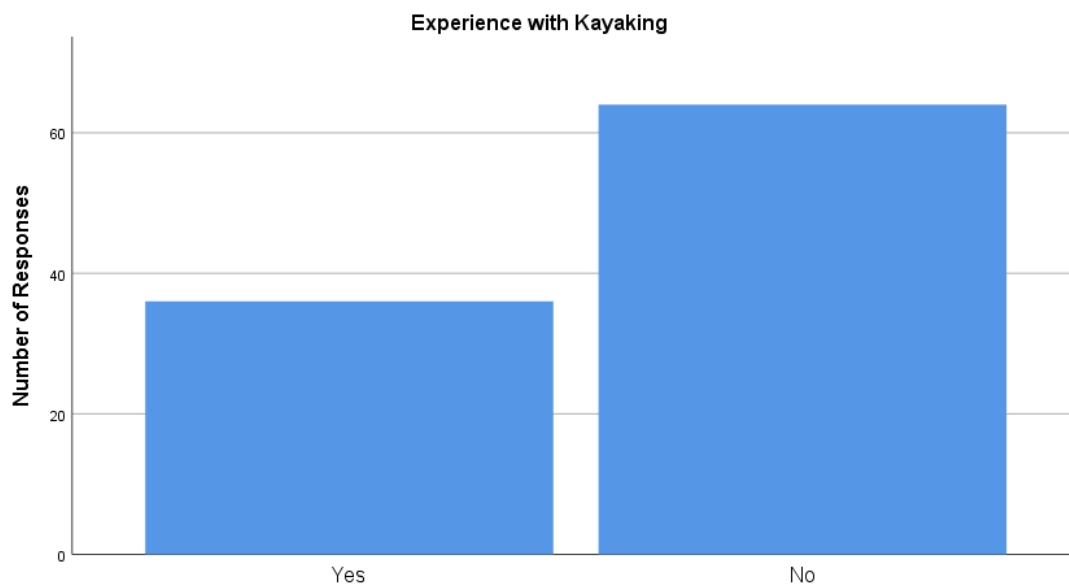
Question 1 (b): Other countries stated that are not on the given list



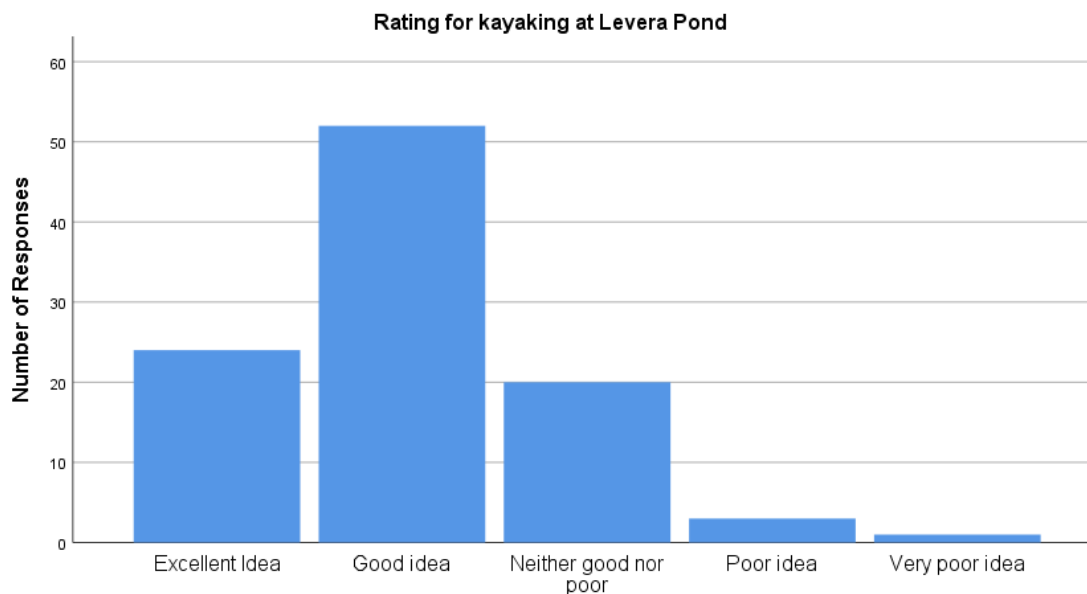
Question 2: Which of the following range does your age fall into?



Question 3: Have you ever kayaked before?



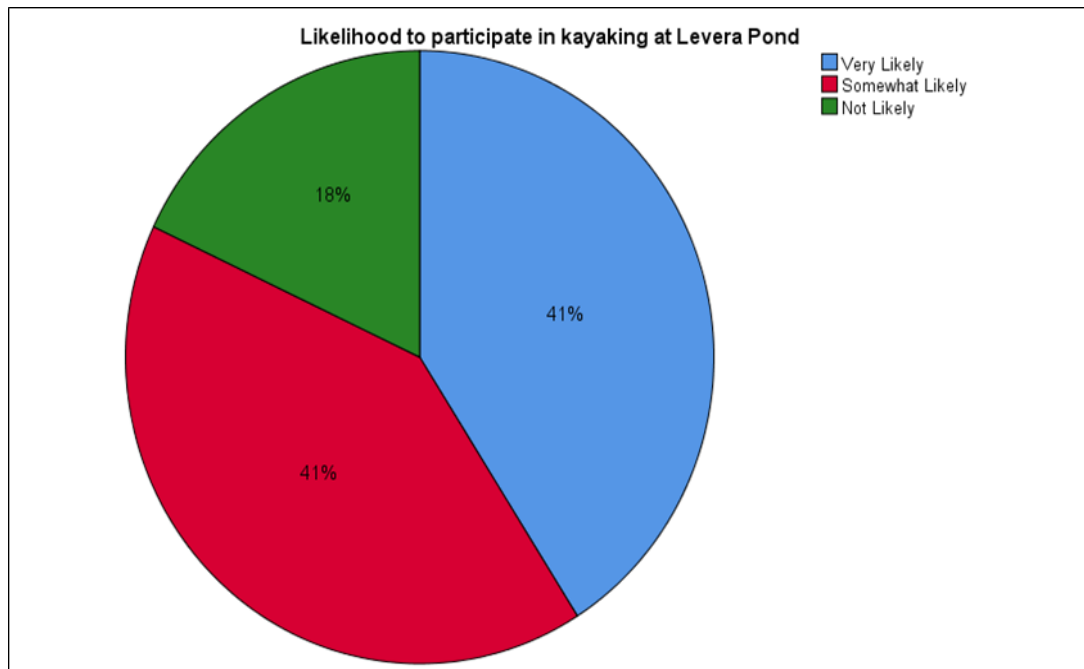
Question 4: How would you rate the idea of kayaking at Levera Pond?



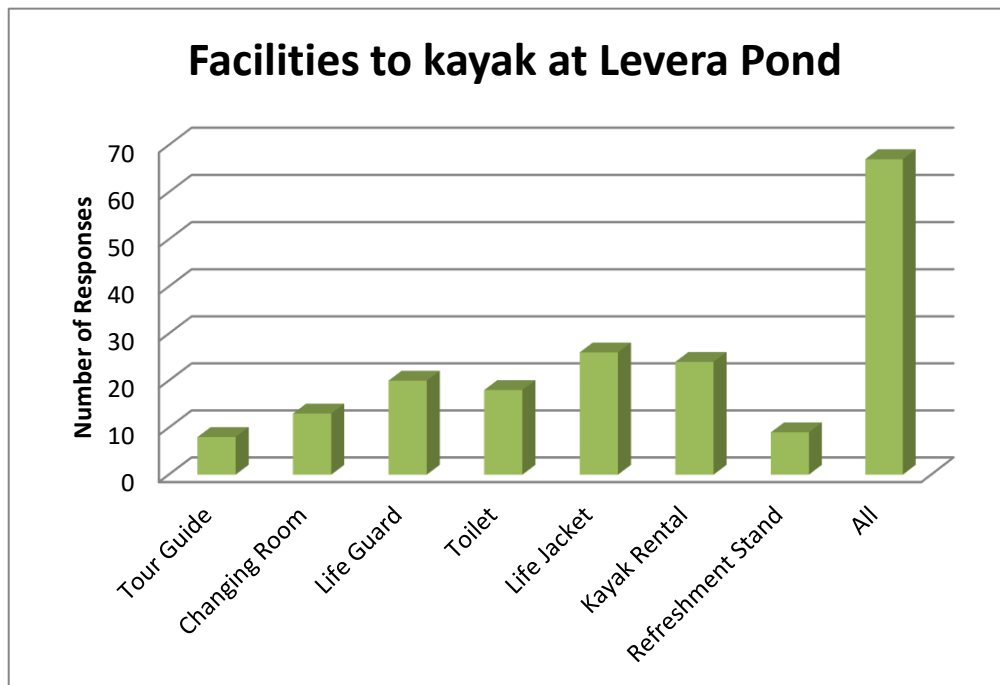
Question 4 (b): Why is it a poor or very poor idea?

Number of Respondents	Response/Statement
1	Believes it to be a crater lake from a volcano
1	Can't see in the pond; scared of what is in the water
1	Does not trust what is in the water
1	It is the only RAMSAR site in the country which means that bringing in more people in that area could decrease its value
1	Not sure if the water is buoyant enough to support a kayak

Question 5: How likely would you be to participate in kayaking at Levera Pond?



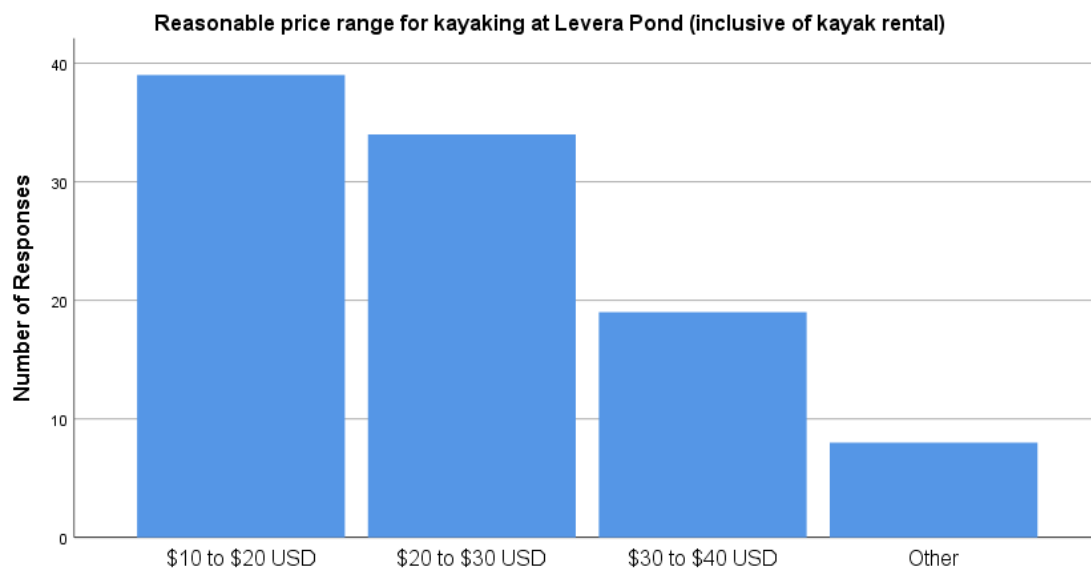
Question 6: What facilities would you need if you were to kayak at Levera Pond?



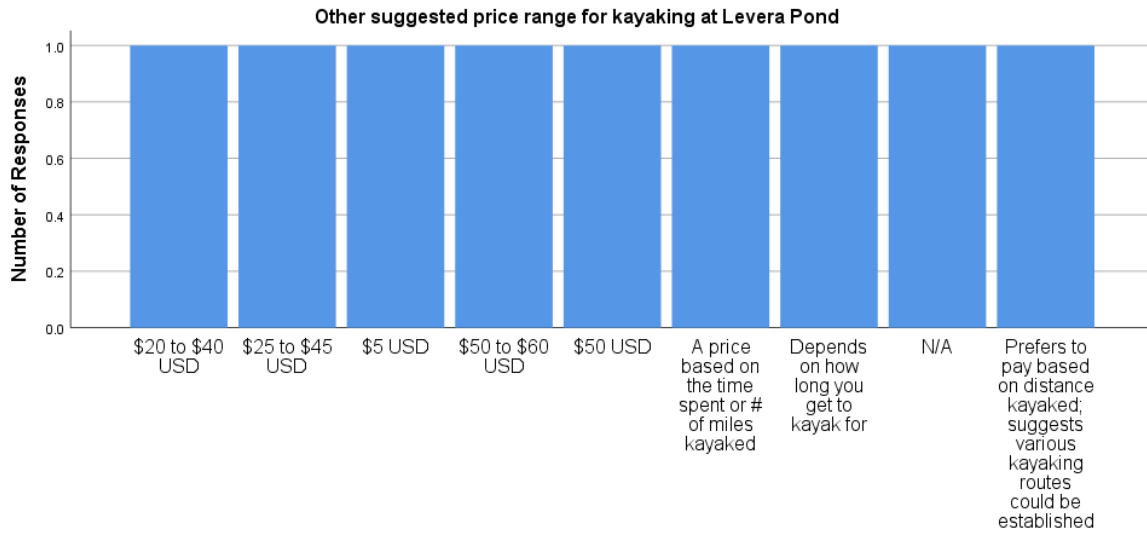
Question 6 (b): Other facilities needed to kayak at Levera Pond

Number of Respondents	Responses
1	Standard certificate
1	More information on the area (history of the pond etc)
1	No response to the question

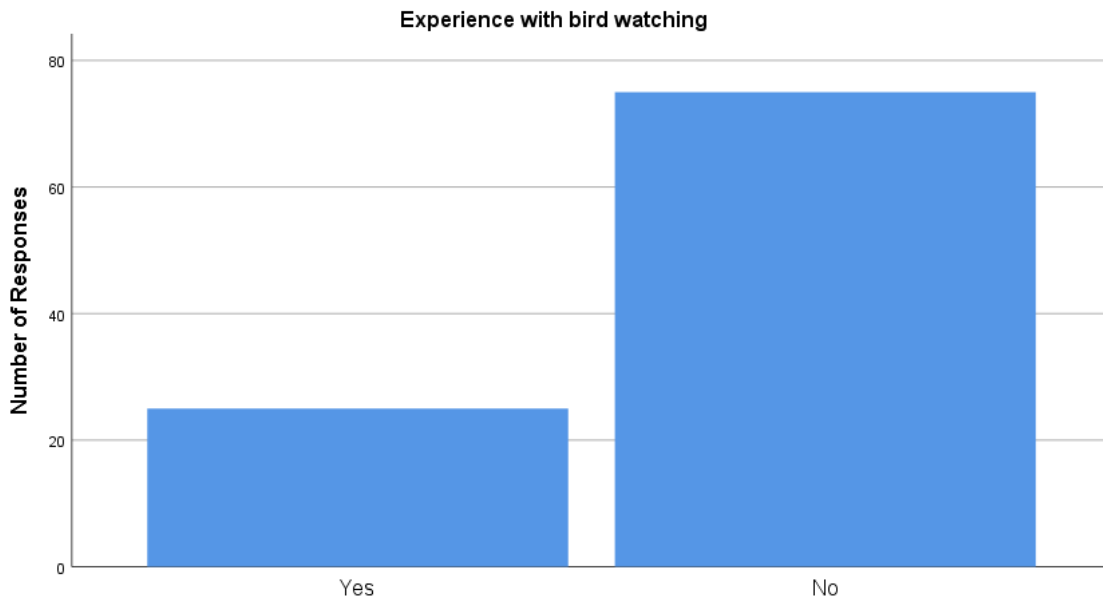
Question 7: What do you think is a reasonable price range for kayaking if it included the kayak rental?



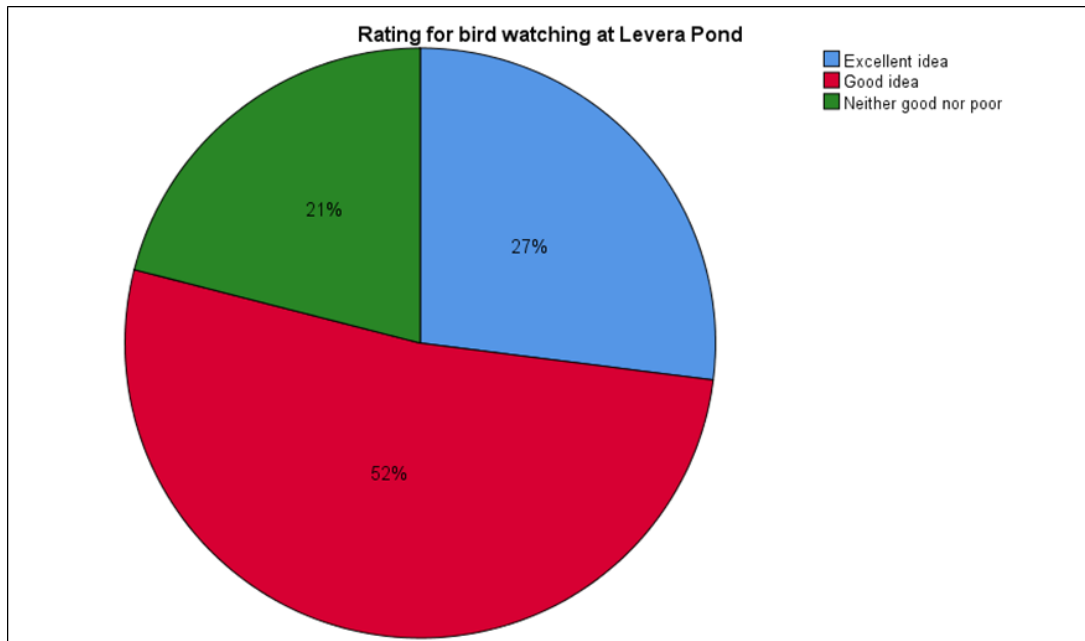
Question 7 (b): Other suggested price ranges for kayaking



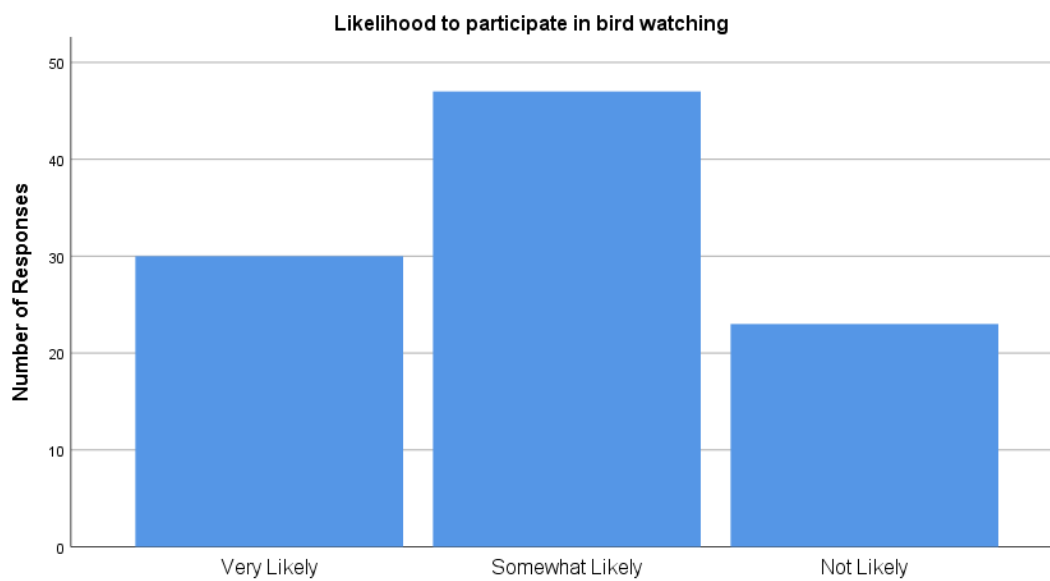
Question 8: Have you ever participated in bird watching (as a sport/hobby)



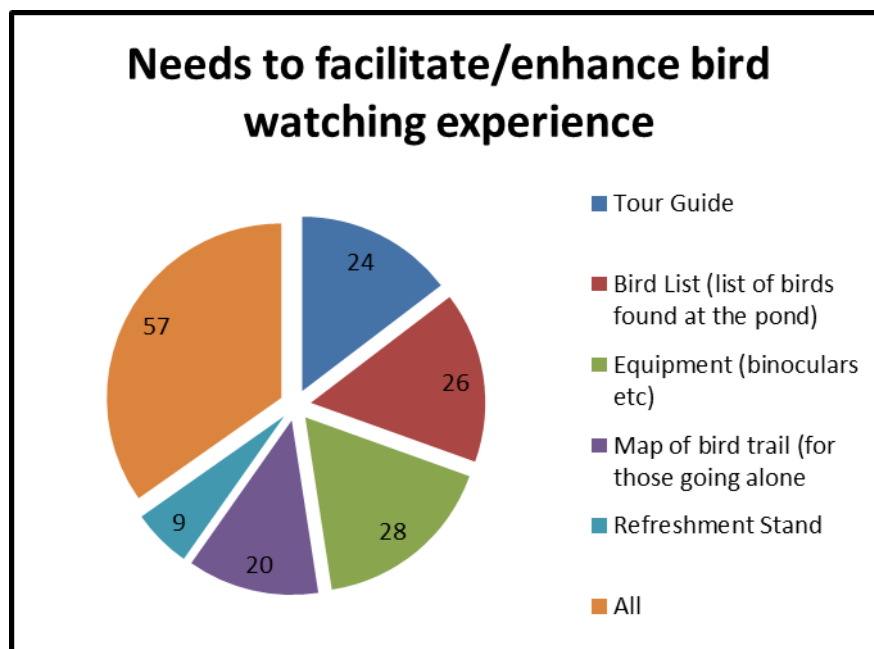
Question 9: How would you rate the idea of bird watching at Levera Pond?



Question 10: How likely would you be to participate in bird watching at Levera Pond?



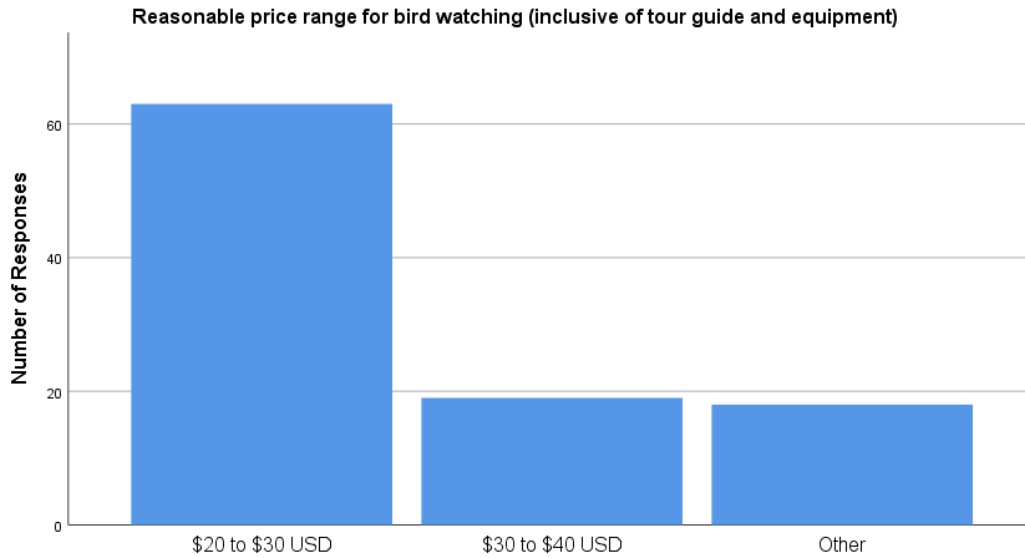
Question 11: What would you need to facilitate/enhance your experience if you were to bird watch at Levera Pond?



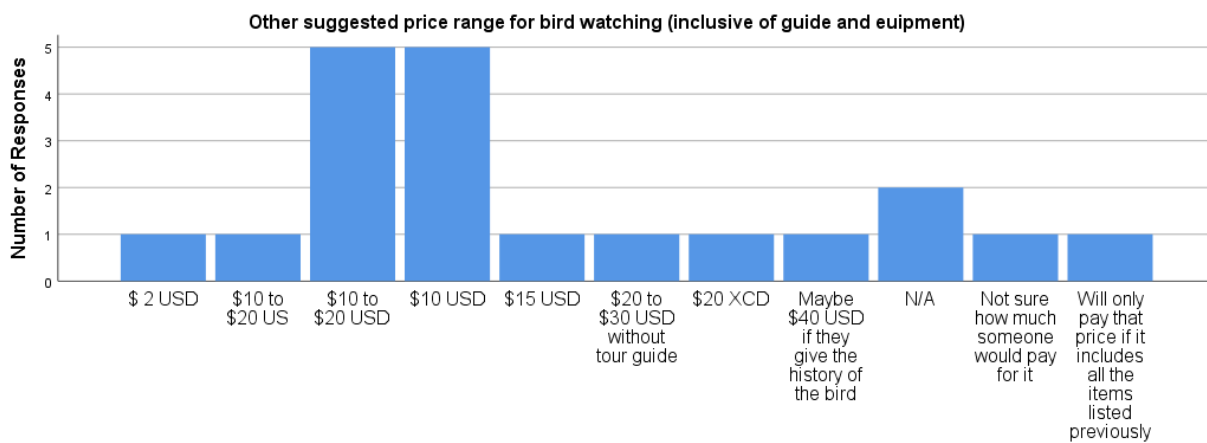
Question 11 (b): Other facilities to facilitate/enhance bird watching experience

Number of Respondents	Responses
1	Bathroom
1	Visitor house for protection from rain or other elements of the weather
1	Bird Food
1	No response to the question
2	Bird watching does not interest me
1	Not interested but those who will be may need 'all of the above' options

Question 12: What do you think is a reasonable price range for bird watching if it included the tour guide and equipment?

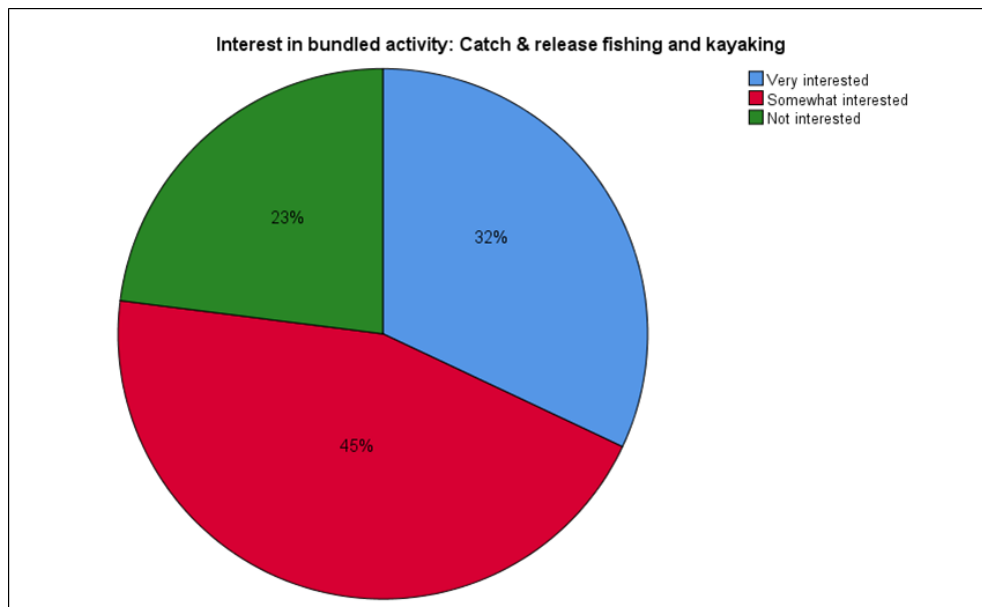


Question 12 (b): Other suggested price ranges for bird watching

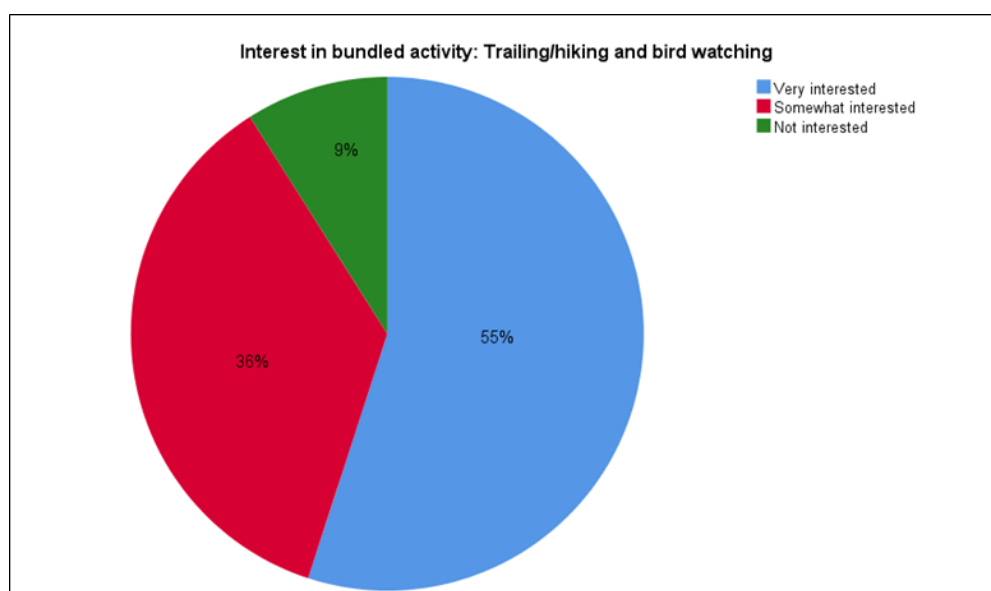


Question 13: How interested would you be in the following bundled activities at Levera Pond?

(a) Catch & release fishing and kayaking



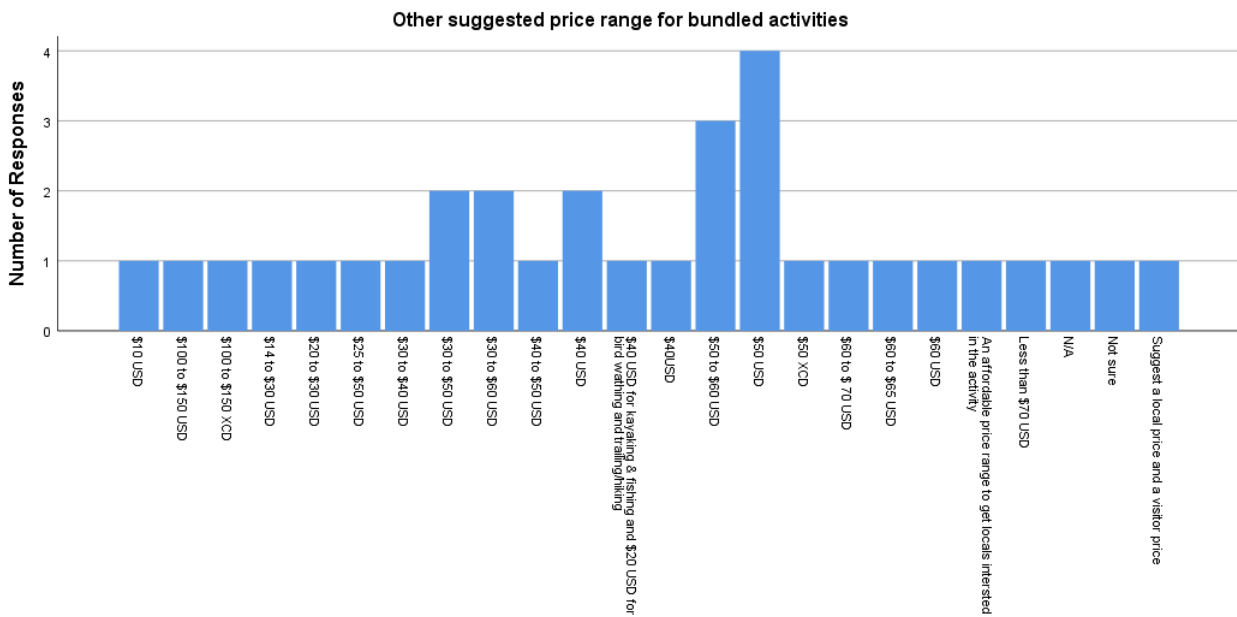
(b) Trailing/hiking and bird watching



Question 14: What do you think will be a reasonable price range for these bundled activities?



Question 14 (b): Other suggested price ranges for bundled activities



Question 15: What other eco-friendly activities would you be interested in at Levera Pond?

Number of Respondents	Responses
7	Zip lining – either over the pond, around the pond, or from Welcome Stone to the pond
7	Paddle/pedal boat (boat to sit and pedal around)
6	Picnic
5	Camping
3	Snorkeling
2	Fishing (on its own and not as a bundled activity)
2	Lazy tubing
2	Paintballing
2	Swimming
2	Turtle watching
1	<ol style="list-style-type: none"> 1. Fish aquarium for sport viewing and scientific research 2. Rock climbing wall for fun and recreation 3. Tennis court for fun playing
1	Bird house building
1	Bonfire
1	Butterfly watching
1	Catch and release fishing on its own (not as a bundled activity)
1	Diving
1	Educational tours to introduce school kids to the flora and fauna of the area
1	Feed ducks and geese (if there are any at the pond)
1	Fish feeding and bird feeding
1	Gardening, fishing, and cleaning of the pond
1	Guided walking tours by a local specialist that includes local snacks (chip-chip and cocoa tea)
1	Local species identification
1	<ol style="list-style-type: none"> 1. Massage and meditation spot (yoga), 2. Flora and fauna explorations
1	Mini submarine tour/dive
1	<ol style="list-style-type: none"> 1. Nature walk 2. Educational sessions – learning about the importance of eco-systems in a fun way

1	Boat ride around the pond – glass bottom boat to see the fish and other wildlife at the bottom
1	Tour of the area and of indigenous animals besides birds (if there are any)
1	Bundled activity of fishing and trailing/hiking
1	1. Tours for school children (so they become more aware of wildlife in their country) 2. Playground (swings, slides etc)
1	Planting of beautiful flowers to attract bees and be involved in the honey process
1	Planting of shade trees for a seating and relaxation area
1	Water sport and hiking
1	1. Trailing/hiking separately (not bundled) 2. Camping, fishing, and trailing package
1	Turtle farming (of the baby turtles from Levera Beach)
1	1. Turtle release 2. Fish feeding
1	Water bike
1	Water sports/games
1	Yoga/Retreat
1	Zoo/gardens with tropical and exotic animals and flowers

Market Analysis Conclusions

The market analysis indicated that there was definite interest for the two studied (kayaking and bird watching) eco-friendly activities at Levera Pond. Approximately 75% of the respondents stated that the kayaking idea had some merit – 52% saying “good idea” and 25% saying excellent idea while at least 79% of the participants believed that bird watching could be a valuable activity that they were very likely or somewhat likely to undertake. The respondents also gave feedback on the appropriate costs for their pockets as well as suggestions for other activities that would interest them at the pond. Overall analysis of the market, in particular the assessment of the competitors, revealed that an open opportunity exists for these activities in other parishes on the island – kayaking and bird watching is currently prevalent in the southern region of the island. This means that there is a chance for SPECTO to capture the market of young, adventurous foreigners and locals within the other areas of the island using a highly focused and targeted marketing strategy.

4.2. Specific Objective 2 – Project Management Plan

4.2.1. Scope Management Plan

The *PMBOK® Guide* Sixth Edition defines project scope management as the “processes required to ensure that the project includes all the work required and only the work required, to complete the project successfully (Project Management Institute, 2017, p. 129). It elaborates further by indicating that the scope management plan is an element of the project management plan that outlines the way in which the scope will be defined, developed, monitored, controlled, and validated (*PMBOK® Guide* Sixth Edition).

Project Scope Management comprises of the following processes:

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS
- Validate Scope
- Control Scope

For the purpose of the feasibility study, the scope management plan will help make certain that the data collected is in accordance with the requirements needed to determine the feasibility of the LEP.

Scope Management Approach

The scope management approach is the method used to develop the overall scope management plan. This usually involves the use of inputs, and tools and techniques that would lead to the relevant output for each process. For the feasibility study, the scope management plan will provide the framework that will guide the process of the study.

To plan the scope of the project, the project charter is used as a guide to the overall work that is involved in the project. In this project, the development and control of the

scope management will be the sole responsibility of the author who serves as the Project Manager.

The scope for the project is defined through the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The Project Manager, Sponsor, and other key stakeholders will develop documentation to measure the scope of the project. The Project Manager will initiate changes to the scope and members of the project team and approved by Project Sponsor. Requests for changes will be submitted to the Project Manager for evaluation. *See Appendix 5 for Change Request Form.*

The Project Sponsor and its management team (Executive Members of SPECTO) will serve as the Change Control Board; they will approve all changes. The Project Manager will update project documents and communicate the new changes to the project team. The Project Manager and Stakeholders will provide input while the Sponsor is responsible for acceptance of the final project.

Roles and Responsibilities

The Project Sponsor, Project Manager and Project Team will play key roles in managing the scope of the project. As such, they must understand their function in order to make certain that the project work is completed within the specified scope and duration.

Chart 10 Roles and Responsibilities (Source: The Author - S. Phillip - September 2018)

Name	Role	Responsibility
Claudine Pitt & SPECTO	Sponsor	<ul style="list-style-type: none"> • Review project and make go or no go decisions • Evaluate change requests • Approve or deny scope change requests • Accept project deliverables • Accept final project
Sabrina Phillip	Project Manager	<ul style="list-style-type: none"> • Lead project team • Be involved in the planning and control

		<p>of the project</p> <ul style="list-style-type: none"> • Facilitate change requests • Submit change requests to sponsor • Communicate changes of project scope to project team and other key stakeholders • Update project documents to reflect changes in project scope upon approval of the change request • Monitor and respond to risks
<ol style="list-style-type: none"> 1. Desann James 2. AdashaBelfon 3. Akeem Noel 4. Lexann Bowen 	Project Team	<ul style="list-style-type: none"> • Participate in execution of project activities – specifically for the administering of data collection during the feasibility study • Recommend scope changes – only pertaining to the feasibility study (changes to the questionnaire)

Scope Definition

The requirements to complete the Final Graduation Project (FGP) were used to define the scope for this project. The Project Manager, with input from the Project Sponsor, developed the requirements for what the feasibility study is expected to achieve. The deliverables in the scope statement are also based on the requirements collected from the Sponsor to develop the LEP and implement eco-friendly revenue generating activities – namely kayaking and bird watching at Levera Pond.

Scope Statement

The scope statement outlines a detailed explanation of the project, deliverables, requirements, assumptions, constraints, and acceptance criteria.

Project Scope Description

The project initiation is based on the requirements from the Final Graduation Project. It takes the form of a feasibility study for community based organization SPECTO. The study explores the viability of kayaking and bird watching at Levera Pond.

Project Deliverables

The deliverables for the feasibility study are as follows:

- Market Analysis (using data collected during the study)
- Scope Management Plan
- Schedule Management Plan
- Cost Management Plan
- Risk Management Plan
- Communication Management Plan
- Stakeholder Management Plan
- Implementation Plan (next actions to be taken based on the findings from the study)

Project Assumption

- It is assumed that the project will remain within the scope
- It is assumed that the project will have all the resources available
- It is assumed that the project will be completed within budget
- It is assumed that the project will be completed within the specified schedule
- It is assumed that the project will be completed successfully

Project Constraints

The Project can be restricted if:

- The scope changes
- There is insufficient time to complete the project and approval has to be sought for an extension
- The sponsor and other key stakeholders are not satisfied with the project results and do not accept it.

Project Requirements

- Project must be completed within the stipulated time period
- Project must fulfill all the deliverables

- Scope management plan developed according to the objectives of the study
- Project risks must be effectively managed
- All project progress must be communicated to the Sponsor and other relevant stakeholders
- Stakeholders must be involved in the development of the scope and the project objectives
- Evaluation of the market to determine interest in the project.

Work Breakdown Structure

The WBS will decompose the project work into manageable work packages for the project team to achieve. The WBS Dictionary is a supporting document for the WBS; it provides further detailed information on the deliverable and the activities for each element of the WBS. Figure 8 below depicts the WBS for the Feasibility Study. See *Appendix 7 for the WBS Dictionary*.

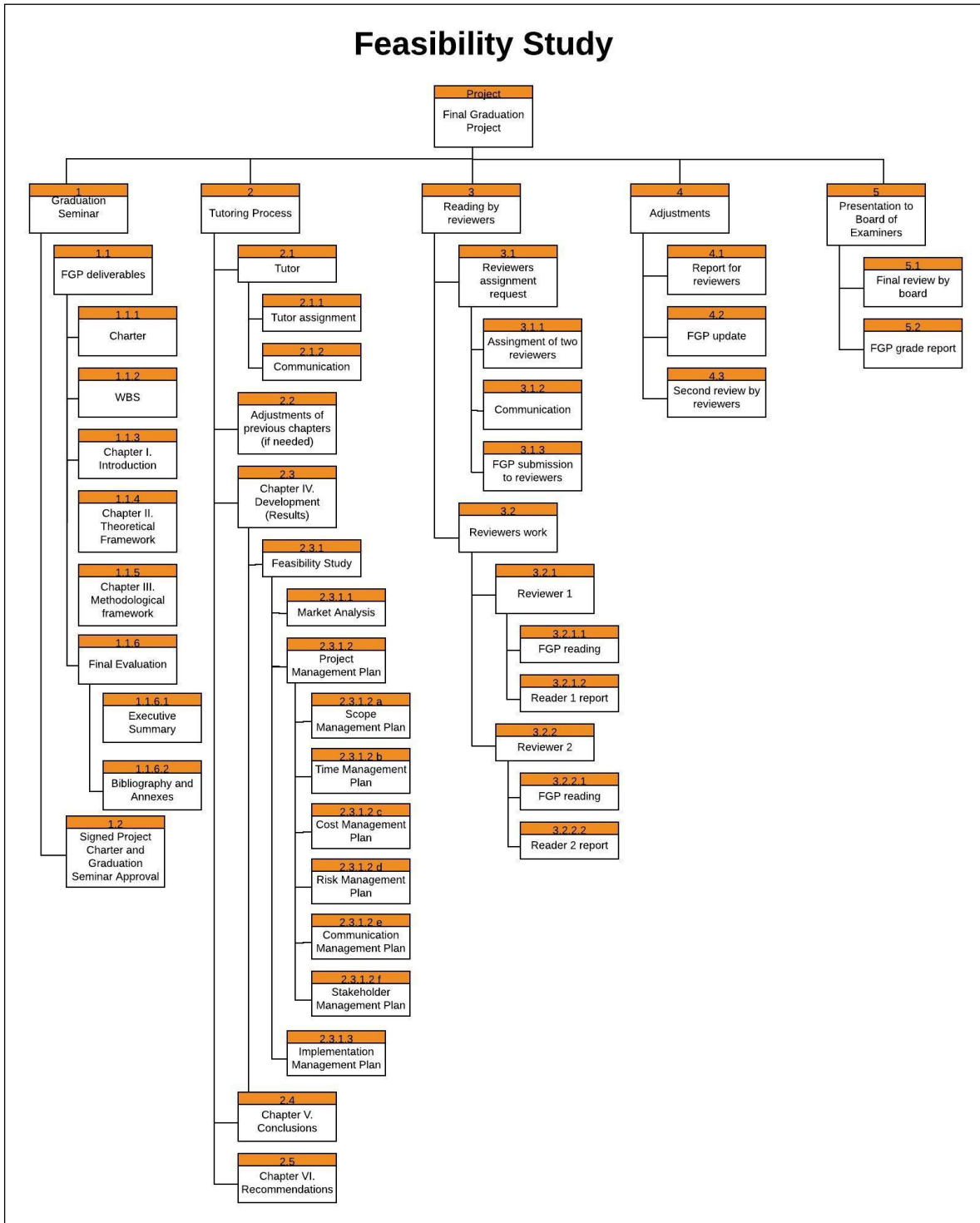


Figure 8 WBS for Feasibility Study (Source: The Author - S. Phillip - October 2018)

Acceptance Criteria

Final project acceptance is by the Project Sponsor. The project will be accepted if:

- All the deliverables have been achieved within the specified duration relative to the triple constraints – scope, time, and cost.
- A clear action plan for the way forward is presented.

If all acceptance criteria are met, the project will be considered successful.

Scope Verification

During this process, the project deliverables are verified against the planned scope, which is defined in the project charter and WBS. The Project Manager is responsible for verification. Once the verification shows that the deliverables are fulfilled, the Project Manager will present the deliverable to the Sponsor who will sign the deliverable acceptance form which signifies approval. *See Appendix 8 for Project Deliverable Acceptance Form.*

Scope Control

The project must be monitored to ensure that only the work required is being completed. The Project Manager will be responsible for controlling the scope of the project; she will ensure that the Project Team is doing only the work described in the WBS and the WBS dictionary. The WBS will be used as the baseline to measure that only the required work is being done to meet project deliverables. Change control processes – including change control tools such as change request forms – will also be followed to ensure that changes will not allow the project to deviate from the original scope.

4.2.2. Schedule Management Plan

The Schedule Management plan outlines the processes involved in effectively maintaining the project to ensure that it is completed in a timely manner (Project Management Institute, p. 173). The schedule is essential to the project as it outlines the

status of the project at any point in time – project is on schedule, ahead of schedule or behind schedule.

The underlying structure of the plan is based on the time to complete the Final Graduation Project. The milestone list within the project charter will control how the project schedule will be managed.

Management of the schedule involves the following six (6) processes:

i) Plan Schedule Management

During this period it is expected that documents and procedures for establishing the schedule along with policies for monitoring and controlling are developed. The pre-established fixed timeline for the FGP was the main guide for the milestone development. This cascaded into the specific timeline for completion of the various objectives within the feasibility study. The expert judgment of the author was used to establish the time for completing the deliverables. Microsoft Projects was the software tool selected to develop schedule charts.

ii) Define Activities

This is the process of identifying and documenting the specific actions to be performed to produce the project deliverables (Project Management Institute, p. 183). For the FGP, the decomposition technique was used; this allowed the project to be divided into controllable segments. The work packages in the WBS are broken down into the activities that must be completed in order to successfully achieve project deliverables. Since projects are dynamic in nature, it is likely that changes may occur. Change requests for the FGP are made directly to UCI (University for International Corporation) through the tutor. The author will make a formal request to extend the project duration; the tutor will assess the case and approve or deny the request for extension.

iii) Sequence Activities

This process involves the identification and documentation of the relationship within the various project activities (Project Management Institute, p. 187). The FGP schedule will follow a logical relationship. Additionally, the activities will be connected by either a successor or predecessor – with the exception of the first and last scheduled activity. The milestone list (found within the project charter) and the activity list will be the documents used to logically sequence the activities. The activity sequence is confirmed using the following two (2) techniques:

1. *Precedence Diagramming* – using this method, the activities will be sequenced using the “finish-to-start relationship”. This means that a subsequent activity (successor) cannot commence until the prior activity (predecessor) is completed.
2. *Dependency Determination and Integration* – the attribute chosen is the mandatory dependency. This will encompass both internal and external dependencies. The mandatory dependency is not legal however, it is built in the work of the FGP – the final paper must be submitted in order for the other processes (review and submission to the board) to occur. The external dependencies outside of the project team’s control include reviewing and grading of the final project document. The internal dependencies within the control of the project team are completing the general and specific objectives (feasibility study, project management plan and implementation plan) of the FGP.

iv) Estimate Activity Duration

This stage of schedule management involves estimating the number of work periods needed to complete individual activities with the estimated resources in the project (Project Management Institute, p.195). This process is the amount of time (weeks, days, or hours) an activity will take before it is completed.

The Graduation Seminar course provided the baseline from which the information to develop the specific duration of activities was derived. The expert judgment of the author was used to determine the duration for the activities within the feasibility study –

specifically for data collection. The availability of the project team was also a factor that was considered in determining completion of the study along with the milestone list included within the project charter. *Appendix 10, Resource Calendar*, shows the resources needed for each activity and the specific duration (shown in days) required for completion.

v) Develop Schedule

This process involves the creation of a schedule model for project execution, and monitoring and controlling (Project Management Institute, p. 205). Since the FGP has pre-set timelines and specific activities, a schedule was created to reflect it (as seen in Appendix 3 – FGP Schedule). A secondary schedule was developed by the author specifically for the completion of data collection and the development of the management plans for the feasibility study (See *Appendix 9 – Project Schedule for Feasibility Study*). Microsoft Project (Gantt Chart) was the software used to create the schedule. The WBS, milestone list and activity list were key inputs for this process. During the data collection process, the crashing technique – hiring additional resources to complete the activity – was used.

vi) Control Schedule

This aspect of schedule management involves monitoring the status of the project and managing any changes that may be made to the schedule baseline (Project Management Institute, p. 222). The most critical factor that can disrupt the schedule is changes to the scope of the project and inability to complete project activities within the stipulated time period. Therefore, to manage these two key aspects, changes to the schedule baseline (original FGP scope) can only be facilitated through the Change Control process. The change request procedure involves submission of a written request to the Change Control Board (FGP Tutor) outlining a justification for the request. The tutor has full authority and only he or she can approve or deny a change request. For the duration of the data collection phase of the project, daily status checks with the project

team were conducted to determine if there were any possible variances that could occur and how it would impact the completion of the deliverable.

4.2.3. Cost Management Plan

According to the *PMBOK® Guide* Sixth Edition, Project Cost Management includes “processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (Project Management Institute, p. 231).

The processes involved are as follows:

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs

For the Feasibility Study, the only cost to be incurred is during the Market Analysis phase of the Project. The budget, which was developed by the Project Manager, was included in the project charter; it was approved and therefore served as the baseline during the period. The cost estimates were derived using expert judgment and knowledge on the costs associated with conducting market analysis in Grenada. There are no costs attached to the completion of the remaining deliverables – Project Management Plan and Implementation Plan. The estimated cost for the Market Analysis is ten thousand Eastern Caribbean Dollars (XCD \$10,000.00) or USD \$3,680.67 (converted at a rate of XCD \$2.7169 to USD\$1.00).

The following Chart (Feasibility Study Budget) depicts the budget for the study.

Chart 11 Feasibility Study Budget (Source: The Author - S. Phillip - August 2018)

Detailed Budget		
Activity	Associated Cost	Estimated Cost
Stakeholder/Team Meetings - Meetings throughout the duration of the Feasibility Study	Transportation - Round trip for St. George to St. Patrick	\$600.00
Questionnaire development (writing etc), team meetings, and questionnaire approval session - Initial questions for the analysis	Refreshments	\$1,500.00
Conduct Survey - Questionnaire printing and distribution	- Printing of questionnaires - Transportation	\$2,000.00 \$600.00
Focus Group - Possible participation in an actual bird watching and kayak tour	Transportation	\$600.00
Payment to tour guide - Fees for facilitating bird watching and kayaking tour	Stipend	\$1,000.00
Payment to focus group - Fees for participating in the study	Stipend	\$1,000.00
Payment to assistant - Possible payment to one assistant who will help the author to distribute and collect the survey	Stipend	\$1,000.00
Survey Collection - Collect completed surveys	Transportation	\$600.00
Survey Completion - Review of responses and preparation of the final results	- Transportation - Refreshments	\$600.00 \$500.00
	Total	\$10,000.00

Cost Control

To ensure that the project remains within budget, costs must be controlled. Variances and indicators will serve as the main tools of control for measuring the project's cost performance. The project will give consideration to cost variances (CV), schedule

variances (SV) as well as schedule performance index (SPI) and cost performance index (CPI). Additionally, any changes to be made to the estimated costs can only occur through approval from the Change Control Board.

Earned value variance will be used to measure the actual cost versus the planned cost. The performance indicators to be used are depicted in Chart 12 (Performance Measures) below.

Chart 12 Performance Measures (Source: The Author - S. Phillip - October 2018)

Performance Measure	Grade	Description
Schedule Performance Index (SPI)	Greater than 1.0	Project is under budget
	Less than 1.0	Project is over budget
Cost Performance Index (CPI)	Greater than 1.0	Project is ahead of schedule
	Less than 1.0	Project is behind schedule

4.2.4. Risk Management Plan

This aspect of project management is inclusive of the steps for conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project (Project Management Institute, p. 395).

Risk Identification

For the Feasibility Study, identification of risk occurred during the development of the Project Charter; four (4) preliminary risks were identified during this phase. The document then served as an input to feed into the Risk Breakdown Structure (RBS) and the Risk Register.

An RBS was developed to help clearly define the risk categories. This serves as a useful tool to the project team as it shows the sources from which the individual project risks can arise. Figure 9 depicts the risk breakdown structure for the study.

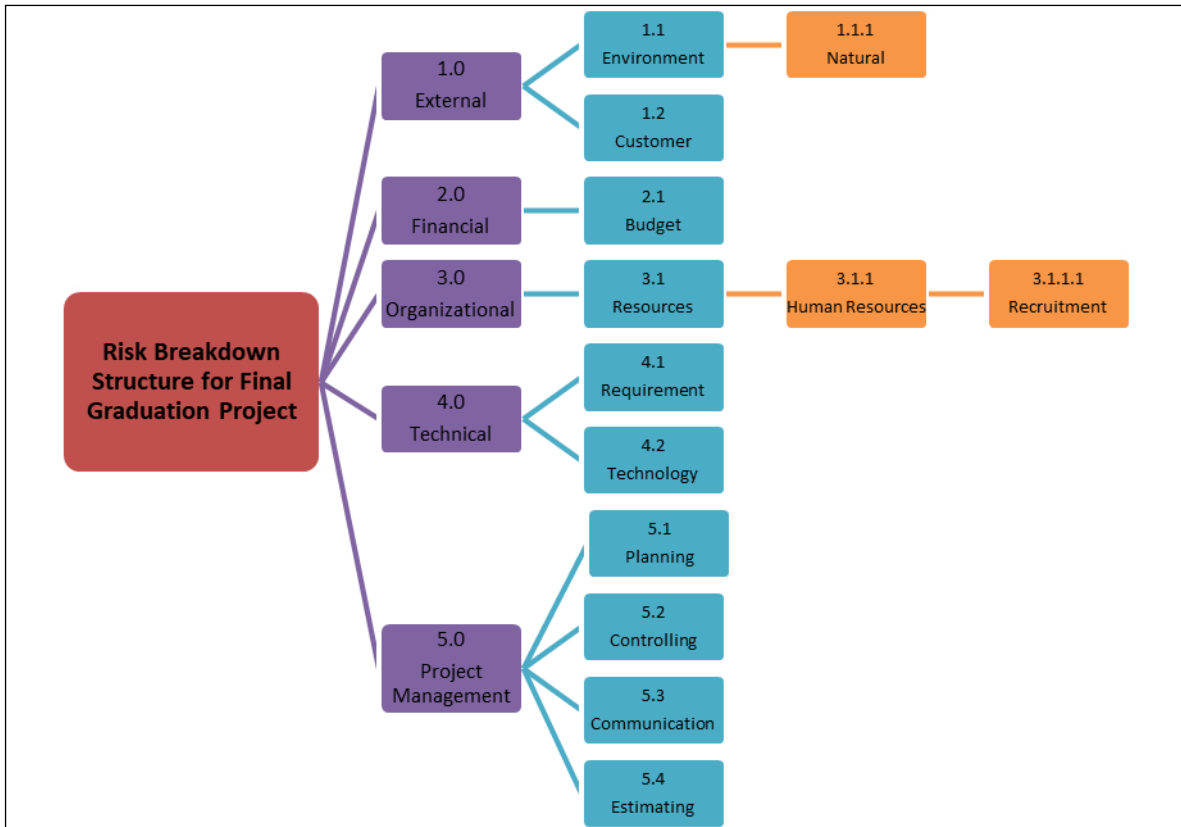


Figure 9 Risk Breakdown Structure for Feasibility Study (Source: The Author - S. Phillip - October 2018)

As the project progressed and other project management plans were developed – scope, time, and cost – new risks were identified. The expert judgment of the project manager was the tool used to identify risks for the Feasibility Study. The risk register will capture the identified individual project risks and the risk responses. See *Appendix 11 for Risk Register*.

Risk Analysis

Analysis of risks is important as it helps to ensure that each risk is prioritized. Additionally, it outlines actions that should be taken for the identified risk. For the development of the Feasibility Study, the qualitative risk analysis was used. This type of analysis allows for the assessment of risk by giving consideration to:

- i) The probability of occurrence

- ii) The impact the risk can have on other project objectives should it happen
- iii) Other factors

The expert judgment of the Project Manager was used to develop the scale for the probability and impact scales. The following charts (13, 14, and 15) further outline the ratings for the relevant scales.

Chart 13 Probability Scale (Source: The Author - S. Phillip - October 2018)

Probability	Description
1	Will not occur - less than 10%
2	Unlikely to occur - 10% to 30%
3	May or may not occur - 31% to 50%
4	Likely to occur - 51% to 79%
5	Very likely to occur - 80% or above

Chart 14 Impact Scale (Source: The Author - S. Phillip - October 2018)

Impact	Description
1	Very low - less than \$500
2	Low - \$500 to \$1,000
3	Medium - \$1,000 to \$2,000
4	High - \$2,000 to \$4,000
5	Very high - over \$4,000

Chart 15 Probability X Impact Matrix (Source: The Author - S. Phillip - October 2018)

Pxl	Description
From 1 to 10	Green
From 11 to 19	Yellow
From 20 to 25	Red

Risk Response

Each risk that has been identified will have an appropriate risk response for overall risk, threats, and opportunities. In the development of the Feasibility Study, the risks identified are threats and will have any one of the following responses:

- Escalate
- Avoid
- Transfer
- Mitigate
- Accept

The risk responses for each identified risk are recorded within the risk register.

Monitor Risk

During this stage, risks are tracked to ensure that the agreed-upon actions are being taken for each identified risk. The risk register is used as the input that will outline each risk and the required treatment/action. Meetings with the Project Manager, Project Team, and Project Sponsor will be the primary tool used to monitor risks.

4.2.5. Communication Management Plan

The *PMBOK® Guide* Sixth Edition defines Project Communication Management as “the processes necessary to ensure that the information needs of the project and its stakeholders are met through development of artifacts and implementation of activities designed to achieve effective information exchange” (Project Management Institute, 2017, p. 359).

This Communication Plan for the Feasibility Study serves as a guide that will enable effective information sharing between the project team and relevant stakeholders. It also includes tools and outputs such as the Communication Matrix that will outline the various strategies regarding how best to engage stakeholders and through the most appropriate medium. The plan is developed based on the communication needs of the various stakeholders of the project.

Plan Communication Management

During this step, the Project Team and other relevant stakeholders decided on the best approach for sharing information throughout the lifecycle of the project. Additionally, the specific needs of each stakeholder were identified and the best strategy of communication was developed to fulfill each individual need. Meetings and the expert judgment of the Project Manager, Project Team, and Stakeholders were the tools used to facilitate the identification process. The information obtained during the stage was used to build the communication matrix as depicted in chart 16 (Project Communication Matrix) below.

Chart 16 Project Communication Matrix (Source: The Author - S. Phillip - October 2018)

ID	Communication Type	Objective	Medium	Frequency	Audience (Stakeholder)	Deliverable	Owner
	Request for Permission	Obtain permission to use the LEP for FGP	- Telephone - Email - Formal Letter	Once	Project Sponsor (SPECTO)	Written record of approval	Project Manager
	Status Check (data collection)	Ensure surveys are being administered	- Telephone - Face to Face	Daily	Project Team	Completed survey	Project Manager
	Progress Report	Update sponsor on progress of project	- Email	Monthly	Project Sponsor	Written document on project progress	Project Manager
	Change Request	Make changes to project	- Meeting - Email	As needed	- Project team - Project Sponsor - Project Manager	Completed change request form	Project Manger
	Project	Accept project	- Email	Once	- Project	Completed	Project

	Acceptance				Manager - Project Sponsor	acceptance criteria form	Manager and Project Sponsor
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Manage Communication

This process involves the disbursement of project information to the stakeholders using the artifacts, models and communication channels agreed upon during the communication-planning phase. The communication matrix will be regularly referenced to ensure that the appropriate formats (reporting etc.) are used during project implementation.

Monitor Communication

It is important to ensure that the needs of the stakeholders are being met. Therefore, to confirm that information is being shared in a timely manner and through the right channels, meetings, social media messages (what's app), email, and phone calls will be the tools used to monitor communication during the Feasibility Study.

4.2.6. Stakeholder Management Plan

The Sixth Edition of the *PMBOK® Guide* defines Project Stakeholder Management as the steps required to identify the people, groups, or organizations that could be impacted by the project, to analyze their expectations and impact on the project, and to develop appropriate strategies to engage them (Project Management Institute, 2017, p. 503).

The process involves the following steps:

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement

Identify Stakeholders

During this process, the project team used expert judgment and meetings to brainstorm and determine who stakeholders were. Some of the questions asked to help stakeholder identification were:

- Will this person or group impact the project in a positive or negative way?
- Will this person or group be affected by the study?
- Will the person or group have the ability to influence the project in any way?

After the stakeholders were identified, they were classified into categories according to their level of interest and power. The classification of stakeholders made it easier to determine how to engage each of them and who will require the most details/updates as the project progresses. Figure 9 Power Interest Grid below further depicts how the stakeholders for the feasibility study were classified.

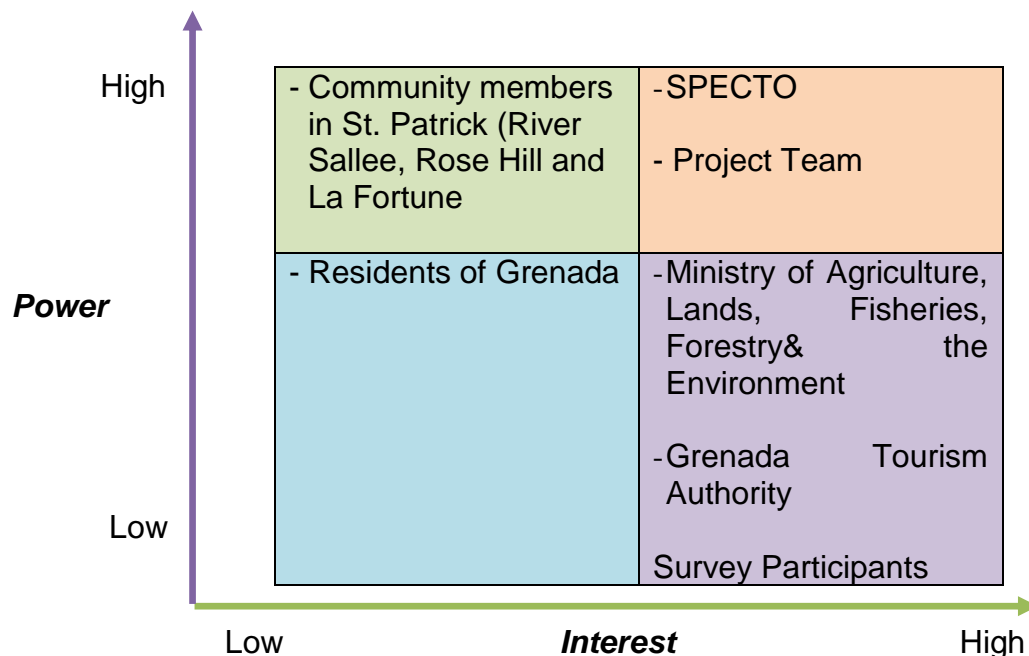


Figure 9 Power Interest Grid (Source: The Author - S. Phillip - October 2018)

Plan and Manage Stakeholders

During this process, strategies are developed to keep stakeholders engaged based on their needs and expectations. The communications matrix will be used as a guide as it outlines what medium is best to communicate with the various stakeholders. Additionally, expert judgment, communication skills, and meetings were used during the study to ensure that the relevant stakeholders received reports, updates etc. The stakeholder register was developed during this phase; it lists the stakeholders along with information on how to engage them. Chart 17 Stakeholder Register depicts the stakeholder register for the study.

Chart 17 Stakeholder Register (Source: The Author - S. Phillip - October 2018)

Stakeholder	Role	Communication Required	Contact
SPECTO	Project Sponsor	- Telephone - Email - Meetings (when requested)	specto.grenada@gmail.com
Sabrina Phillip	Project Manager	- Project Meeting - Project Status Report - Email - Telephone	s.l.phillip@hotmail.com
Desann James	Project Team Member	- Telephone (Calls and what's app) - Meeting	535-1829
Lexann Bowen	Project Team Member	- Telephone (Calls and what's app)	459-9648
Akeem Noel	Project Team Member	- Telephone (Calls and what's app)	420-1482
Adasha Belfon	Project Team Member	- Telephone (Calls and what's app)	449-9888
Paul Phillip	Project Team Member	- Telephone (Calls and	409-1995

		what's app) - Meeting	
Hazelene Benjamin	Project Team Member	- Telephone (Calls and what's app)	403-4963
Respondent	Survey participant	- Face to face interviews - Telephone interviews	N/A
Grenada Tourism Authority	Approve tourism projects	- Email - Telephone - Meeting (upon requests)	440-2279 info@puregrenada.com
Community Members in St. Patrick	Work at LEP	- Town hall meetings	N/A
Ministry of Agriculture, Lands, Fisheries, Forestry and the Environment	Environment Assessment	- Email - Telephone - Meeting (upon request)	440-2708 agriculture@gov.gd
Residents of Grenada	Support the project	- Newspaper article - New Brief	N/A

Monitor Stakeholder Engagement

Stakeholders are key players in all projects especially since some have the power to influence and even change the scope of a project. It is important that each one's expectations are adequately met. For the study, meetings and informal correspondence will be the tools used to update stakeholders on the progress of the project and also to receive their feedback on issues they may have, changes they wish to make etc. The Project Manager will be responsible for monitoring stakeholders and keeping them informed during the lifecycle of the project.

4.3. Specific Objective 3 – Implementation Plan

TechTarget defines an implementation plan as “the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard or policy for doing something” (searchcrm.techtarget.com, 2015).

An implementation plan (depicted in chart 18, 19 and 20) has been developed for the FGP; it will guide SPECTO in the course of actions that can be taken after the completion of the feasibility study that will aid with the execution of the LEP. This plan was developed using the expert judgment of the Project Manager. Additionally, the findings from study served as inputs for the implementation plan.

The implementation plan is divided into three (3) sections in an effort to help SPECTO focus on the activities that require immediate attention first, and then progress on to items that can be completed at a later time. These sections are:

1. **Short term plan:** this aspect of the implementation plan will outline steps to be taken within a seven (7) month period or less. These are the immediate actions that must be completed in order to successfully execute the LEP. This plan includes acceptance of the Feasibility Study, conducting another market analysis with a larger sample, developing a full scale project management plan and communicating plans to key stakeholders.

Chart 18 – Implementation Plan (Source: The Author - S. Phillip - October 2018)

Task	Time	Who	Deliverable
Review, approve, accept, and utilize Implementation Plan	January 2019	SPECTO Management Team	Approved Implementation Plan
Conduct large scale market analysis	April, 2019	SPECTO Team	Completed market analysis
Develop full-scale Project	June, 2019	SPECTO Team	Project Management Plan

Management Plan			
Town hall meeting with residents of Rose Hill and La Fortune, St. Patrick	July 2019	- SPECTO Team - Residents of St. Patrick (La Fortune & Rose Hill)	Completed at least 1 community engagement

2. **Medium term plan:** this component of the plan will outline steps that will be taken one year after the execution of the first phase of the implementation plan. The second stage will focus primarily on securing funding to execute the LEP, procurement of items to facilitate the LEP, outfitting Levera Pond to fulfill needs of the new eco-friendly activities, and completing training for tour operators.

Chart 19 – Implementation Plan (Source: The Author - S. Phillip - October 2018)

Task	Time	Who	Deliverable
Prepare Project Proposal to request funding	October 2019	SPECTO Management Team	1 project proposal completed and being considered by Government or funding agency for approval
Re-launch LEP; make the public aware of the project and the benefits it will bring to the country	November 2019	SPECTO	LEP Project re-launch successfully executed
Obtain funds to implement LEP	January 2020	- SPECTO Management Team - Government or Funding/Donor Agency	Project funds acquired
Outfit Levera Pond with required amenities (new boardwalk, storage room for kayaks, changing room,	May 2020	- SPECTO Team - Local contractor	Amenities added at Levera Pond

bathroom, storage lockers) to execute kayaking and bird watching activities			
Procure items for LEP – kayaks, life jackets, binoculars	May to July 2020	- SPECTO - Procurement Officer	Items for operations purchased
Training for tour guides and tour operators	June 2020	- SPECTO Team - Grenada Tourism Authority (GTA) - Residents of St. Patrick (Rose Hill and La Fortune)	Training received

3. **Long term plans:** the third and final stage of the implementation plan accounts for actions to be completed within the 2nd and 3rd year of the LEP. During this phase, SPECTO will seek to form strategic alliances with the Tourism Authority and obtain certification as an approved tourism site. Also, in an effort to create awareness, SPECTO should enthusiastically promote the new product offering. Finally, in keeping with the feedback from the participants of the small market analysis during the Feasibility Study, SPECTO should conduct another study to test the viability of the other activities that the participants expressed interest for. This will show if there are further opportunities that can be realized and will thus provide additional benefits and sustainable economic gain for the residents of St. Patrick.

Chart 20 Implementation Plan (Source: The Author - S. Phillip - October 2018)

Task	Time	Who	Deliverable
Obtain approval for Levera Pond and its new amenities	August 2020	SPECTO Team Grenada Tourism Authority	Updated certification acquired
Promote the Levera Pond and its additional offerings	August 2020 and continuing	SPECTO Marketing Officer	Marketing campaign launched

Conduct market analysis for additional activities of interest by the target audience	December 2021	SPECTO Team	Completed Market Analysis
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CONCLUSIONS

A feasibility study was conducted to determine the viability of kayaking and bird watching at the Levera Pond in St. Patrick, Grenada. The primary aim was to find out if there was interest in these two (2) eco-friendly activities from the intended target audience. Based on the study, the following was concluded:

The Market Analysis revealed that the initiative could be viable since there is high interest (approximately 75%) towards the addition of two (2) eco-friendly activities at the Levera Pond.

Further analysis of the market also showed that there is positive potential for future opportunities at the Levera Pond since the target audience indicated interest in several other eco-friendly activities that they wish to participate in.

The study narrowed the base of the target audience to a more specific and defined segment that has high interest towards the new product offerings.

The opportunity exists for SPECTO to hone in on a niche market since there is very little competition for eco-friendly activities at wetlands in Grenada and relatively no competition for the product offering in the St. Patrick area.

The project management plan was useful in managing the various stages of the Feasibility Study and the Final Graduation Project.

The scope management plan was valuable for guiding the project; it clearly outlined all the work to be undertaken during the period.

The schedule management plan was beneficial during the FGP. It ensured that the project remained on track. Additionally, it indicated the correct change control mechanisms to follow when project extension was needed.

The cost management plan was useful throughout the study; it presented the budget to be used and during the market analysis, along with the measures for controlling cost.

The risk management plan was valuable to the project. It identified the project risks, methods to determine the probability of the risk occurring and its impact, and the solution for response/mitigation.

The communication management plan aided in efficient communication during the project. It outlined the various types and medium of communiqué as well as the tools that should be used for monitoring communication.

The stakeholder management plan was helpful during the period under study. It identified the stakeholders, their level of power and interest, how to communicate with them to provide project updates and how to monitor their engagement.

The implementation plan will be useful in clearly defining next step actions for SPECTO to successfully execute the undertaking of the two (2) additional eco-friendly activities as well as potential future opportunities.

RECOMMENDATIONS

The increasing interest for eco-tourism has sparked many business opportunities within the Caribbean. Grenada has benefited from this phenomenon as over the last few years, several initiatives through organizations and private companies have been encouraged as part of the country's commitment to achieving the Sustainable Development Goals with specific consideration on preserving the natural environment with the intent of reducing the impact of climate change.

With the completion of the Feasibility Study, the following recommendations are directed to Ms. Claudette Pitt and the Management team at SPECTO:

1. Since the market analysis completed during the feasibility study was conducted with a small sample to provide directional guidance, SPECTO should engage in a full market analysis with a larger sample to gain a true reflection of the market interest for the two eco-friendly activities.
2. Develop a full-scale project management plan to include: Integration, Quality, Human Resource, and Procurement Management Plan to ensure that the project is managed effectively.
3. Accept and utilize the proposed implementation plan, which provides clear actions to be taken for the way forward.
4. Engage stakeholders – primarily the ones residing in St. Patrick and inform them of the employment opportunities to be realized should the LEP be implemented.
5. Engage Government and/or other funding agencies to obtain financing to implement the project.
6. Engage key players – such as Grenada Tourism Authority and receive the relevant training for members of SPECTO and interested residents in St. Patrick who intend to work as tour guides and tour operators in the LEP upon its completion.

7. SPECTO should consider conducting an additional analysis to determine the viability of the other eco-friendly activities that were of interest to the target audience.

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APPENDICES

Appendix 1:FGP Charter

PROJECT CHARTER	
Date	Project Name:
15 th May, 2018	Feasibility Study and Project Management Plan to develop eco-friendly activities(kayaking and bird watching) at Levera Pond
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: <ul style="list-style-type: none"> - Scope - Time - Cost - Communications - Risk - Stakeholders Process groups: <ul style="list-style-type: none"> - Initiation - Planning - Executing - Monitoring - Closing 	Eco-Tourism Industry
Start date	Finish date
14 th May, 2018	21 st December, 2018
Project Objectives (general and specific)	
<p>General objective:</p> <ul style="list-style-type: none"> - To conduct a feasibility study to find out the viability of kayaking and bird watching at Levera Pond. <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To perform analysis of the market to confirm interest in the activities and to present the findings, recommendations, and conclusions. 2. To develop a project management plan that will focus on: <ol style="list-style-type: none"> a) Triple constraints of the project:- <ul style="list-style-type: none"> - Scope Management – develop a scope management plan that will clearly outline the work to be completed. - Schedule Management – develop a schedule management plan to control the schedule and ensure that the project deliverables are completed within the agreed timeline. - Cost Management – develop a cost management plan that will help to 	

allocate adequate funds and aid in making certain that the project remains within budget.

b) Additional aspects of the project management plan that relate to the other knowledge areas within project management:-

- Risk Management – develop a risk management plan that will identify risks and steps for mitigation.
- Communication Management – create a communication management plan that will ensure that all relevant project information is circulated to the relevant project stakeholders at the right time and through the appropriate channel/medium.
- Stakeholder Management - develop a stakeholder management plan that will aid in identifying and categorizing stakeholders as well as relevant steps for engaging them.

3. To propose an implementation plan that will outline the next actions and recommendations based on the findings from the study.

Project purpose or justification (merit and expected results)

Eco-Tourism is a recent phenomenon that seeks to promote sustainable development and conservation of the natural environment. The main aim is to create awareness and a deeper appreciation for preserving and protecting the biodiversity of a country in general or for a specific area within the country. With the introduction of eco-tourism, many countries have since embarked on initiatives to encourage environment conservation utilizing strategies that will allow individuals, groups, or organizations to achieve sustainable livelihoods through eco-friendly activities.

The Levera Pond Eco-Tourism Development Project is original to the island of Grenada. It is aimed at protecting, managing, and creating awareness of the invaluable diversity within the locale. Additionally, the project aims to generate employment and income utilizing environmentally safe products and services. The benefit of the project is to contribute to the reduction of poverty and unemployment for residents in the communities surrounding the project site.

The overall objective of the study is to determine the feasibility of kayaking and bird watching and to conclude if these activities will be well received by its target audience and earn adequate income.

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

The final deliverable from the study is a report of the study conducted including the findings and recommendations from the market analysis and subsidiary plans that can be used for further management of the project.

Assumptions

1. The author fully comprehends the work needed to successfully complete the Final Graduation Project (FGP).
2. The author will receive adequate assistance from relevant stakeholders to complete the project.


<ol style="list-style-type: none"> 3. The Tutors will provide appropriate and timely feedback on adjustment to be made to the project. 4. The author is competent enough to put into practice the knowledge obtained during the various Project Management courses. 5. The project will be completed within the scheduled time frame. 6. The budget will be adequate for the project to be completed. 7. The quality of work produced will meet acceptable standards. 8. The author alone will be sufficient to complete project work. 9. The scope of the project will not be changed. 10. The project sponsor will be satisfied and accept the project. 															
<p>Constraints</p> <ol style="list-style-type: none"> 1. The author alone may not be an adequate resource to complete the scope of work for the project. 2. The time allocated for the Final Graduation Project (FGP) may not be sufficient to complete the project. 3. The budget may be insufficient and therefore the scope of the project may have to be reduced. 4. The Tutors/Reviewers may not provide feedback or recommendations for adjustment in a timely manner thus limiting the time for students to make changes. 															
<p>Preliminary risks</p> <ol style="list-style-type: none"> 1. If the target audience is unwilling to participate in the study, the scope of the project will not be realized. 2. If the budget is not approved, there will be no funds to conduct the study. 3. If the schedule is too rigid, the project work will be rushed thus affecting the overall quality of the project. 4. If the author lacks understanding of the requirements for the Final Graduation Project (FGP) and the Feasibility Study, sub-standard or unacceptable work will be delivered. 															
<p>Budget</p> <p>The preliminary cost for the project is ten thousand Eastern Caribbean Dollars (XCD\$ 10,000.00).</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: center;">Detailed Budget</th> </tr> <tr> <th style="text-align: left;">Activity</th> <th style="text-align: left;">Associated Cost</th> <th style="text-align: left;">Estimated Cost</th> </tr> </thead> <tbody> <tr> <td>Stakeholder/Team Meetings - Meetings throughout the duration of the Feasibility Study</td> <td>Transportation - Round trip for St. George to St. Patrick</td> <td style="text-align: right;">\$600.00</td> </tr> <tr> <td>Questionnaire development (writing etc), team meetings, and questionnaire approval session - Initial questions for the analysis</td> <td>Refreshments</td> <td style="text-align: right;">\$1,500.00</td> </tr> <tr> <td>Conduct Survey - Questionnaire printing and</td> <td>- Printing of questionnaires</td> <td style="text-align: right;">\$2,000.00</td> </tr> </tbody> </table>	Detailed Budget			Activity	Associated Cost	Estimated Cost	Stakeholder/Team Meetings - Meetings throughout the duration of the Feasibility Study	Transportation - Round trip for St. George to St. Patrick	\$600.00	Questionnaire development (writing etc), team meetings, and questionnaire approval session - Initial questions for the analysis	Refreshments	\$1,500.00	Conduct Survey - Questionnaire printing and	- Printing of questionnaires	\$2,000.00
Detailed Budget															
Activity	Associated Cost	Estimated Cost													
Stakeholder/Team Meetings - Meetings throughout the duration of the Feasibility Study	Transportation - Round trip for St. George to St. Patrick	\$600.00													
Questionnaire development (writing etc), team meetings, and questionnaire approval session - Initial questions for the analysis	Refreshments	\$1,500.00													
Conduct Survey - Questionnaire printing and	- Printing of questionnaires	\$2,000.00													

distribuion	- Transportation	\$600.00
Focus Group - Possible participation in an acutal bird wathcing and kayak tour	Transporation	\$600.00
Payment to tour guide - Fees for faciliating bird watching and kayaking tour	Stipend	\$1,000.00
Payment to focus group - Fees for participating in the study	Stipend	\$1,000.00
Payment to assistant - Possbile payment to one assistant who will help the author to distribute and collect the survey	Stipend	\$1,000.00
Survey Collection - Collect comleted surveys	Transportation	\$600.00
Survey Completion - Review of responses and preparaiton of the final results	- Transportation - Refreshments	\$600.00 \$500.00
	Total	\$10,000.00

Milestones and dates

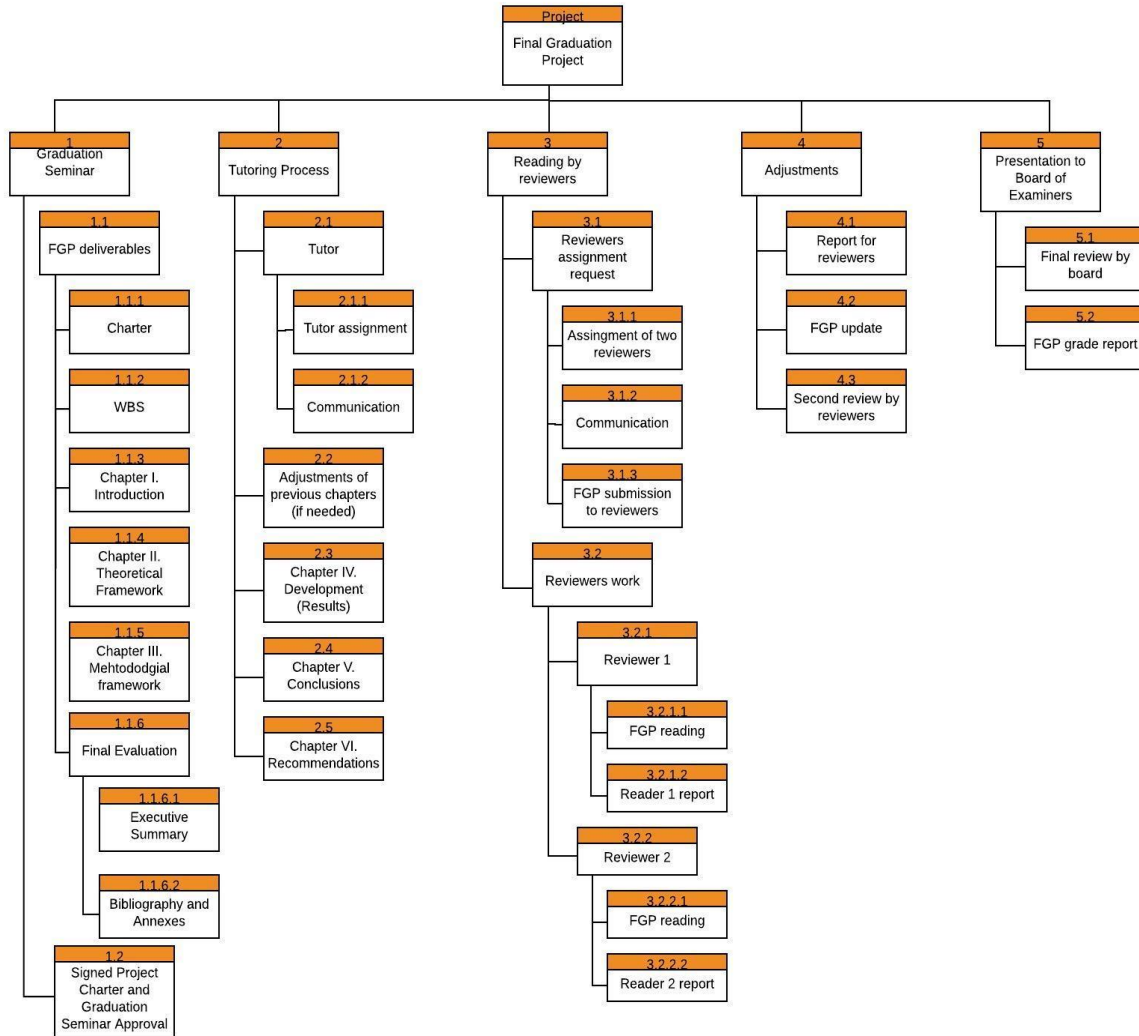
Milestone	Start date	End date
Final Graduation Project (FGP)	14 th May, 2018	01 st October, 2018
FGP Charter	14 th May, 2018	20 th May, 2018
FGP Work Breakdown Structure	14 th May, 2018	20 th May, 2018
Adjustments to Charter and WBS	21 st May, 2018	27 th May, 2018
Chapter I: Introduction	21 st May, 2018	27 th May, 2018
Project Schedule	21 st May, 2018	27 th May, 2018
Adjustments to Chapter I	28 th May, 2018	03 rd June, 2018
Chapter II: Theoretical Framework	28 th May, 2018	03 rd June, 2018
Adjustment to Theoretical Framework Chapter	04 th June, 2018	10 th June, 2018
Chapter III: Methodological Framework	04 th June, 2018	10 th June, 2018
Adjustments to Methodological Framework Chapter	11 th June, 2018	17 th June, 2018
Executive Summary	11 th June, 2018	17 th June, 2018
Bibliography and Annexes	11 th June, 2018	17 th June, 2018
Signed Charter and Graduation Seminar Approval	11 th June, 2018	17 th June, 2018
Tutoring Process (Tutor, Tutor Assignment and Communication)	30 th July, 2018	26 th October, 2018
Adjustments of Previous Chapters	02 nd August th June,	08 th August , 2018

	2018	
Chapter IV: Development (Results)	09 th August , 2018	12 th October 2018
Chapter V: Conclusions	15 th October , 2018	19 th October, 2018
Chapter VI: Recommendations	22 nd October , 2018	26 th October, 2018
Reading by Reviewers	29 th October , 2018	16 th November, 2018
a. Reviewers Assignment Request	29 th October, 2018	02 nd November, 2018
a.i. Assignment of 2 reviewers	29 th October, 2018	30 th October, 2018
a.ii.Communication	31 st October, 2018	01 st November, 2018
a. iii. Submission of FGP to reviewers	02 nd November , 2018	02 nd November, 2018
b. Reviewers Work	05 th November, 2018	16 th November, 2018
Adjustments	19 th November, 2018	14 th December, 2018
Presentation to Board	17 th December, 2018	21 st December, 2018
Relevant historical information		
<p>The feasibility study will be conducted for the St. Patrick Environmental Community Tourism Organization (SPECTO). The organization is mandated by the Ministry of Fisheries in Grenada to control the eco-tourism product of turtle tours for the leatherback turtles, create awareness for the conservation of biodiversity, and explore the possibilities for environmentally friendly, economic activities at the Levera Pond Protected Area (LPPA). The group conducted a prior study to determine activities that can occur at the site without endangering the biodiversity. Additionally, SPECTO has received grant funding from the Market Access and Rural Enterprise Development Programme (MAREP) for the implementation of eco-friendly, income generating activities (kayaking and bird watching) at Levera Pond.</p>		
Stakeholders		
<p>Direct:</p> <ul style="list-style-type: none"> - St. Patrick Environmental Community Tourism Organization (SPECTO) - Final Graduation Project Tutor - Final Graduation Project Student – Sabrina Benjamin-Phillip - Final Graduation Project Reviewers - Board of Examiners - UCI Academic Assistant <p>Indirect:</p> <ul style="list-style-type: none"> - Other Conservation groups in St. Patrick and Grenada - Community residents in St. Patrick - Government and general population of Grenada, Carriacou and Petite Martinique 		

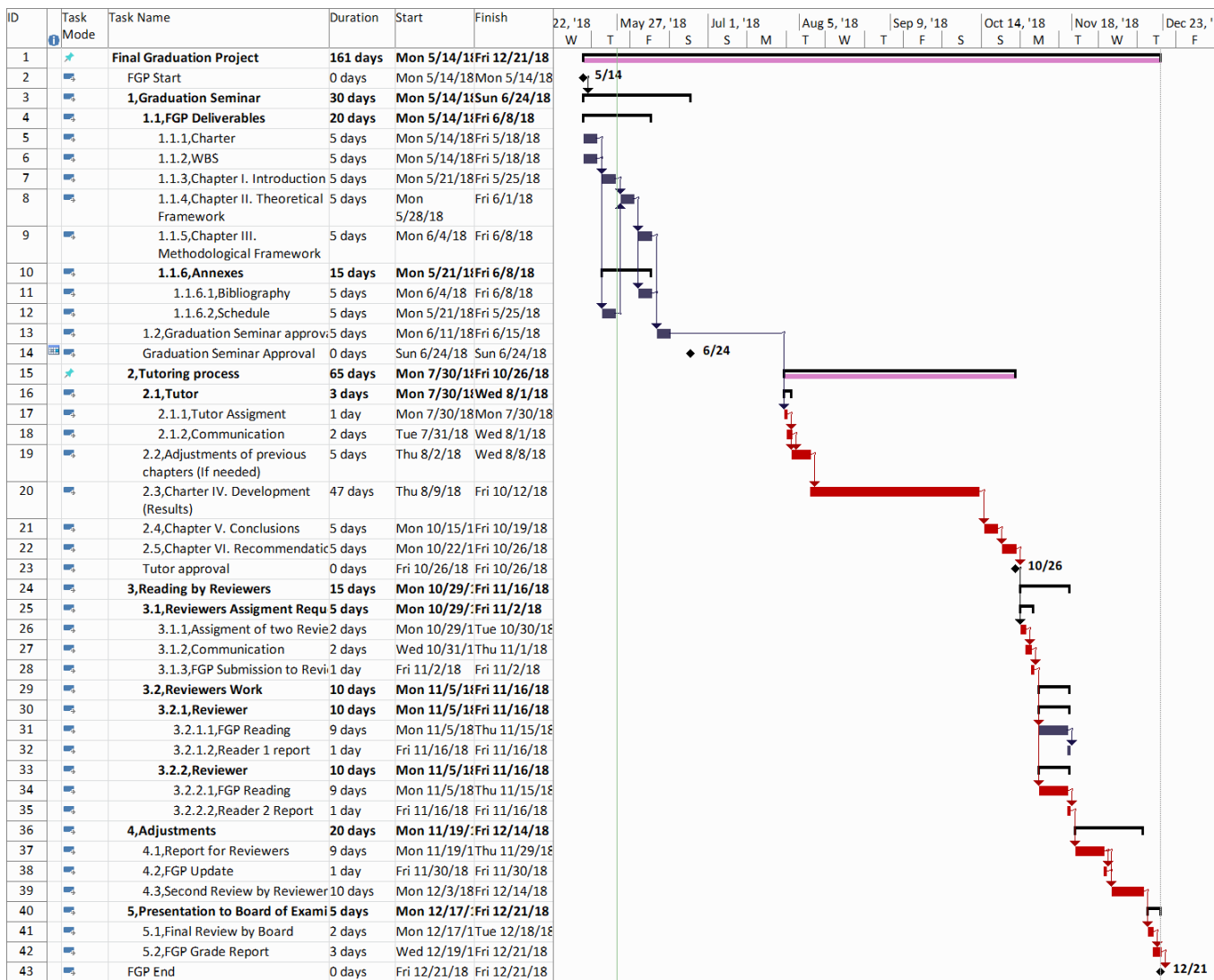
Project Manager: SABRINA PHILLIP	Signature: 
Authorized by:	Signature:

Appendix 2: FGP WBS

Final Graduation Project



Appendix3: FGP Schedule



9. How would you rate the idea of bird watching at Levera Pond?

Bird Watching at Levera Pond	Excellent idea	Good idea	Neither good nor poor	Poor idea	Very poor idea
	(1)	(2)	(3)	(4)	(5)

Why is it a **poor** or very **poor idea**?

10. How likely would you be to participate in bird watching at Levera Pond?

- Very Likely - Somewhat likely - Not likely

11. What would you need to facilitate/enhance your experience if you were to bird watch at Levera Pond?

- Tour guide - Bird list (list of birds found at the pond)
 - Equipment (binoculars etc) - Map of bird trail (for those going alone)
 - Refreshment Stand - All of the above
 - Other _____

12. What do you think is a reasonable price range for bird watching if it included the tour guide and equipment?

- \$20 to \$ 30 USD - \$30 to \$40 USD - \$40 to \$50 USD
 - Other _____

13. How interested would you be in the following bundled activities at Levera Pond?

(a) Catch and Release fishing and kayaking

- Very interested - Somewhat interested
 - Not interested

(b) Trailing/hiking and bird watching

- Very interested
- Somewhat interested
- Not interested

14. What do you think will be a reasonable price range for these bundled activities?

- \$70 to \$ 80 USD
- \$80 to \$90 USD
- \$90 to \$100 USD
- Other _____

15. What other eco-friendly activities would you be interested in at the pond?

Appendix 5: SPSS Data Analysis Sheets

Frequencies

Notes		
Output Created		06-SEP-2018 23:39:15
Comments		
Input	Data	C:\Users\Sabrina Phillip\Documents\UCI_PM\Final Graduation Project\Questionnaire\SPSS Analysis\Final FGP Data Analysis.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax

FREQUENCIES

VARIABLES=Nationality

Visitorfromwhereother_visitorfromwh
ere Age KayakedbeforeRatingkayakingatLPOpen_PorVPide
aforKLikelykayakatLPTourGuideCha
ningRoomLifeGuard ToiletLifeJacketKayakRentalRefreshemntS
tandAllofAboveOther_facilitieskayaka
tLPReasonablepricekayakOther_reasonalbepricekayakEverbird
watchedRatingBWatLPOpen_PorVPi
deaforBWLikelyBWatLPTourGuideBWBirdListEquipmentBino
cMapofbirdtrailRefreshStandAllofthe
AboveOther_enhanceBWexperienceReaso
nablepricerangeBWOther_reasonabl
ePRforBWA_BA_fishingandkayaking
b_BA_hikingandBWReasonablePRfo
rBAOther_reasonablePRforBAEFacti
vities

/ORDER=ANALYSIS.

Resources

Processor Time

00:00:00.05

Elapsed Time

00:00:00.05

Frequency Table

Are you a native to Grenada or are you a visitor?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Local	50	50.0	50.0	50.0
	Visitor	50	50.0	50.0	100.0
	Total	100	100.0	100.0	

If a visitor, from what area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	US	16	16.0	32.0	32.0
	UK	8	8.0	16.0	48.0
	Canada	7	7.0	14.0	62.0
	Caribbean	13	13.0	26.0	88.0
	Other	6	6.0	12.0	100.0
	Total	50	50.0	100.0	
Missing	999	50	50.0		
Total		100	100.0		

Other_if a visitor, from what area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		94	94.0	94.0	94.0
	Africa	2	2.0	2.0	96.0
	Botswana	1	1.0	1.0	97.0
	India	1	1.0	1.0	98.0
	Kenya	1	1.0	1.0	99.0
	Sri Lanka	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Which of the following range does your age fall into?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25	37	37.0	37.0	37.0
	26 to 35	39	39.0	39.0	76.0
	36 to 45	8	8.0	8.0	84.0
	46 to 55	9	9.0	9.0	93.0
	56 to 65	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Have you ever kayaked before?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	36.0	36.0	36.0
	No	64	64.0	64.0	100.0
	Total	100	100.0	100.0	

How would you rate the idea of kayaking at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent Idea	24	24.0	24.0	24.0
	Good idea	52	52.0	52.0	76.0
	Neither good nor poor	20	20.0	20.0	96.0
	Poor idea	3	3.0	3.0	99.0
	Very poor idea	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Why is it a poor or very poor idea (K) ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		95	95.0	95.0	95.0
	Believes it to be a crater lake from a volcano	1	1.0	1.0	96.0
	Can't see in the pond; scared of what is in the water	1	1.0	1.0	97.0
	Does not trust what is in the water	1	1.0	1.0	98.0

Its the only ramsar site in the country which means that bringing in more people in that area could decrease its value	1	1.0	1.0	99.0
not sure if the water is buoyant enough to support a kayak	1	1.0	1.0	100.0
Total	100	100.0	100.0	

How likely would you be to participate in kayaking at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	41	41.0	41.0	41.0
	Somewhat Likely	41	41.0	41.0	82.0
	Not Likely	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

Facilities of tour guide if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	8.0	25.0	25.0
	No	24	24.0	75.0	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of changing room if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	13.0	40.6	40.6
	No	19	19.0	59.4	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of life gurad if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	20.0	62.5	62.5
	No	12	12.0	37.5	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of toilet d if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	18.0	56.3	56.3
	No	14	14.0	43.8	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of life jacket if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	26.0	81.3	81.3
	No	6	6.0	18.8	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of kayak if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	24.0	75.0	75.0
	No	8	8.0	25.0	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

Facilities of refreshment stand if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	9.0	28.1	28.1
	No	23	23.0	71.9	100.0
	Total	32	32.0	100.0	
Missing	999	68	68.0		
Total		100	100.0		

All of the mentioned facilities if you were to kayak at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	67.0	100.0	100.0
Missing	999	33	33.0		
Total		100	100.0		

Other_facilities needed if you were to kayak at Levera Pond

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		97	97.0	97.0	97.0
	And a standard certificate	1	1.0	1.0	98.0
	More information on the area (history of the pond etc)	1	1.0	1.0	99.0
	N/A	1	1.0	1.0	100.0
Total		100	100.0	100.0	

What do you think is a reasonable price range for kayaking if it included the kayak rental?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	\$10 to \$20 USD	39	39.0	39.0	39.0
	\$20 to \$30 USD	34	34.0	34.0	73.0
	\$30 to \$40 USD	19	19.0	19.0	92.0
	Other	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Other_Reasonable price range for kayaking if it included the kayak rental

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		91	91.0	91.0	91.0
	\$20 to \$40 USD	1	1.0	1.0	92.0
	\$25 to \$45 USD	1	1.0	1.0	93.0
	\$5 USD	1	1.0	1.0	94.0
	\$50 to \$60 USD	1	1.0	1.0	95.0
	\$50 USD	1	1.0	1.0	96.0
	A price based on the time spent or # of miles kayaked	1	1.0	1.0	97.0
	Depends on how long you get to kayak for	1	1.0	1.0	98.0
	N/A	1	1.0	1.0	99.0
	Prefers to pay based on distance kayaked; suggests various kayaking routes could be established	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Have you ever participated in bird watching (as a sport/hobby)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	25.0	25.0	25.0
	No	75	75.0	75.0	100.0
	Total	100	100.0	100.0	

How would you rate the idea of bird watching at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent idea	27	27.0	27.0	27.0
	Good idea	52	52.0	52.0	79.0
	Neither good nor poor	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

Why is it a poor or vey poor idea (BW)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		100	100.0	100.0	100.0

How likely would you be to participate in bird watching at Levera Pond?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	30	30.0	30.0	30.0
	Somewhat Likely	47	47.0	47.0	77.0
	Not Likely	23	23.0	23.0	100.0
Total		100	100.0	100.0	

Tour guide to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	12	12.0	33.3	33.3
	Yes	24	24.0	66.7	100.0
	Total	36	36.0	100.0	
Missing	999	64	64.0		
Total		100	100.0		

Bird list(list of birds found at the pond) to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	10.0	27.8	27.8
	Yes	26	26.0	72.2	100.0
	Total	36	36.0	100.0	
Missing	999	64	64.0		
Total		100	100.0		

Equipment (binoculars etc) to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	8	8.0	22.2	22.2
	Yes	28	28.0	77.8	100.0
	Total	36	36.0	100.0	
Missing	999	64	64.0		
Total		100	100.0		

Map of bird trail (for those going alone) to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	16.0	44.4	44.4
	Yes	20	20.0	55.6	100.0
	Total	36	36.0	100.0	
Missing	999	64	64.0		
Total		100	100.0		

Refreshment stand to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	26.0	74.3	74.3
	Yes	9	9.0	25.7	100.0
	Total	35	35.0	100.0	
Missing	999	65	65.0		
Total		100	100.0		

All of the mentioned to facilitate/enhance your bird watching experience?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	57.0	90.5	90.5
	Other	6	6.0	9.5	100.0
	Total	63	63.0	100.0	
Missing	999	37	37.0		
Total		100	100.0		

Other_Need to facilitate/enhance bird watching experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		90	90.0	90.0	90.0
	All for those who may be interested	1	1.0	1.0	91.0
	Also a bathroom	1	1.0	1.0	92.0

Also a visitor house for protection from rain or other elements of the weather	1	1.0	1.0	93.0
Bird food	1	1.0	1.0	94.0
Bird watching does not interest me	1	1.0	1.0	95.0
Bird watching is not a hobby of mine	1	1.0	1.0	96.0
N/A	2	2.0	2.0	98.0
No interest in bird watching	1	1.0	1.0	99.0
Not for me but those who will do it may need all of the above	1	1.0	1.0	100.0
Total	100	100.0	100.0	

What do you think is a reasonable price range for bird watching if it included the tour guide and equipment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	\$20 to \$30 USD	63	63.0	63.0	63.0
	\$30 to \$40 USD	19	19.0	19.0	82.0
	Other	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

Other_Reasonable price range for bird watching if it included the tour guide and equipment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		80	80.0	80.0	80.0
	\$ 2 USD	1	1.0	1.0	81.0
	\$10 to \$20 US	1	1.0	1.0	82.0
	\$10 to \$20 USD	5	5.0	5.0	87.0
	\$10 USD	5	5.0	5.0	92.0
	\$15 USD	1	1.0	1.0	93.0
	\$20 to \$30 USD without tour guide	1	1.0	1.0	94.0

\$20 XCD	1	1.0	1.0	95.0
Maybe \$40 USD if they give the history of the bird	1	1.0	1.0	96.0
N/A	2	2.0	2.0	98.0
Not sure how much someone would pay for it	1	1.0	1.0	99.0
Will only pay that price if it includes all the items listed previously	1	1.0	1.0	100.0
Total	100	100.0	100.0	

**How interested would you be in the following bundled activities at Levera Pond? (a)
Catch & Release Fishing and Kayaking**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very interested	32	32.0	32.0	32.0
	Somewhat interested	45	45.0	45.0	77.0
	Not interested	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

**How interested would you be in the following bundled activities at Levera Pond? (b)
Trailing/hiking and bird watching**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very interested	55	55.0	55.0	55.0
	Somewhat interested	36	36.0	36.0	91.0
	Not interested	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

What do you think will be a reasonable price range for these bundled activities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	\$70 to \$80 USD	45	45.0	45.5	45.5
	\$80 to \$90 USD	12	12.0	12.1	57.6
	\$90 to \$100 USD	11	11.0	11.1	68.7

	Other	31	31.0	31.3	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

Other_Reasonable price range for bundled activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	67	67.0	67.0	67.0
\$10 USD	1	1.0	1.0	68.0
\$100 to \$150 USD	1	1.0	1.0	69.0
\$100 to \$150 XCD	1	1.0	1.0	70.0
\$14 to \$30 USD	1	1.0	1.0	71.0
\$20 to \$30 USD	1	1.0	1.0	72.0
\$25 to \$50 USD	1	1.0	1.0	73.0
\$30 to \$40 USD	1	1.0	1.0	74.0
\$30 to \$50 USD	2	2.0	2.0	76.0
\$30 to \$60 USD	2	2.0	2.0	78.0
\$40 to \$50 USD	1	1.0	1.0	79.0
\$40 USD	2	2.0	2.0	81.0
\$40 USD for kayaking & fishing and \$20 USD for bird wathing and trailing/hiking	1	1.0	1.0	82.0
\$40USD	1	1.0	1.0	83.0
\$50 to \$60 USD	3	3.0	3.0	86.0
\$50 USD	4	4.0	4.0	90.0
\$50 XCD	1	1.0	1.0	91.0
\$60 to \$ 70 USD	1	1.0	1.0	92.0
\$60 to \$65 USD	1	1.0	1.0	93.0
\$60 USD	1	1.0	1.0	94.0
999	1	1.0	1.0	95.0
An affordable price range to get locals interested in the activity	1	1.0	1.0	96.0
Less than \$70 USD	1	1.0	1.0	97.0

N/A	1	1.0	1.0	98.0
Not sure	1	1.0	1.0	99.0
Suggest a local price and a visitor price	1	1.0	1.0	100.0
Total	100	100.0	100.0	

What other eco-friendly activities would you be interested in at the pond?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	44	44.0	44.0	44.0
1. Fish aquarium for sport viewing and scientific research.	1	1.0	1.0	45.0
2. Rock climbing wall for fun and recreation. 3. Tennis court for fun playing				
Aerial tour through zip lining	1	1.0	1.0	46.0
Bird house building	1	1.0	1.0	47.0
Bonfire	1	1.0	1.0	48.0
Butterfly watching	1	1.0	1.0	49.0
Camping	3	3.0	3.0	52.0
Camping and Paintballing	1	1.0	1.0	53.0
Catch and release fishing on its own (not bundled) and paddle/pedal boat	1	1.0	1.0	54.0
Diving	1	1.0	1.0	55.0
Educational tours to introduce school kids to the flora and fauna of the area	1	1.0	1.0	56.0
Feed ducks and geese (if there are any at the pond)	1	1.0	1.0	57.0
Fish feeding and bird feeding	1	1.0	1.0	58.0
Fishing (on its own and not bundled)	1	1.0	1.0	59.0
Fishing (Sport)	1	1.0	1.0	60.0

Gardening, Fishing, and Cleaning of the pond	1	1.0	1.0	61.0
Guided walking tours by a local specialist that includes local snacks (chip-chip and cocoa tea)	1	1.0	1.0	62.0
Lazy tubing and paddle boat	1	1.0	1.0	63.0
Local species identification	1	1.0	1.0	64.0
Massage and meditation spot (yoga), flora and fauna explorations	1	1.0	1.0	65.0
Mini submarine tour/dive	1	1.0	1.0	66.0
Nature walk; educational sessions - learning about the importance of ecosystems in a fun way	1	1.0	1.0	67.0
Paddle boat (boat to sit and pedal around)	1	1.0	1.0	68.0
Paddle boat, lazy tubing, ferry/boat ride around the pond - glass bottom boat to see fish and other wildlife	1	1.0	1.0	69.0
Paddle/Pedal boating and tours of area and of indigenous animals besides birds (if there are any)	1	1.0	1.0	70.0
Paintballing. Bundle activity of fishing and trailing/hiking	1	1.0	1.0	71.0
Pedal boat or swan boat ride	1	1.0	1.0	72.0
Peddle boats, paddle boardings	1	1.0	1.0	73.0
Picnic	4	4.0	4.0	77.0
Picnic, tours for school children (so they become more aware of wildlife in their country); playground (swings, slides, etc)	1	1.0	1.0	78.0
Picnicking	1	1.0	1.0	79.0

Planting of beautiful flowers to attract bees and be involved in the honey process	1	1.0	1.0	80.0
Planting of shade trees for a seating and relaxation area	1	1.0	1.0	81.0
Snorkeling	1	1.0	1.0	82.0
Snorkeling, water sport, hiking	1	1.0	1.0	83.0
Swimming and camping	1	1.0	1.0	84.0
Swimming and snorkeling	1	1.0	1.0	85.0
Trailing/hiking separately (not bundled), camping, fishing & trailing package	1	1.0	1.0	86.0
Turtle farming (of the baby turtles from Levera Beach	1	1.0	1.0	87.0
Turtle release; fish feeding	1	1.0	1.0	88.0
Turtle watching	1	1.0	1.0	89.0
Turtle watching and ziplining	1	1.0	1.0	90.0
Water bike	1	1.0	1.0	91.0
Water sports/games	1	1.0	1.0	92.0
Yoga/Retreat	1	1.0	1.0	93.0
Zipline (maybe from welcome stone to the pond) and diving	1	1.0	1.0	94.0
Ziplining around the pond	1	1.0	1.0	95.0
Zipling over the pond	1	1.0	1.0	96.0
Ziplining	3	3.0	3.0	99.0
Zoo/gardens with tropical and exotic animals and flowers	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Appendix6: Change Request Form

Change Request Form	
Date: _____	
Project Name: _____	
Change Request Number: _____	
Category of Change: Scope <input type="checkbox"/> Cost <input type="checkbox"/> Communication <input type="checkbox"/> Time <input type="checkbox"/> Risk <input type="checkbox"/> Stakeholder <input type="checkbox"/>	
Description of Change: _____ _____	
Justification of Change: _____ _____	
Recommendation: _____ _____	
Alternative Solution: _____ _____	
Requestor of Change: _____ Email: _____ Telephone: _____	Approved by: _____ Date: _____

Appendix 7: WBS Dictionary

WBS Code	Activity	Description of work	Budget	Resource
1	Graduation Seminar	---	---	---
1.1	FGP Deliverables	---	---	---
1.1.1	Charter	Develop project charter for project	N/A	Laptop
1.1.2	WBS	Develop WBS for project	N/A	- Internet Connection - Laptop - <i>PMBOK® Guide</i> Sixth Edition
1.1.3	Chapter I – Introduction	Development of chapter to include background of project, statement of problem, purpose, and general and specific objectives	N/A	- Laptop - <i>PMBOK® Guide</i> Sixth Edition - Office Software - Internet Connection
1.1.4	Chapter II – Theoretical Framework	Development of the chapter to include company background, mission and vision, organizational structure, product offering and project management concepts	N/A	- Laptop - <i>PMBOK® Guide</i> Sixth Edition - Office Software - Internet Connection
1.1.5	Chapter III – Methodological Framework	Development of the chapter to include information sources (both primary and secondary) to be used during the project. Also involves outlining the research methods, tools, assumptions and constraints and the deliverables to be achieved	N/A	- Laptop - Office Software - Internet Connection
1.1.6	Final Evaluation	Graduation seminar tutor	N/A	- Internet Connection - Laptop
1.1.6.1	Executive Summary	Preparation of a concise synopsis of the project	N/A	- Laptop - Office Software - Internet Connection

1.1.6.2	Bibliography	Site references used during the project	N/A	- Laptop - Office Software - Internet Connection
1.2	Signed Project Charter and Graduation Seminar Approval	Graduation Seminar grades the work submitted and gives approval to move to the tutoring process of the FGP	N/A	
2	Tutoring Process	---	---	---
2.1	Tutor	---	---	---
2.1.1	Tutor Assignment	Tutor is assigned to the student	N/A	
2.1.2	Communication	Tutor sends correspondence to student and requests final document from the Graduation Seminar course	N/A	- Laptop - Internet Connection
2.2	Adjustments of previous chapters (if needed)	Tutor sends feedback to student; student edits document to include changes suggested by FGP tutor	N/A	- Laptop - Office Software - Internet Connection
2.3	Chapter IV – Development (Results)	---	---	---
2.3.1	Feasibility Study	---	---	---
2.3.1.1	Market Analysis	Development of a questionnaire, data collection period, analysis of data, competition analysis, and PEST analysis. Submission of Market Analysis to FGP tutor for review and feedback; student to make changes based on feedback from tutor	10,000.00	- Laptop - Office Software - Internet Connection - Printer - Project team - Project Charter
2.3.1.2	Project Management Plan	---	---	---
2.3.1.2 a	Scope Management Plan	Development of scope management plan and supporting documents – WBS, WBS Dictionary, Change Request Form, Acceptance Form	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition

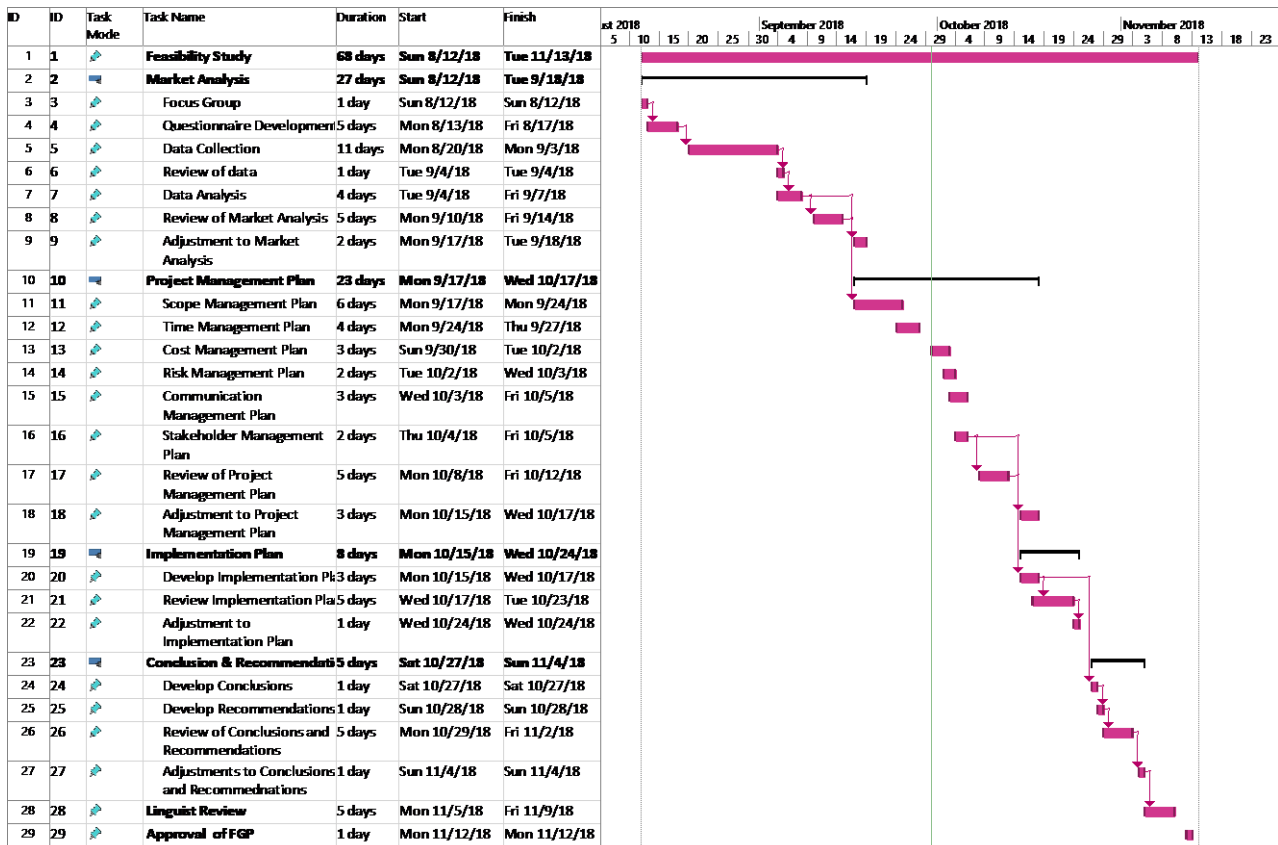
2.3.1.2 b	Time Management Plan	Development of time management plan and supporting documents – Schedule, Activity List, Resource Calendar	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition - Scope Management Plan
2.3.1.2 c	Cost Management Plan	Development of cost management plan and its supporting documents – budget	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition
2.3.1.2 d	Risk Management Plan	Development of risk management plan and supporting documents – risk register	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition - Project Charter
2.3.1.2 e	Communication Management Plan	Development of communication plan including communication methods and communication requirements	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition
2.3.1.2 f	Stakeholder Management Plan	Development of stakeholder management plan and supporting documents – stakeholder register	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition
2.3.1.3	Implementation Plan	Development of a plan for SPECTO on how to proceed with the results from the study	N/A	- Laptop - Office Software - <i>PMBOK® Guide</i> Sixth Edition - Internet: online articles
2.4	Chapter V – Conclusions	Write-up on the overall conclusions of the study	N/A	FGP Document
2.5	Chapter VI – Recommendations	Write-up on the proposed action/way forward based on the results of the study	N/A	FGP Document
3	Reading by Reviewers	---	---	---
3.1	Reviewers assignment request	Student request reviewers	N/A	
3.1.1	Assignment of two reviewers	Two reviewers are assigned to the student	N/A	
3.1.2	Communication	Reviewers contact student and request approved FGP proposal	N/A	- Internet Connection - Laptop

3.1.3	FGP submission to reviewers	Student submits approved FGP document to reviewers	N/A	- Internet Connection - Laptop - FGP Document
3.2	Reviewers work	---	---	---
3.2.1	Reviewer 1	---	---	---
3.2.1.1	FGP Reading	Reviewer 1 reads the FGP proposal submitted by student	N/A	- Internet Connection - Laptop - FGP document
3.2.1.2	Reader 1 Report	Reviewer/Reader 1 submits a report – it should outline changes to be made (if necessary)	N/A	- Internet Connection - Laptop
3.2.2	Reviewer 2	---	---	---
3.2.2.1	FGP Reading	Reviewer 2 reads the FGP proposal submitted by student	N/A	- Internet Connection - Laptop - FGP document
3.2.2.2	Reader 2 report	Reviewer/Reader 1 submits a report – it should outline changes to be made (if necessary)	N/A	- Internet Connection - Laptop
4	Adjustments	---	---	---
4.1	Report for reviewers	---	---	---
4.2	FGP Update	Student reviews readers report and makes changes to the FGP proposal	N/A	- Internet Connection - Laptop - FGP document - Office software
4.3	Second review by reviewers	Reviewers read/check the changes made by student	N/A	- Internet Connection - Laptop - FGP document
5	Presentation to Board of Examiners	---	---	---
5.1	Final Review by Board	The final FGP project is submitted to the board	N/A	FGP Document
5.2	FGP grade report	Board reviews the final version of the FGP proposal and assigns a pass or fail grade		

Appendix 8: Acceptance Form

Project Deliverable Verification and Acceptance Form	
Date: _____	
Deliverable: _____	
Version Number: _____	
Comments: _____ _____ _____	
Status: Approved: <input type="checkbox"/> Declined: <input type="checkbox"/>	
Verified by: _____ Sabrina Phillip Project Manager	Date: _____
Approved/ Denied by: _____ Claudine Pitt Project Sponsor	Date: _____

Appendix 9: Project Schedule for Feasibility Study



Appendix 10: Resource Calendar

Task #	Task	Duration	Resource
	Feasibility Study	68 days	Project Manager, Project Team, Project Sponsor, FGP Tutor, Linguist
1	Market Analysis		
1.1	Focus Group	1 day	Focus Group Members
1.2	Questionnaire Development <ul style="list-style-type: none"> - Develop questions - Review questions - Edit questions - Approve questions 	5 days	Project Manager, Project Team, Project Sponsor
1.3	Data Collection	14 days	Project Manager, Project Team
1.4	Review of Data <ul style="list-style-type: none"> - Checking questionnaires (to ensure all 100 are completed) 	1 day	Project Manager
1.5	Data Analysis <ul style="list-style-type: none"> - Analysis write-up - Generation of tables/graphs/charts to support analysis 	4 days	Project Manager
1.6	Review of Market Analysis	5 days	FGP Tutor
1.7	Adjustments to Market Analysis	2 days	Project Manager
2	Project Management Plan		
2.1	Scope Management Plan	6 days	Project Manager
2.2	Time Management Plan	4 days	Project Manager
2.3	Cost Management Plan	3 days	Project Manager
2.4	Risk Management Plan	2 days	Project Manager
2.5	Communication Management Plan	3 days	Project Manager
2.6	Stakeholder Management Plan	2 days	Project Manager
2.7	Review of Project Management Plan	5 days	FGP Tutor
2.8	Adjustments to Project Management Plan	3 days	Project Manager
3	Implementation Plan		
3.1	Develop Implementation Plan	3 days	Project Manager and Project Sponsor
3.2	Review Implementation Plan	5 days	FGP Tutor

3.3	Adjustment to Implementation Plan	1 day	Project Manager
4	Conclusions and Recommendations		
4.1	Develop Conclusion	1 day	Project Manager
4.2	Develop Recommendations	1 day	Project Manager
4.3	Review of Conclusions and Recommendations	5 days	FGP Tutor
4.4	Adjustments of Conclusions and Recommendations	1 day	Project Manager
4.5	Linguist Review	5 days	Linguist
4.6	FGP Approval	1 day	FGP Tutor

Appendix 11: Risk Register

Code	Cause	Risk	Consequence	Trigger	Owner	Response Strategy
1.1	Unable to conduct data collection	Natural Disaster (Tropical Storm)	No Data collected		Project Manager and Project Sponsor	Accept: An act of God; have contingency reserve (time, resource, money) should a storm occur
1.2	Not interested in completing the survey	Unwillingness of target audience	Poor data sample		Project Manager and Project Team	Mitigate: develop less complex questionnaire that may be more user friendly for capturing data
2.1	Funds not available to accomplish project	Budget not approved	Project cancelled		Project Sponsor	Avoid: seek alternative source of funds
3.1	Project team unavailable	Data collection delayed	Delay in project schedule		Project Manager	Avoid: stand-by human resources to complete work
4.1	Lack of understanding of project requirements	Project Manager (author) not sufficiently competent	Poor quality of FGP		Project Manger	Escalate: seek clarity from top level (FGP Tutor, project sponsor)

4.2	Internet and laptop malfunction along with lack of funds to purchase analytical software for data analysis	Software and key tools not available for project work	Feasibility Study and project work not completed			Mitigate: develop alternative plan for obtaining software and tools to conduct project work

Appendix 12: Linguist Qualification 1 (Alyssa Bierzynski)

The American University

Incorporated by Act of Congress of the United States of America 1893
By authority of the Board of Trustees and on the recommendation of
the Faculty of The School of Communication

hereby confers upon

Alyssa Bierzynski

the Degree

Master of Arts

Communication: Public Communication

With all rights, privileges, responsibilities, and honors thereto

In witness whereof the Seal of the University and the signatures
of duly authorized officers are affixed to this diploma

Washington, District of Columbia
United States of America

August Fourth, Two Thousand Eleven

Sayre Alverson
Chairman of the Board of Trustees



Candice M. Keenan
President of the University

Appendix 13: Linguist Qualification 2 (Heron Belfon)**CERTIFICATE**

IN

**TEACHING ENGLISH AS A FOREIGN LANGUAGE (TEFL)
TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES (TESOL)**

This is to certify that

Heron Belfon

HAS BEEN AWARDED GRADE

A

IN OUR 150 HOUR MASTER TEFL COURSE

DATE OF AWARD: 15 January 2013
DATE OF ISSUE: 23 January 2013
CERTIFICATE NUMBER: GLT2013001126

A handwritten signature in black ink, appearing to read 'H. Bratovich', is positioned above the printed name and title.

Harold Bratovich
Academic Director

