UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE BUILDING OF A FINANCIAL ADVISORY CENTER IN NORTHERN BELIZE CITY, BELIZE.

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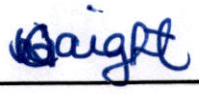

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DEDICATION

This research project is dedicated to my girls, Gabriella and Gulianna, for encouraging me to push through until the end. You continue to be my inspiration in this lifetime and the next. To my mother, Jacqueline Waight, for believing in my capabilities to successfully complete this degree. I would not have been able to survive this distance-learning experience without your never-ending support. I continue to be eternally grateful for all you do for me.

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- To my extended family and friends who understood the sacrifice I made throughout this time, I would not have achieved this milestone without your help.

Above all, I would like to thank God through whom all things are possible.

ABSTRACT

The objective of this document is to develop a project management plan for the construction of a financial advisory center in northern Belize City. In an effort to increase financial literacy in Belize, the client (Lord Ashcroft Enterprise) hired the principals of 3G Belize to produce a project management plan that will serve as the guide to design and build (DB) a climate resilient facility that will be able to house staff to provide financial services to the people of Belize.

The final deliverable in this initiative will be a document with a project management plan for the building of a climate resilient financial center. In this document, there will be several management plans, namely: integration, scope, schedule, cost, quality, resources, communication, risk, procurement, and stakeholder management plans. The methodology employed will be an analytical framework to devise this project management plan.

At the end of this project, it is concluded that a project management plan is needed to provide the assistance and guidance neceesary to execute the design and build of the financial center. Given the novelty for this approach in Belize, the technical, scientific, and project management skills are needed to execute this initiative well. Prior to the pandemic, clients had to visit an engineer, architect, contractor, and project manager to execute all the services that 3G Belize offers at its premises. In this day and age whereby companies are transforming themselves to meet the needs of clients, 3G Belize is focused on capturing a larger market share while maintaining the highest quality for the development of this project management plan.

Key Words: project management, financial literacy, design and build, climate resiliency, economic development

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ABBREVIATIONS AND ACRONYMS

- Belize Dollar (BZD)
- Chief Executive Officers (CEOs)
- Coronavirus-19 (COVID-19)
- Design and Build (DB)
- Environmental Impact Assessment (EIA)
- Project Management Body of Knowledge (PMBOK)
- Project Manager (PM)
- Project Management Institute (PMI)
- Project Management Training Institute (PMTI)
- Universidad Para La Cooperacion Internacional (UCI)
- United States Dollar (USD)
- Web log (BLOG)
- Work Breakdown Structure (WBS)

EXECUTIVE SUMMARY

A modernization to the traditional approach for construction projects, the model of design and build was devised. This innovative concept for construction projects in Belize is an alternate project delivery system whereby an entire team sees a project from inception to construction. The benefit of this approach to construction is that the client (Lord Ashcroft Enterprise) is able to fulfill all his requests at a "one-stop shop" and if needs be, pursue legal action from a single party. Given the novelty for this methodology in Belize, it has the potential to be very profitable given its impetus to completion.

3G Belize is one of the leading companies in providing this design and build service to its clients. The COVID-19 pandemic exposed a deficiency in the type of services available to the Belizean public, never before have clients been able to visit one location to satisfy their building needs. Prior to the pandemic, clients had to visit an engineer, architect, contractor, and project manager to execute all the services that 3G Belize offers at its premises. In this day and age whereby companies are transforming themselves to meet the needs of clients, 3G Belize is focused on capturing a larger market share while maintaining the highest quality of its output.

By including a project management plan as the main guiding document, along with its architecture, engineering, and construction specialists, 3G Belize will be able to successfully execute construction projects with a project management approach. This will not only allow for projects to be effectively executed but will also allow for constructive feedback from the client to ensure that he is satisfied with the final outcome of the document and the building.

The general objective was to develop a Project Management Plan that incorporates climate-friendly practices in the design and construction of a facility that will provide affordable financial services to local clientele in northern Belize City. The specific objectives included creating supplemental management plans to be integrated into the overall project management document. The specific plans are integration, scope, time, cost, quality, resources, risk, procurement, and stakeholder management plans.

The methodology employed will be an analytical method that will use information from primary and secondary sources. The author will analyse and evaluate the readily available data to establish relevance of the project plan and determine new ideas that were not considered before. The benefits will be realized throughout the creation of the project management plan for the client.

The results of this Project Management Plan include 10 individual management plans. Each management plan serves a different purpose and aids in a different way to the project manager. The Integration Management Plan provides the overall project details, in the form of a Project Charter, whereas the Scope Management Plan goes into further detail of

various aspects of the project, including building designs. The Time, Cost, and Quality Management Plans elaborates on the timeframe, budget, and quality aspects of the project, respectively. The Resources Management Plan highlights the resources needed to execute the project in an efficient and effective manner, while the Communications Management Plan does the same for disseminating all information to stakeholders. The Risk Management Plan ensure that risks are properly identified, as well as way to mitigate and minimize their effects on the project outcome. The Procurement Management Plan focuses on the method by which any item or equipment will be purchased for the project, and the Stakeholder Management Plan identifies the persons affiliated with the project.

The conclusion will surmise the overall objectives of the 10 individual management plans. This section of the Project Management Plan elaborates on the purpose of each plan and the supporting tools used in the process. Additionally, the version of the *PMBOK® Guide (PMI, 2017)* employed in is mentioned to determine its appropriateness. As it relates to the recommendations, there are seven listed in this Project Management Plan. Each recommendation focuses on a different aspect of how the project methodology can be carried out better in a subsequent initiative. Some aspects focused on include skillset of staff, documentation used, and tools needed. Ultimately, the recommendations will offer ways to improve the project management framework for future construction projects that employ this type of approach.

1 INTRODUCTION

This chapter of the management plan will provide details on the company overview and background of 3G Belize, from staffing complement to mission and vision. The information provided will give the reader some insight into the motivation behind 3G Belize venturing into the construction and financial services area, as well as the skillset that will be required to carry out the project at hand. Furthermore, the statement of the problem and purpose of the project will elaborate on what is the intent of the project management plan and the final expected deliverable. As well, the general and specific objectives will highlight the aims of the project management plan and the methods by which these will be executed.

1.1. Background

3G Belize is a family-owned residential and commercial construction design and build firm in Belize City, Belize. This boutique business was started in 2020 and considered a small but formidable contender to other construction companies that have decades worth of experience. Despite being in its “formative years”, 3G Belize has been able to conceptualize and create ideas that complement the country’s request for forward-thinking planning and growth scenarios. The firm’s interest is seeing Belize and its people develop in a sustainable manner has propelled it to the forefront of stakeholder consultations, public meetings, and government-related sessions. The ongoing passion for local participation and

support guarantees that Belize will stay competitive with worldwide trends and sustainable practices.

Although the lead team has a wealth of combined technical experience, its project management and financial services experience is rather narrow. As such, the production of the project management plan for the construction of a financial center will undoubtedly be a team effort. The client laid out his expectations of the how the financial center is expected to be designed and the types of sustainable equipment and materials that should be utilized. The building is estimated to be a 5,500 square feet two-story facility in northern Belize City, not to exceed BZD 250,000 (USD 125,000). Above all, the client stresses that this building be able to sustain a category 3 and higher hurricane, since Belize it located in the hurricane region in the Caribbean. Since the initial design meeting with the client that was held two months ago, designing and building requirements have been compiled. Those requirements have been submitted to the client for his approval. 3G Belize is currently awaiting feedback and is in the process of gathering data for other parts of the project management plan that will be used as the seminal document to execute, monitor, control, and close the construction of the financial center.

Given that this is first instance whereby 3G Belize has ventured into the project management and financial services fields, if done well, the firm's principals are confident that other business opportunities will follow. This will enable this up-and-coming company to prove its competency and capture a larger market share in the country. As a result, the company may hire more professional staff in the future.

1.2. Statement of the problem

3G Belize is utilizing the technical skills of its lead architect and engineer, along with the competencies of its project manager. As such, a project management approach is being employed to deliver a high-quality project management plan that will be used to guide the building of the financial center. Given the limited experience in this field, the 3G Belize staff believes that simply employing a project management approach is not sufficient. The team must engage in the use of construction plans, sustainable best practices, and project management tools and techniques to produce an all-encompassing document that will match the complexity of this project.

Each element of the project management plan must be extensively defined, created, and justified for the client to view its importance. In addition, the tools, techniques, and other related concepts must be elaborated on to substantiate each recommendation that 3G Belize hopes to incorporate into the plan and thereafter the construction of the financial center. By taking a bird's eye approach to the generation of the project management plan of integrating different aspects of construction and project management, the 3G Belize team will be able to produce a deliverable that satisfies the client.

1.3. Purpose

The purpose of a project is to clearly define and explain the reason for its existence, the objective behind what needs to get done or accomplished by a project team (twproject BLOG, 2023) If not clearly defined at inception, a higher probability of failure exists. King (2016) cites the "inability of the project team to adequately plan the work" as one of the

primary reasons for project failure. To reduce the likelihood of a project failing, a thorough and broad-based project management plan must be created.

In order to increase the success of the design and build of the financial center in northern Belize City, the technical staff of 3G Belize must seek to produce a comprehensive project management plan that will serve as the blueprint to guide the entire process from start to finish. This project management plan will describe in detail the administration and organization of critical aspects of the project. Each step is to be strategically coordinated with all related parties to further develop each supplemental development document which will be utilized in other aspects of the project, for example, risk, schedule, and communication.

This document will explore the steps to effectively create a project management plan, while providing reasoning and support for particular decisions made, as well as expanding on the project's additional plans, such as integration, scope, time, cost, quality, resources, communication, risk, procurement, and stakeholder management. Throughout each supplemental project plan, 3G Belize will aim to incorporate sustainable best practices and the use of environmentally friendly equipment and materials to ensure the end product (financial center) is climate resilient and can withstand a severe hurricane.

1.4. General objective

To develop a Project Management Plan that incorporates climate-friendly practices in the design and construction of a facility that will provide affordable financial services to local clientele in northern Belize City.

1.5. Specific objectives

1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.
4. To establish a cost management plan that will accurately allocate cost to work packages.
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.
6. To form a resources management plan that will assign personnel to specific design and build tasks.
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.

10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.

2 THEORETICAL FRAMEWORK

This chapter of the management plan will provide details on the company framework and background of 3G Belize. These include mission and vision statements, the organizational structure, project management concepts and other applicable theories. The data listed will provide the reader with insights into the applications used during the publication of the plan, as well as the benefits shortcomings of the various concepts.

2.1 Company/Enterprise Framework

2.1.1 Company/Enterprise background

3G Belize is a boutique design and build firm that was created to fulfill a need discovered during the pandemic. The aim is to deliver construction solutions to small and medium-sized clients in a transparent and cost-efficient manner. To date, 3G Belize has successfully executed several design plans tailored to local Belizean businesses in an effort to provide affordable services. The types of clients have ranged from tourism companies to distribution centers. This is the first instance whereby 3G Belize is entering into the financial domain. In conjunction with the technical specialization of its staff, the management of 3G Belize will implement a project management plan that will guide the model design and layout for a hurricane-proof facility. Based on extensive research, the management team feels confident in the services it will provide to the client.

2.1.2 Mission and Vision statements

Mission

3G Belize is dedicated to bringing the ideas of its clients to life by creating a unique atmosphere that improves the human experience.

From the discovery stage, the principals of 3G Belize have met with the client to develop the concept of the facility to be built. The firm has maintained its commitment to building a climate-resilient facility that can incorporate sustainable products which will allow the building to withstand hurricanes during the cyclone season. Once the building is completed, the management of 3G Belize can proudly deliver a modern, state-of-the-art facility to its client. (Source: PMI, 2017)

Vision

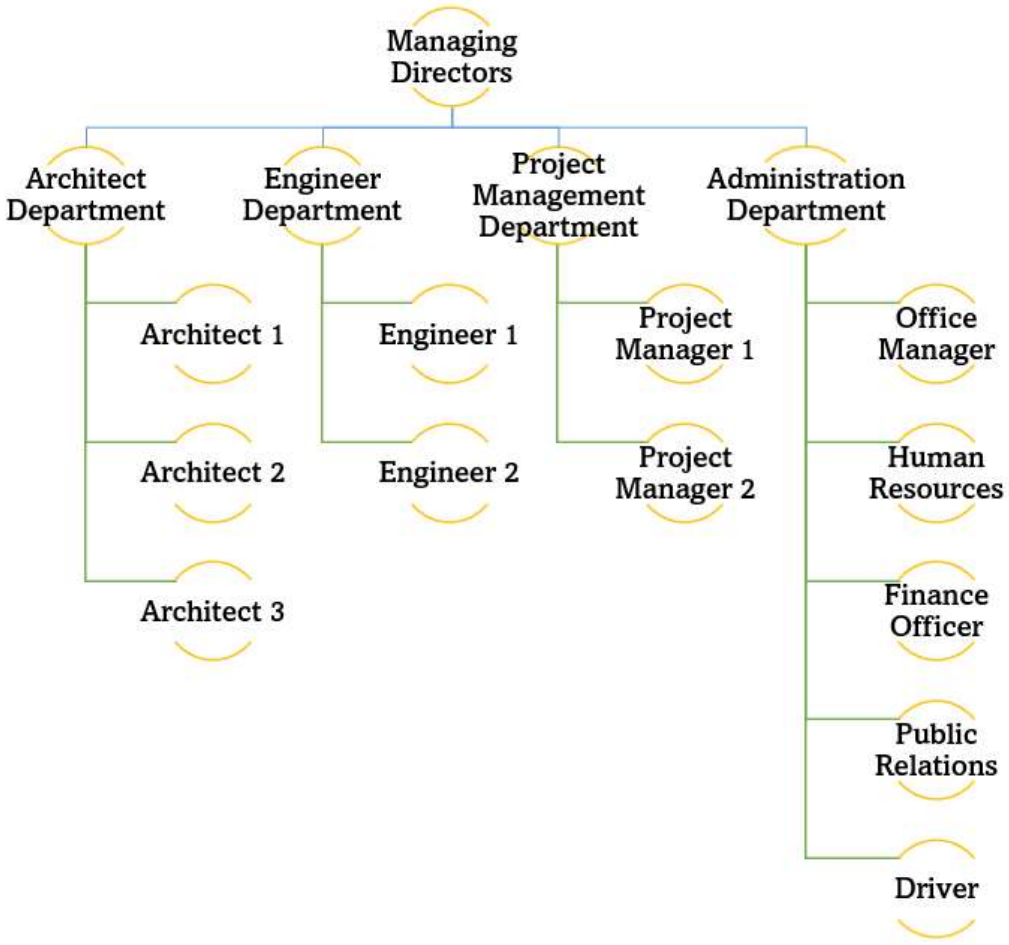
The vision of 3G Belize is to design and develop ideas from concept to construction. With a highly skilled and capable team of professionals who personify honesty and integrity, the goal is to foster an enabling environment where the client can freely express their ideas and where staff can experience personal and professional growth in various high-value areas. (Source: PMI, 2017)

2.1.3 Organizational Structure

3G Belize is owned and operated by siblings Gian and Gulianna, who studied architecture and engineering in North America. They are jointly CEOs who have been pioneers in bringing sustainable management practices in Belize in the areas of planning,

development, architecture, engineering, and construction. Currently, 3G Belize has a staff of three (3) architects, two (2) engineers, two (2) certified project managers, and five (5) other full-time employees. This does not include the subcontracted and additional worksite workers and supervisors that can be added to the team. See Figure 1 below for the employee structure.

Figure 1 : Organizational Structure of 3G Belize



Source: Personal Communication, Owner- 3G Belize, December 2022

2.1.4 Products offered

3G Belize will offer services to bring your facility to life from design concept to construction finish. Services will include the following:

- *Concept Development* – assisting clients with brainstorming and research areas of interest, while incorporating sustainable management practices;
- *Design and Build* – bringing the client's concept to life and continuing the process until completion;
- *Project Planning and Execution* – guiding the client in an organized and methodical way throughout the project lifecycle;
- *Site Analysis* – studying the climate, geography, and infrastructure of a potential development site in Belize;
- *General Construction* – supervising, building, and inspecting various types of structures with or without producing the original design;
- *Environmental Impact Assessment* – systemically identifying the effects of a current or future action or project.

2.2 Project Management Concepts

2.2.1 Project Management Principles

In the PMBOK Guide 7th Edition (PMI, 2021), the project management principles provided the groundwork on which projects devised and executed. They act as the rules and regulations to direct the behavior of both internal and external stakeholders. These principles are not entirely specific, but instead cover a wide range of topics, most

importantly respect, fairness, and honesty. It must be noted that there is an overlap between project management principles and general management principles in so far as the underlying concepts provide focus and deliver value for the stakeholders. The following Chart 1 elaborates on the project management principles and its applicability to the underlying project at hand.

Chart 1: Project Management Principles

PM Principles	Definition	Project Applicability
1. Stewardship	Encapsulates responsibilities both internal and external to the firm	Characteristics of both requirements of the construction firm and client will need to be considered when drafting the management plan
2. Team	A collaborative group of people who work well together to execute a common goal.	The staff at 3G Belize will need to have processes in place to ensure the management plan is on schedule and the building will be completed on time,
3. Stakeholders	These can be individuals or groups who are invested in the outcome of the project and who can have an impact on project performance and end result.	There are multiple stakeholders involved in the creation of the management plan- 3G Belize staff, the client, subcontractors, and other financial agencies.
4. Value	One of the key indicators of project success which can be realised at any point, and continuously incorporated or adjusted. This principle can be qualitative or quantitative in nature.	The management plan will serve as the basis to the construction of the financial center, above which will provide value to the people of Belize by filling a financial service not currently available.
5. Systems Thinking	Encompasses similar and interconnected types of activity, as well as a bird's eye view of the project and its impact on other systems.	The management plan will take a look at the construction of the financial center in relation to domestic bank and

PM Principles	Definition	Project Applicability
		the regulator, and how functions can overlap.
6. Leadership	Takes a look at positive reinforcing behaviors that bolster both team and individual success.	Various layers of leadership exist in 3G Belize, and each level of authority will need to demonstrate supportive practices.
7. Tailoring	Can be defined as adapting each project task/outcome to specific needs of the stakeholders.	The management plan will be created based on the desires of the client who will offer this niche service to the people of Belize.
8. Quality	Entails meeting expectations and requirements of both internal/external stakeholders	Above all, deliverables produced by the company should satisfy the needs of the client and be fit for use.
9. Complexity	This brings together various elements that interact with each other and enables the team to navigate the project life cycle.	The management plan should not be too complex in nature that the client cannot follow to the end result.
10. Risk	Threats that can derail or halt the project altogether; these must be continuously managed and monitored	Physical, transitory, and financial risks may alter the projected timeline for the management plan.
11. Adaptability and Resilience	These include the ability to respond quickly and effectively, as well as absorb impact and recover from adverse impact	A contingency plan will need to be in place if 3G Belize suffers any setback that was not already accounted for.
12. Change	Can be caused from either internal/external sources. If too many exists, the project team may not be able to respond quick enough for action.	All projects encounter some form of change. Planning ahead of time will allow 3G Belize to be able to respond adequately if any change occurs.

Source: G. Waight, the Author, February 2023

2.2.2 Project Management Domains

A project management domain is a group of related activities that are vital for the proper and timely execution and distribution of project deliverables. This entails that the domains are interconnected and work in harmony to accomplish a common goal. Chart 2 below lists the project performance domains and how to relate to the project management plan being created.

Chart 2: Project Management Domains

PM Domains	Definition	Project Applicability
1. Stakeholders	This domain relates to the engagement of the stakeholders in order to have a successful outcome.	Project team must be aware of various entities involved and their level of impact/influence.
2. Team	This domain focuses on the behaviors and actions of the project team.	The group of individuals working together must work in alignment with the other aspects of the company.
3. Development Approach and Life Cycle	This domain highlights the processes and procedures of the project in line with the deliverable requirements set out by the client.	Team must be willing and able to adapt if any sudden change should occur.
4. Planning	This domain emphasizes the criteria set out to ensure that the project is organized and within the scope of the project.	Policies and procedures should be created and used as guidelines throughout the project cycle.
5. Project Work	This domain underscores the administration of the actual tasks and activities to create a sustainable working environment.	In addition to the planning, the actual tasks should be carried through according to the guidelines set forth.
6. Delivery	This domain stresses the provision of business value and final product to the client.	The project team should aim to produce a deliverable in line with client's expectations
7. Measurement	This domain conveys the important of evaluating and measuring the project outcomes.	By setting forth the management plan, key indicators should be created to ensure that targets are being met and on schedule

8. Uncertainty	This domain communicates the ambiguity that is inherent in all projects, which may positively or negatively impact the project outcome.	Where possible, the team should meet and list all possible risks. Contingency plans should be created to ensure that safety nets are available for unforeseen events.

Source: PMI 2021, February 2023

2.2.3 Predictive, Adaptative and Hybrid Projects

Depending on the project at hand, the project type may differ. According to PMI, 2017, a project is considered a temporary undertaking assumed to deliver either a product, service, or end result. The classification of the type of project is based on criteria relating to list of requirements, feedback expectations, stakeholder relations, etc. Typically, there are three types of projects, namely:

- *Predictive* – This type of project is described by its prominence on attention to detail and requirements in the early stages of the project. Additionally, based on preliminary research on prerequisites and limitations of the project, this can reduce unnecessary costs and threats.
- *Adaptive* – Projects of this nature are defined by their extensive attention to requirements based on immediate feedback and response cycles. Threats and costs are lowered due to the planning in the initial stages. Stakeholders are imperative throughout the project as their quick feedback is needed for inclusion in the project's way forward.
- *Hybrid* – This type of project incorporates characteristics of both types, meaning that requirements and change are expounded on at different intervals. Feedback

from stakeholders is important, but only periodically, and costs and threats are managed progressively.

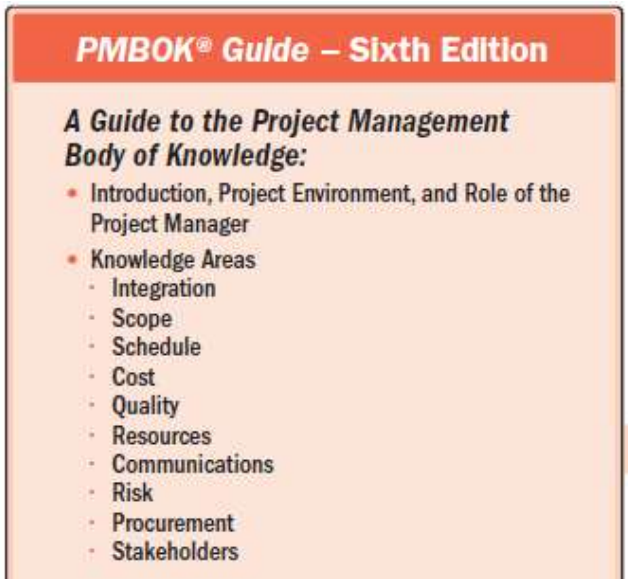
The project at hand- the Project Management Plan would be considered a predictive type of project. The requirements and constraints are elaborated on in the initial phases of the construction project, and there is some certainty around the project requirements. Once the building plans are designed, there is limited need for multiple revision of the requirements list. Additionally, given the magnitude of this project and the building of a modern, climate-resilient facility, the construction work is methodically sequenced with the business value being delivered at the end of the lifecycle. Stakeholders then determine if the key milestones are met and satisfactorily completed.

2.2.4 Project Management

2.2.5 Project Management Knowledge Areas and Processes

In project management theory, a knowledge area is generally considered to be a complete set of concepts, terms, and activities that comprise a professional field or area of specialized interest. According to the PMI, 2017, there are ten (10) knowledge areas, which are broad categories under which management processes are classified, now called process groups. These processes may intersect and overlap different areas. Figure 2 below depicts the project management areas.

Figure 2: Project Management Knowledge Areas



Source: PMI, 2017, February 2023

Of the various knowledge areas, all can be incorporated into the project management plan for the construction of the financial advisory center.

- *Project Integration Management* – this includes the processes and activities to define and combine the initial aspects of the project, especially where it pertains to gathering information on climate resilient aspects to incorporate into the structure.
- *Project Scope Management* – this includes processes to ensure all aspects of the project-related work are captured. Given the plentiful tasks that will be associated with the construction of the building, having a detailed and lengthy scope document will ensure that tasks are not lost in the process.
- *Project Schedule Management* – this includes all the tasks involved with making a timely delivery of the project result. Having a comprehensive schedule and adhering to the timelines will safeguard that the project management plan is completed on time, so the construction can commence.
- *Project Cost Management* – this includes all aspects related to cost of items for the project. For the management plan, this includes item and resource cost, such as building materials and equipment for the construction of the facility.

- *Project Quality Management* – this includes processes and activities linked to producing a high-standard end result. With standards and measures in place, the project management plan will be a document that the client can be proud of.
- *Project Resource Management* – this includes everything related to what will be used and assigned to the project. In this instance, this means staff assigned to creating the management plan.
- *Project Communications Management* – this includes processes and activities for the effective and appropriate dissemination of information to the project team and client. In this instance, the staff of 3G Belize will use all available resources, namely e-mail, mobile phones, and other applications available to all staff members.
- *Project Risk Management* – this includes all threats, costs, and activities that could derail the project, whether temporary or permanently. The team will conduct a comprehensive risk gathering exercise to ascertain all threats to the creation of the management plan.
- *Project Procurement Management* – this includes the process connected to the purchasing of any single item for the project. For the drafting of the management plan, there may not be many items to pay for, but in the event, there is, this plan will guide that process.
- *Project Stakeholder Management* – this includes all tasks relating to the stakeholders, whether internal or external. For the creation of the management plan, 3G Belize staff members along with external parties will need to be consulted to ensure that all aspects of sustainability are being captured in the management plan.

The processes gleaned from the knowledge areas can be applied in the project management plan for 3G Belize. Figure 3 below depicts the processes stemming from the key knowledge areas elaborated above.

Figure 3: Project Management Knowledge Areas and Processes

Source: PMI, 2017, February 2023

Of note, in the PMI, 2021, the ten (10) above mentioned knowledge areas have been replaced by eight performance domains.

2.2.6 Project Life Cycle

Project life cycles would follow a similar framework to the project types above. As elaborated in the PMI, 2017, project life cycles are considered a series of phases that a project must pass through from inception to conclusion. Although the life cycles are

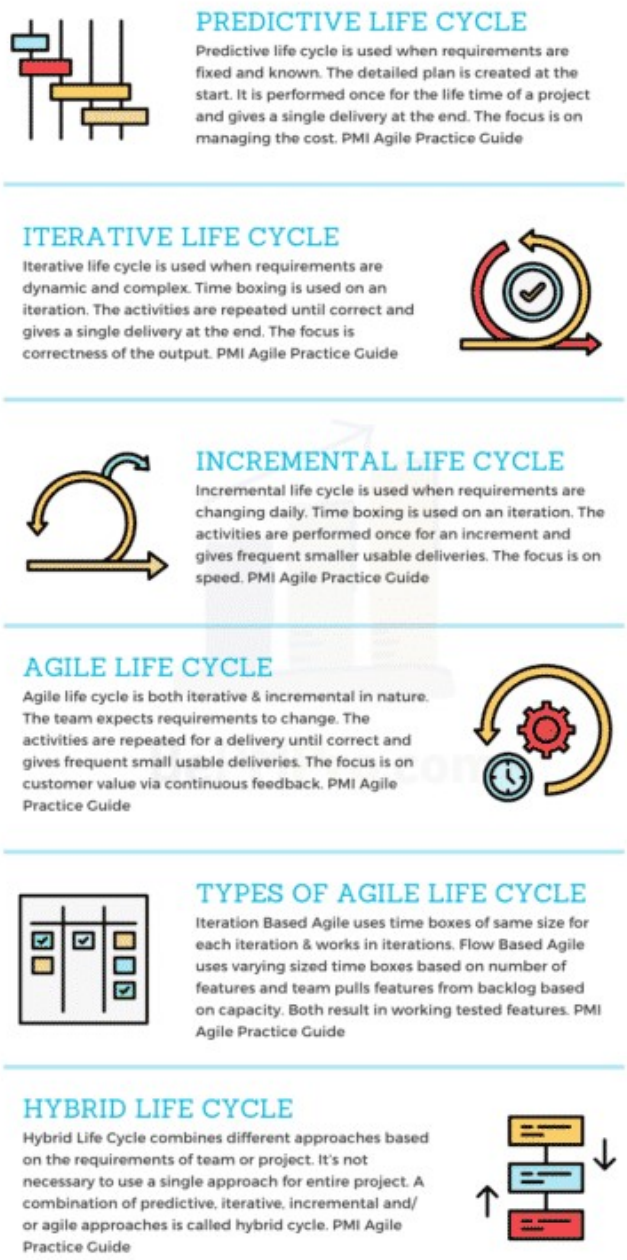
different, the phases are typically the same. It is the process by which a product, service, or end result is designed, built, and implemented for use.

There are different types of project life cycles, namely:

- *Predictive life cycle* – also referred to as waterfall life cycle. In this type of life cycle, the triple constraint (scope, time, and cost) is established ahead of time and should be carefully managed since the project deliverable is presented at the end of the cycle.
- *Adaptive cycle* – also referred to an agile life cycle. In this type of life cycle, the scope of the project is arranged ahead of a cycle. Changes can happen on a needs-be basis.
- *Hybrid life cycle* – In this life cycle, there is a combination of both predictive and adaptive life cycles.

For the creation of the management plan, the project will follow a predictive life cycle as the final product will be produced at the end of the cycle. In the first instance, the project management plan, and in the second instance, the building of the financial center. The life cycles are graphically displayed in Figure 4 below. Figure 5 elaborates on what were referred to as phases in the life cycles in the 6th Edition of the PMBOK Guide, but now called process groups in the 7th Edition of the PMBOK Guide. This management plan will elaborate on all phases of the project lifecycle.

Figure 4: Project Life Cycles



Source: Website: BePMPro.com, February 2023

Figure 5: Project Management Life Cycle – Phases

Source: Website: educba.com, February 2023

2.2.7 Company Strategy, Portfolios, Programs, and Projects

The Institute for Management Development defines a business strategy as a guiding tool for organizational decisions. Additionally, Shaw (2021) asserts that a business strategy assists companies in defining methods and tactics in every aspect of work, from hiring staff to creating new products/services. At its inception, 3G Belize devised a company strategy to be a leading consultative firm in the business and provide objective and sound technical advice. In terms of the portfolio, program and project management, Chart 3 below defines and lists its relationship and Figure 6 graphically depicts the relationship.

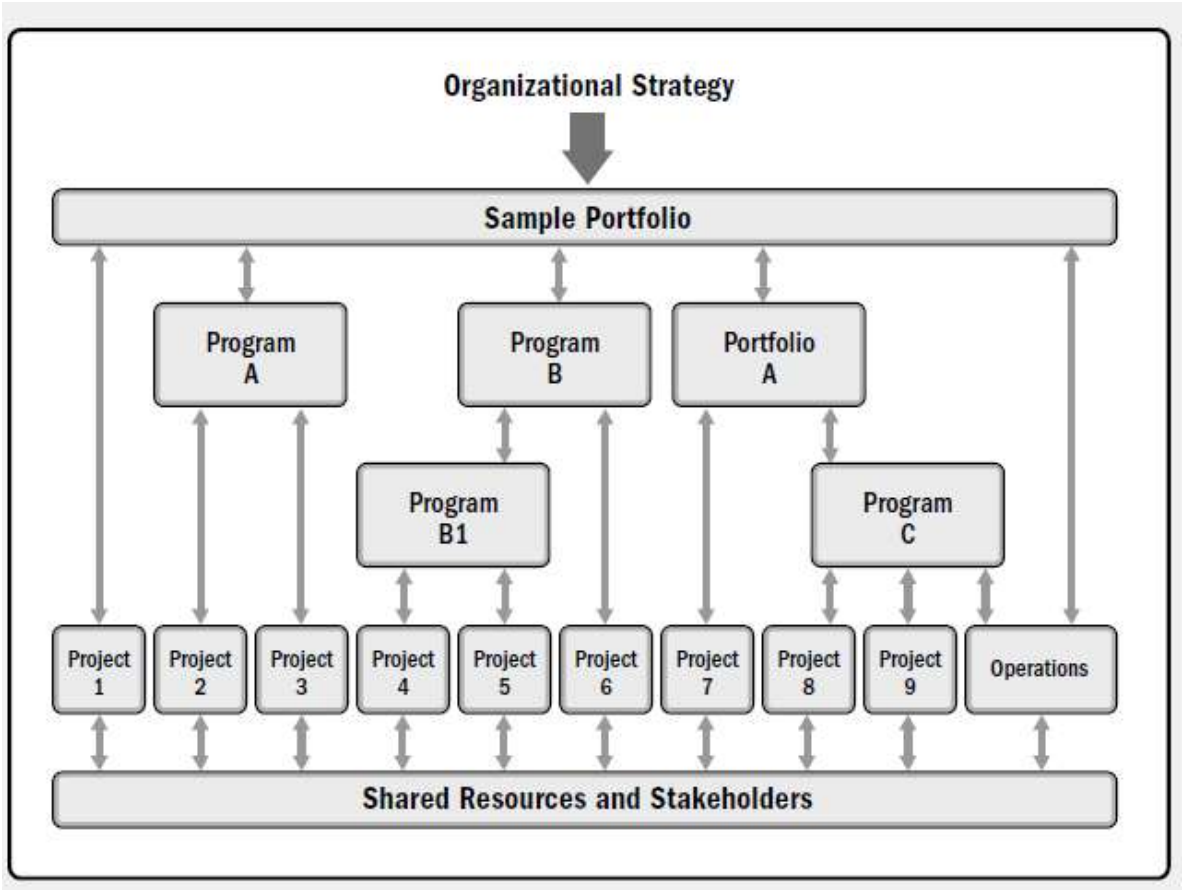
Chart 3: Portfolio, Program, and Project Management

Concept	Definition	Relationship	Applicability	Source
Portfolio	The organization of various initiatives based on common characteristics	Acts as the highest level in the hierarchy structure	3G Belize has several types of areas it focuses on, outside of construction.	https://jexo.io/blog/ppm-glossary-project-portfolio-management/

Concept	Definition	Relationship	Applicability	Source
Program	The long-term undertaking of several interconnected projects	Encapsulates multiple projects	All the management plans that are centered on construction projects.	https://everhour.com/blog/project-management-vs-program-management/
Project	These are time-sensitive one-off initiatives to accomplish a specific task- product/service	Lowest level in the hierarchy	This specific management plan is for the construction of a financial advisory center.	https://everhour.com/blog/project-management-vs-program-management/

Source: PMI, 2017, February 2023

Figure 6: Portfolio, Program, and Project Relationship



Source: PMI, 2017, February 2023

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

2.3.1 Current situation of the problem or opportunity in study

For the current situation at hand, the problem exists the limited available of financial information in Belize. The client intends to fill this gap by providing advisory services to the people of Belize. However, the client does not have a location from where he can provide his services. This is where 3G Belize comes into the picture. In order for him to do this well, the staff of 3G Belize will prepare a management plan which will provide a blueprint for the construction of his climate-resilient facility, where at the end of the period, the building will be constructed, and he can then provide his services. This will benefit the society at large as more people in Belize will not only become financially literate, but they will also be formally brought into the banking system. In turn, more Belizeans will be able to understand and make wiser spending and investment decisions.

2.3.2 Previous research done for the topic in study

The benefits of financial literacy have been widely studied by several multilateral agencies, namely, the International Monetary Fund, the World Bank, and the Inter-American Development Bank. These agencies have been the ones to advance financial literacy in several countries, including Belize. With those at the forefront, the client has decided to create this advisory center. The 3G Belize company will create the management plan for this initiative. Several project management studies have been done on management plans before. As PMTI's founder Yad Senapathy so eloquently sums it up, without a management plan, the project cannot be expected to be completed on time or delivered successfully.

2.3.3 Other theory related to the topic in study

Other theories in this field of study would include other financial, construction, or project management related topics done by experts in their fields.

3 METHODOLOGICAL FRAMEWORK

In any research work done, a methodological approach usually refers to an organized and systematic way to resolving a preidentified problem along with the process of arriving at a solution (Snyder, 2019). This chapter provides the overall strategy and motivation for the research project in order to guide the reader to understand the problem and solution. Additionally, the type of research is associated with and complements the topic being studied. The methodological framework is important as it explains to the reader the rationale behind the approach for selecting a particular method.

3.1 Information Sources

Oxford dictionary defines information to be facts or knowledge learned from any data that have been processed or transformed to make it meaningful and useful to the reader. Data that gives context and value to a particular situation. Meanwhile, an information source is considered to be a person, place, or thing where information is derived.

Information can originate from essentially anywhere, whether hard copy or electronic. Traditional sources include newspapers, journals, encyclopedias, and magazines, whereas more contemporary sources range from blogs, websites, audio/video media. Sources of information can also include human interaction such as personal experiences, expert opinions, and meetings.

3.1.1 Primary sources

A primary source of information is deemed to be knowledge or facts that are received firsthand from events or testimony without any interpretation or manipulation (Streefkerk, 2023).

For the development of the project management plan, the primary information sources will encompass group meetings, interviews with 3G Belize staff members, individual meetings with the client and other relevant stakeholders/sub-contractors.

3.1.2 Secondary sources

A secondary source of information is one that has been subsequently produced or generated by an individual after he or she has received it from another source. In other words, a secondary source is someone or something who did not experience or participate the event or testimony firsthand (Streefkerk, 2023).

For the production of the project management plan, secondary sources will be mainly academic in nature such as books and published articles. The most important academic source that will be utilized in this document is the PMBOK Guide (both editions), as well as the PMI website and database of articles.

Chart 4 below highlights the summary of primary and secondary information sources used for each specific objective.

Chart 4: Information Sources

Objectives	Information Sources	
	Primary	**Secondary**
1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
4. To establish a cost management plan that will accurately allocate cost to work packages.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
6. To form a resources management plan that will assign personnel to specific design and build tasks.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books

Objectives	Information Sources	
	Primary	**Secondary**
minimize adverse impact to the financial center.		
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	Meeting minutes, individual and group interviews, email communications	PMBOK Guide (both editions), PMI database, the Internet, other books

Source: G. Waight, the Author, February 2023

3.2 Research Methods

A research method is viewed as a specific process for accumulating and analyzing information or data to create facts and arrive at new conclusions. In other words, it is a strategy, procedure, or technique used for data collection to understand new information or improve the understanding of current data (University of Newcastle, 2023). Depending on the type of data collected will determine the method of research utilized, whether qualitative, quantitative, descriptive, analytical, or experimental.

3.2.1 Analytical method

The research method used in this project will be mostly of an analytical nature. An analytical research method uses readily available data to critically analyze or evaluate a particular set of data or information. The benefit of this method is that it combines various

aspects of research to create a hypothesis to be proved (Valcarcel, 2017). It can also establish relevance of ideas at hand or create new ideas about the data that were not considered before (Omair, 2015). In this instance, the hypothesis is to design and build a hurricane-proof facility that will offer relevant and needed financial services to the people of Belize.

Chart 5 below shows the summary of research methods employed for each specific objective.

Chart 5: Research Methods

Objectives	Research Methods
	Analytical Method
1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.	The analytical method will take information from the primary and secondary sources to guide decision making when completing the charter and all other knowledge-based requirements.
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	In addition to the primary and secondary data sources, the analytical method will analyze data from multiple brainstorming sessions and group meetings to create the scope document.
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	In addition to the primary and secondary data sources, the analytical method will scrutinize data from different variations of the project timeline and activity listing to produce a realistic project timeline.
4. To establish a cost management plan that will accurately allocate cost to work packages.	In addition to the primary and secondary data sources, the analytical method will take data from suppliers' tenders, contingency budget, wholesale acquisition and shipping costs to create an all-encompassing budget.
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	In addition to the primary and secondary data sources, the analytical method will analyze data from multiple brainstorming sessions and group meetings to prepare a satisfactory quality plan.

Objectives	Research Methods
	Analytical Method
6. To form a resources management plan that will assign personnel to specific design and build tasks.	In addition to the primary and secondary data sources, the analytical method will examine data from similar type projects done by other design and build firms in the region to determine if adequate personnel are employed to generate a resource plan.
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	In addition to the primary and secondary data sources, the analytical method will explore communication strategies from leading construction projects to create a comprehensive communications plan.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.	In addition to the primary and secondary data sources, the analytical method will scrutinize overall risks to the project and determine the level of threat and urgency when creating a risk plan.
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	In addition to the primary and secondary data sources, the analytical method will assess the supply list from potential contractors as well as other procurement processes from regional competitors to make a procurement plan.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	In addition to the primary and secondary data sources, the analytical method will evaluate each stakeholder based on level of interest, impact, and influence to ascertain the importance of a stakeholder when preparing the stakeholder plan.

Source: G. Waight, the Author, February 2023

3.3 Tools

According to PMI, 2017, a project tool is defined as something tangible, for example a template or software program, employed in the execution of an activity to

produce a product, service, or end result. The main tool utilized will be the PMBOK Guides (both editions), along with all project document templates, project web application, and resources from Project Management Institute databases.

Chart 6 below displays the summary of tools that are utilized for each specific objective.

- Project Charter Template - guides the development of the project charter.
- Work Breakdown Structure (WBS) creator - breaks down the project into smaller components so it can be more easily managed.
- Scope Management Template - guides the development of the scope management plan and all of its subcomponents.
- Project Management Plan Template - guides the development and organization of the project management plan and all its subcomponents.
- Schedule Management Plan Template - guides the development of the project management plan and all its subcomponents.
- Activity List Template – captures the list of activities for the project.
- Cost Management Plan Template – develops the cost management plan that will guide the project team during the project's lifecycle.
- Budget Template – created in Microsoft Excel to develop the project budget and track financial transactions throughout the project's lifecycle.
- Cost Baseline Template – outlines the development of the cost baseline.

- Quality Management Plan Template – outlines the development of the Quality Management Plan.
- Resources Management Plan Template – guides the planning of resources distribution and management.
- Responsibility Assignment Matrix – identifies team members and assigns them responsibilities.
- Communications Management Plan template – guides the development of the communications management plan.
- Communication Matrix – created in Microsoft Excel and plans communications between project team and stakeholder management.
- Risk Management Plan and Risk Register Templates –identifies and classifies risks and plans risk responses.
- Procurement Management Plan Template – aids in identification of contracts and purchasing decisions.
- Stakeholder Management Plan Template – aids in identification and classification of stakeholders, and plans stakeholder management.
- Stakeholder Matrix – aids in analysis and classification of project stakeholders.
- Stakeholder Register Template – aids in identification of project stakeholders.
- Stakeholder Interest/Impact Grid – details how each project stakeholder should be engaged based on their level of involvement in the project.

Chart 6: Tools

Objectives	Tools
1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.	*PMBOK Guides (both editions). Project Charter Template. Project Web Application.*
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	*PMBOK Guides (both editions). Scope Management Plan Template. Project Web Application. WBS creator. Graphical Applications.*
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	*PMBOK Guides (both editions). Schedule Management Plan Template. Project Web Application. Activity List Template. Microsoft Office Projects Resources Assignment Template. Task Timeline.*
4. To establish a cost management plan that will accurately allocate cost to work packages.	*PMBOK Guides (both editions). Cost Management Plan Template. Project Web Application. Cost Baseline Template. Microsoft Office Excel Budget Template.*
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	*PMBOK Guides (both editions). Quality Management Plan Template. Project Web Application. Quality Metrics. Quality Logs.*
6. To form a resources management plan that will assign personnel to specific design and build tasks.	*PMBOK Guides (both editions). Resources Management Plan Template. Project Web Application. RACI Matrix. Responsibility Assignment Matrix.*
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	*PMBOK Guides (both editions). Communications Management Plan Template. Project Web Application. What's App. Microsoft Outlook. Project Directory. Communications Matrix.*
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.	*PMBOK Guides (both editions). Risk Management Plan Template. Project Web Application. Risk Register Template. Risk Probability and Impact Template.*
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	*PMBOK Guides (both editions). Procurement Management Plan Template. Project Web Application. Construction Supplies/Items*

Objectives	Tools
	Checklist. Approved Procurement Lists. Performance Metrics.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	*PMBOK Guides (both editions). Stakeholder Management Plan Template. Project Web Application. Stakeholder Matrix. Stakeholder Register Template. Stakeholder Interest/Impact Grid.*

Source: G. Waight, the Author, February 2023

3.4 Assumptions and Constraints

In project management, assumptions are considered to be true or real statements without any factual evidence, according to PMI, 2017. Assumptions are viewed as necessary when planning a project, and a likely aspect of the project lifecycle. When project planning begins, these assumptions act as an aid to contribute and propel the project's tasks along the lifecycle. While an important aspect of the project, assumptions can have a positive or negative impact on a project. If assumptions prove true during the project, then the project's outcome is not affected. However, if assumptions turn out not to be accurate and are false, these can either become constraints during the project or worse, provide major obstacles or restrictions on the final deliverable. Whether beneficial or harmful, assumptions introduce an element of risk in a project as concepts/ideas that the project team believes to be true, may or may not manifest itself in that way.

Whereas, constraints are limitations or risks that must considered during the project (Wikipedia, 2023). These may or may not adversely affect the quality of the final

deliverable. Constraints must be properly managed, so they do not delay or cause termination of the project.

Chart 7 below underscores the summary of assumptions and constraints that are considered for each specific objective.

Chart 7: Assumptions and Constraints

Objectives	Assumptions	Constraints
1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.	All aspects of the project will be determined to include in this plan.	Insufficient time to meet and record relevant information.
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	The client will divulge all pertinent information beforehand, so that this plan can encompass all the work required.	The client has a different direction for the financial center, but unsure of the amount of change required to incorporate the new amendments.
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	Sufficient time has been allotted for each phase of the project.	Time allotted for the building of the financial center must not exceed 12 months.
4. To establish a cost management plan that will accurately allocate cost to work packages.	The planning and brainstorming for the assignment of cost to each work package is accurate and appropriate.	Given the high inflation, the budget will not be adequate as building equipment and supplies now cost more.
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	The project team will identify all scientific and technical quality conditions for the building to be considered climate-resilient and withstand a hurricane.	The technical building requirements will not be sufficient for the structure to withstand a category 5 hurricane.

Objectives	Assumptions	Constraints
6. To form a resources management plan that will assign personnel to specific design and build tasks.	The technical staff of 3G Belize has the competencies to complete the project.	Limited additional technical expertise is available in the country if more technical guidance is needed.
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	The avenues of communication identified (mobile, email, meetings) are enough to adequately reach all relevant stakeholders.	-The provision of electricity must be uninterrupted. -All stakeholders have access to all avenues of communication.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.	The project team has identified all possible risks.	All potential risks must be identified from the initial stages of the project.
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	Suppliers will have all materials needed throughout this project.	Suppliers will be able to source additional quantities of materials needed in a timely manner.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	All stakeholders have been identified, along with an accurate level of interest, impact, and influence.	An important stakeholder is not identified or not interested in providing feedback on the project.

Source: G. Waight, the Author, February 2023

3.5 Deliverables

According to Wikipedia, a deliverable is considered an element of output that is the result of objective and streamlined process.it can be internal or external. In the former, the deliverable is work undertaken within the organization, whereas in the latter, the work is

done for a client, customer, or other stakeholder. This deliverable has the potential of earning revenue for an organization or gaining positive publicity, if done well.

Chart 8 below features the summary of deliverables expected for each specific objective.

Chart 8: Deliverables

Objectives	Deliverables
1. To create an integration plan that will record the various elements relating to the design and build of the financial center.	Project Charter
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	Scope Management Plan. WBS
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	Schedule Management Plan. Activity list. Schedule of Activities.
4. To establish a cost management plan that will accurately allocate cost to work packages.	Cost Management Plan. Cost Baseline (budget).
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	Quality Management Plan.
6. To form a resources management plan that will assign personnel to specific design and build tasks.	Resources Management Plan. RACI distribution.
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	Communications Management Plan. Staff Directory. Communications Matrix.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.	Risk Management Plan. Risk Register.

9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	Procurement Management Plan. Procurement Item list.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	Stakeholder Management Plan. Stakeholder Matrix.

Source: G. Waight, the Author, February 2023

4 RESULTS

This chapter of the project provides the various management plans in much greater detail. All 10 management plans perform a different purpose and assist in a different way to the project manager. The information ranges from building designs, implementation timeframe, costing, quality metrics, to relevant stakeholders, among other pertinent information.

4.1. Integration Management Plan for the Building of a Financial Center

In creating the Project Management Plan for the building of a financial center in northern Belize City, the first step is creating a Project Integration Plan by way of a Project Charter. The purpose of this Project Charter is to formalize the project and specify all details relating to the final deliverable for the Project Manager.

The Project Charter is elaborated below and contains the project's background information, objectives, assumptions, constraints, risks, schedule, and milestone summary, among other things.

PROJECT CHARTER
For the Building of a Financial Center

Date	**Name of Project**
Date of completion of the project charter: **December 12, 2023**	Project Management Plan to implement a model design and layout for the building of a hurricane-proof facility that will provide financial advisory services to the people of Belize.
Type of project:	Predictive
Knowledge areas / process groups	**Application area (Sector / Activity)**
Knowledge areas: 1. *Project Integration Management* 2. *Project Scope Management* 3. *Project Schedule Management* 4. *Project Cost Management* 5. *Project Quality Management* 6. *Project Resources Management* 7. *Project Communications Management* 8. *Project Risk Management* 9. *Project Procurement Management* 10. *Project Stakeholder Management* Processes: *1. Initiation,* *2. Planning,* *3. Execution,* 4. *Monitoring & Controlling, Closure*	Construction and Banking

Tentative start date	**Tentative completion date**	**Duration (months)**
June 12, 2023	December 12, 2023	**6 months**

Project objectives (general and specific)

General objective:
To implement a model design and layout for the building of a hurricane-proof facility that will provide financial advisory services to the people of Belize

Specific objectives

1. To build a financial center within six months that is two-floors in size and 3,822 Square Feet.
2. To produce an architectural plan that is sustainable in nature and includes environmentally-friendly practices.
3. To remain within an estimated budget of BZ$250,000.
4. To legally employ workers from Belize City and pay a market-value wages.

5. To minimize the adverse impact of risks (financial, planning, stakeholder, external) to building of the financial center.
6. To procure climate-friendly goods and services from local suppliers, where possible.
7. To engage internal and external stakeholders and seek their professional advice throughout the duration of project.

Justification or Purpose of the project

The project to develop a Project Management Plan for a climate-friendly financial center in Northern Belize City is required for the Project Manager to monitor and evaluate the various stages of the project cycle. The financial center will provide advisory services to the people of Belize to increase their business and economic knowledge of products and services at their disposal.

Given the commitment the Ministry of Finance has placed on financial inclusion and "banking the unbanked", there is a lack of personnel who are able to provide such services. The lion share of the responsibility currently rests with the Central Bank. This presents a unique opportunity for other qualified financial advisors to fill the gap and share the burden of responsibility for educating the general public. This becomes a shared responsibility between the public and private sectors.

One key performance indicator for the financial center to determine its footprint is to measure how many of its clients open an account at a financial institution, whether at a domestic bank or credit union. With the new financial advice received, the citizens would be able to make sound, sensible financial decisions on how to spend, manage, and invest their money.

Description of the product or service that the project will generate - Final project deliverables

The final deliverable for this project will be a furnished two-floor financial center that is considered hurricane proof and climate resilient.

Assumptions

1. Labor Supply:

• It is assumed that the type and quantity of workers will be readily available throughout the construction project.

2. Approvals:

• It is assumed that the Central Building Authority will approve all building plans and permits for construction to commence.

• It is assumed that the labor department will approve any permits for workers, whether local or foreign.

3. Budget:

• It is assumed that the financial center can be adequately built for no more than BZD 250,000 (USD 125,000).

• It is assumed a domestic commercial bank will provide full (upfront) financing for the building, instead of installment payments.

• It is assumed that the minimum wage rate will not increase throughout the construction project.

4. Climate:

- Given that the latter half of the year is hurricane season in Belize, it is assumed that there will be sufficient sunny days for construction to be completed.
- The materials that will be used in the construction of the building will be climate-friendly, hurricane resistant, and readily available for purchase.
- Multiple reinforcements will be installed to ensure that the building will be able to sustain atleast a category 3 hurricane.

5. Schedule:
- It is assumed that the financial center can be built within six months.

Restrictions

1. Labor Supply:
   - Lack of qualified workers may cause unexpected delayed in construction.
2. Budget:
   - Given the high prices (inflation) of goods and services, the estimated budget may not be adequate as building equipment and supplies could cost more.
3. Climate:
   - Given that the latter half of the year is hurricane season for Belize, construction activities may be slowed due to a tropical storm or hurricane.
4. Schedule:
   - Due to delay in shipment of goods from foreign sources because of supply chain disruptions and strike action at the Port of Belize, unexpected delays and work stoppage may occur throughout construction.
5. Scope:
   - Unknown site conditions or unforseen events such as a work accident and damage to surrounding property near the worksite may extent the scope of the construction.

Preliminary identification of Risks

1. As a result of supply chain disruptions and no shipping containers available in the USA, construction materials will take significantly longer to arrive in the hardware stores in Belize, which could cause major delays to the completion of the financial center, affecting the duration and cost of the project.
2. As a result of an increase in the minimum wage, the cost of unskilled labor will increase which will impact the cost, quality, and duration of the project.
3. As a result of uneven terrain and poor subsurface conditions, the worksite may require more piles driven into the ground to ensure a secure structure, which could impact the cost and quality of the deliverable.
4. As a result of a misinterpreation of the client's design, the architect may need to revise the design of the financial center, which will halt the project and impact the scope, duration, and quality of the deliverable.
5. As a result of excessive rains in a short period of time, flooding of the construction site may cause work stoppage and impact the duration of the project.

General Resources and Budget

		Total Cost	
Permits	Building permits, labor permits		$5,000

Construction Materials	piles, steel, flexible concrete, paint, electrical wires, LED lightbulbs		$100,000
Labor	20 workers at minimum wage rate		$90,000
Roof	asphalt composite shingles, screws, flash ban		$20,000
Interior Fixtures	air conditioners, fire alarms, light and bathroom fixtures, computers, printers, scanners		$10,000
Contingency Fund	10%		$25,000
		TOTAL	$250,000

Milestones Schedule

Milestone name	**End date**
Secure Funding	April 1, 2023
Acquire Land	April 27, 2023
Hire 3G Belize	May 1, 2023
Project Initiation/Kickoff	May 8, 2023
Complete Building Designs	May 12, 2023
Gain Client (Lord Ashcroft Enterprise) Approval	May 18, 2023
Appoint a Contractor	May 22, 2023
Secure Local Permits – Building and Labor Departments	May 29, 2023
Create Project Management Plans and Schedule	June 1, 2023
Gain Client Approval	June 5, 2023
Begin Site Works	June 12, 2023
Drive Piles	June 26, 2023
Complete Concrete Foundation and Steel Works	June 30, 2023
Complete 1st Floor Structure	July 30, 2023
Erection of 2nd Floor Steel Structure	August 30, 2023
Complete Roofing	September 30, 2023
Install LED Electrical and Water-Saving Plumbing Equipment	October 31, 2023
Install Doors, Windows, Hurricane Shutters, and Energy-Saving Air Conditioners	November 13, 2023
Inspect Quality Activities and Implement Risk Responses	November 21, 2023
Apply for Final Building Inspection	November 24, 2023
Complete Final Inspection	December 1, 2023
Occupy Building	December 5, 2023
End of Project	December 12, 2023

Relevant historical information

3G Belize is a family-owned residential and commercial construction design and build firm in Belize City, Belize. This boutique business was started in 2020 and considered a small but formidable contender to other construction companies that have decades worth of experience. Despite being in its

"formative years", 3G Belize has been able to conceptualize and create ideas that complement the country's request for forward-thinking planning and growth scenarios. The firm's interest is seeing Belize and its people develop in a sustainable manner has propelled it to the forefront of stakeholder consultations, public meetings, and government-related sessions. The ongoing passion for local participation and support guarantees that Belize will stay competitive with worldwide trends and sustainable practices. Although the lead team has a wealth of combined technical experience, its project management and financial services experience is rather narrow. As such, the production of the project management plan for the construction of a financial center will undoubtedly be a team effort.

Identification of groups of interest (stakeholders)

Direct Stakeholders

Lord Ashcroft Enterprise – Client Organization and Sponsor

3G Belize – Hired Design and Build Firm

- Architects
- Engineers
- Project Managers
- Office Manager
- Human Resources
- Finance Officer
- Public Relations
- Driver

Subcontractors and Worksite Staff

- Plumber
- Electrician
- Draftsman
- Roofing Specialist
- Tile Specialist

Indirect Stakeholders

Suppliers

- Habet and Habet
- Brothers Habet
- Benny's Superstore
- Universal Hardware Store
- Builder's Hardware Ltd.
- Design Depot
- Mirab Furniture Gallery

Local Authorizing Bodies

- Central Buidling Authority
- Belize City Council
- Labor Department
- Belize Electricity Ltd.
- Belize Water Services

• Belize Telemedia Services	
Project Manager (PM): **Giselle N. Waight**	**Signature:** 

4.2 Scope Management Plan for the Building of a Financial Center

Another vital component in completing the Project Management Plan is the Scope Management Plan. The purpose of the Scope Management Plan is to provide the proper framework for the project, specifically, detecting, defining, and managing deliverables, risks, and benefits for the project team. Additionally, this plan will outline the roles and responsibilities, as well as the work breakdown structure. Any form of communication surrounding the financial center will be mentioned in the Scope Management Plan. This project is for the designing and building of a two-floor facility that will house a financial center in northern Belize City.

Roles and Responsibilities

The Project Sponsor (Mr. Ashcroft of Lord Ashcroft Enterprise), Manager, and technical team will have integral roles in the execution and maintenance of the project scope. Each team member's role and responsibilities are elaborated in the Chart 9 below to confirm that the tasks carried out are done in accordance with the project scope, among other things.

Chart 9: Scope Management Roles and Responsibilities

Name	Role	Responsibilities
Lord Ashcroft Enterprise	Project Sponsor	• Approve or reject change requests; • Accept final deliverable
Giselle Waight (3G Belize)	Project Manager	• Determine and authenticate scope requests; • Enable scope requests with project team; • Arrange scope meetings; • Convey outcomes of changes requests; • Revise pertinent project documentation, where needed.
Project technical team	Project Team	• Participate in establishing change requests; • Provide technical support to PM
Other Stakeholders	Subcontractors, Worksite staff, Suppliers, Local authorizing bodies	• Suggest change requests, where appropriate; • Perform change requests, where instructed by the PM.

Source: G. Waight, the Author, May 2023

Scope Definition

The scope for this project was identified by way of a thorough requirements compilation process. It started with a collection of all project documents, client requests, building requirements, meeting records, and other relevant construction-type documents. These documents formed the basis on which the project lead and team created requirements documents and its traceability matrix for the tasks that must be completed in this project.

Project Scope Statement

The Project Scope Statement defines the project and details all its aspects, including deliverables, constraints, assumptions, and exclusions. Of note, the scope statement also includes the tasks that should not be executed to exclude any implied but unnecessary work that falls outside the scope of the project.

- *Project Deliverables*

The final deliverable for this project entails a furnished two-floor financial center that is considered hurricane proof and climate resilient.

The two floors will have the following features:

- Ceramic floor tiles: sand color – 16 in x 16 in.
- Drop Ceiling tiles: white color, matte finish, 12in x 12 in (wash proof)
- Wall materials: concrete finish (ConFlexPave)
- Wall paint: palma green color, mold resistant, flat finish,

See building illustrations below in Figure 7.

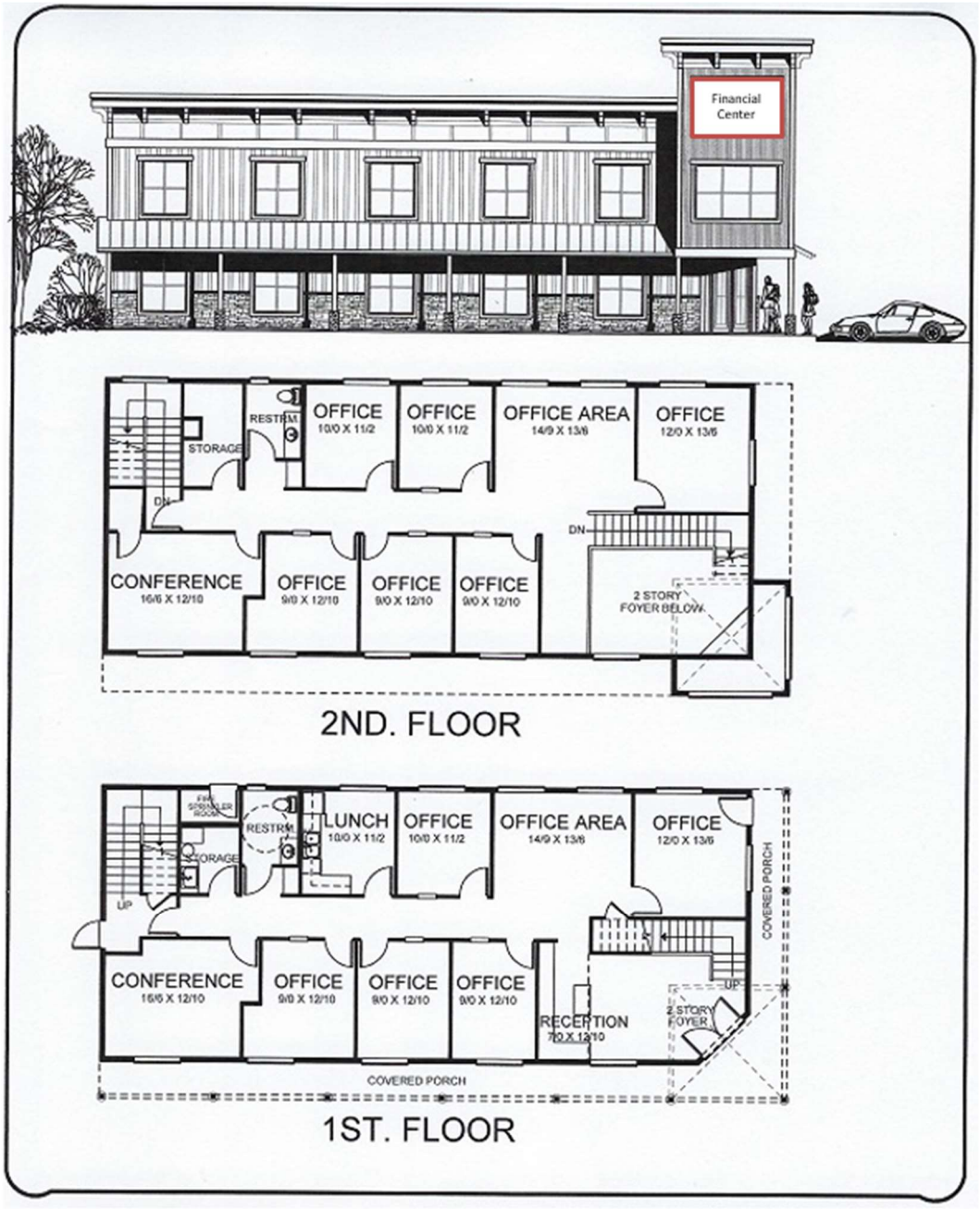
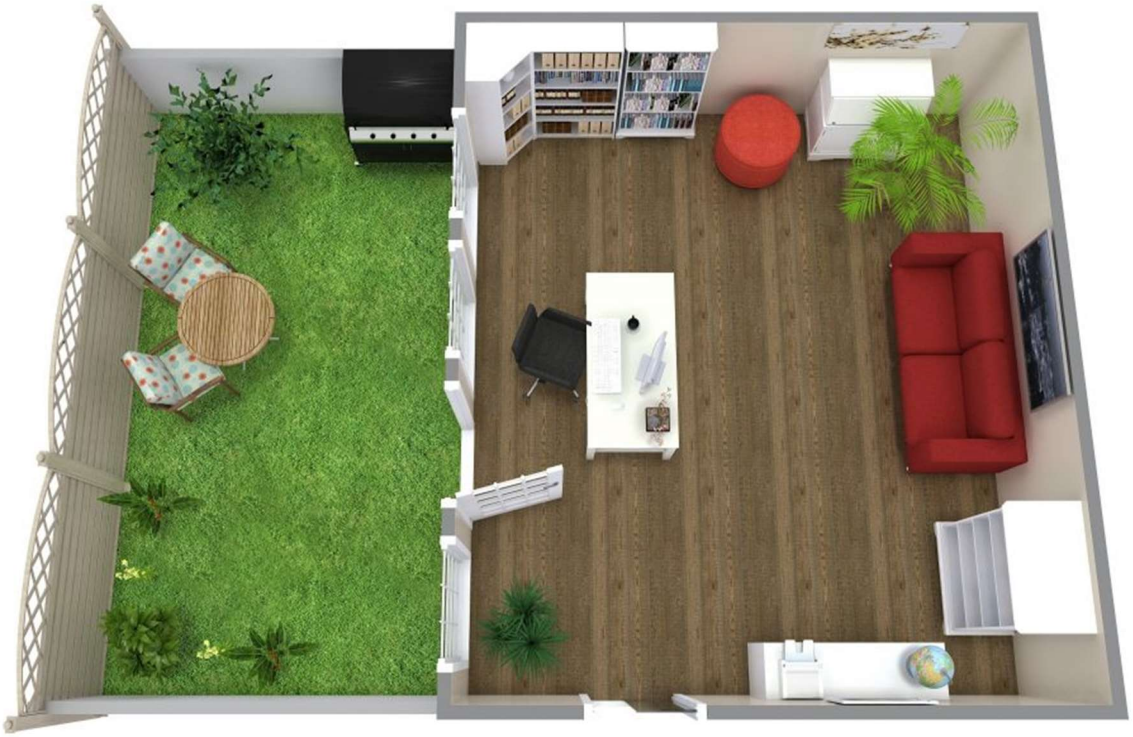


Figure 7: Financial Center Graphical Depiction
Source: 3G Belize, May 2023

Sketch details: Total Square Ft including porch area: 3,822 Sq. Ft.
Building Width to be 74 ft 0 inches. Building Depth to be 34 ft 0 inches.

The first floor will be the main entry for customers and offices for staff. The second floor will encompass a similar type design but with a garden-type area for outdoor meetings attached to an office.

Figure 8: Financial Center Office Graphical Depiction



Source: 3G Belize, May 2023

The layout above in Figure 8 shows a 3-D blueprint sample of one of the offices on the second floor with the attached garden. Furniture to be included in the office are corner lamps, high bookshelves, movable chairs, double couch, filing cabinets, artificial planters, wall paintings, artificial green rug, and outdoor wicker furniture with chair cushion.

The layout below in Figure 9 shows an interior view of the conference room on the second floor.

Figure 9: Financial Center Conference Room Graphical Depiction

Source: 3G Belize, May 2023

Furniture to be included in the conference room are hanging lanterns, metal desks, movable chairs, filing cabinets, window blinds, artificial planters, wall paintings, Arabic area rug.

- *Project Constraints*

The client, Mr. Ashcroft, has requested that the project is not to exceed 6 months or 182 days in duration, or BZD$250,000 in budget. As well, only staff of 3G Belize and approved contractors may be employed for this project.

- *Project Assumptions*

    1. Labor Supply:

- It is assumed that the type and quantity of workers will be readily available throughout the construction project.

2. Approvals:

- It is assumed that the Central Building Authority will approve all building plans and permits for construction to commence.
- It is assumed that the labor department will approve any permits for workers, whether local or foreign.

3. Budget:

- It is assumed that the financial center can be adequately built for no more than BZD 250,000 (USD 125,000).
- It is assumed a domestic commercial bank will provide the client with full (upfront) financing for the building, instead of installment payments.
- It is assumed that the minimum wage rate will not increase throughout the construction project.

4. Climate:

- Given that the latter half of the year is hurricane season in Belize, it is assumed that there will be sufficient sunny days for construction to be completed.
- The materials that will be used in the construction of the building will be climate-friendly, hurricane resistant, and readily available for purchase.
- Multiple reinforcements will be installed to ensure that the building will be able to sustain at least a category 3 hurricane.

5. Schedule:

- It is assumed that the financial center can be built within six months.

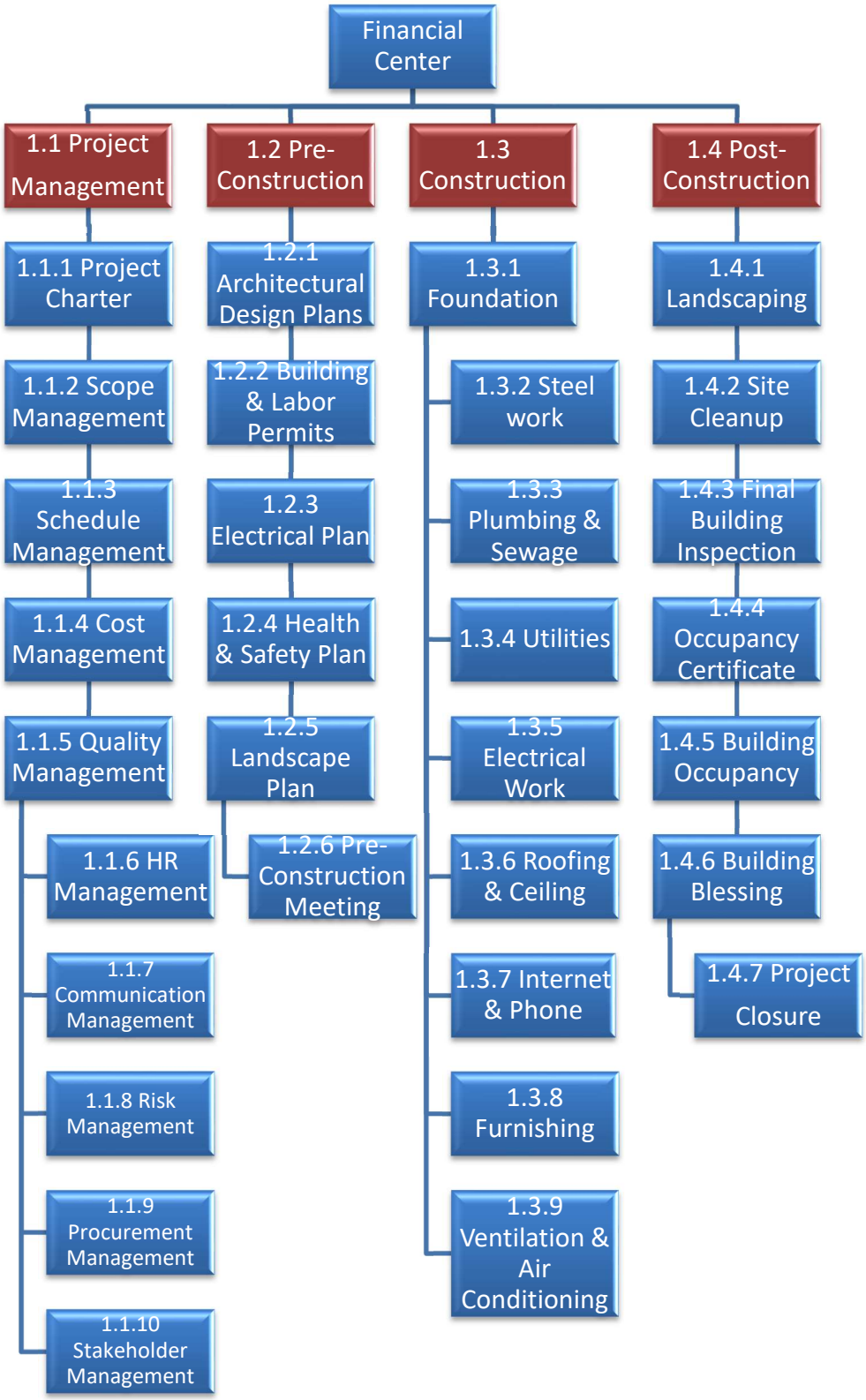
- *Project Exclusions*

The only exclusion in this project is that no hazardous materials be used during construction.

Work Breakdown Structure

To efficiently manage the tasks required to complete the construction of the financial center, the work will be subdivided into individual work packages which will not be beyond 50 hours of work– a standard (construction) work week in Belize, including half days on Saturdays. As such, the PM can manage the project's scope better as the technical team works toward the project completion. The project is broken down into 4 phases: Each of these phases is then subdivided into work packages that will demand no more than 50 hours of work and no less than 4 hours of work. Saturday workdays in Belize usually end at noon midday. The Work Breakdown Structure (WBS) below in Chart 10 provides the project details.

Chart 10: Work Breakdown Structure



Source: G. Waight, the Author, May 2023

So as to more clearly specify the work required for project completion, a WBS Dictionary is utilized. This includes an entry for each WBS element. The WBS dictionary includes a full description of work for each element, costing, and resources needed for that particular package. The project team will utilize the WBS Dictionary as a guide for the tasks under each WBS element. See below in Chart 11 for more information.

Chart 11: WBS Breakout

Level	WBS Code	Element Name	Description of Work	Budget/ Costing	Resources
1	**1.1**	**Project Management**	**Start of Project-related documentation**	**$5,000**	**Laptop, Internet, Project Plan, & the other specific resources listed below**
2	1.1.1	Project Charter	Documentation needed for design plan of building.		CAD software,
2	1.1.2	Scope Management	Documentation needed for comprehensive plan of building.		
2	1.1.3	Schedule Management	Documentation needed for time schedule of project.		MS Projects,
2	1.1.4	Cost Management	Documentation needed for budget of project.		QuickBooks software,
2	1.1.5	Quality Management	Documentation needed to manage the processes related to the project's quality.		
2	1.1.6	HR Management	Documentation needed for management of the		Staff list

Level	WBS Code	Element Name	Description of Work	Budget/ Costing	Resources
			resources assigned to the project.		
2	1.1.7	Communication Management	Documentation needed to devise the dissemination of project updates		Staff directory, Communication Policy
2	1.1.8	Risk Management	Processes involved in managing the project's risk		Site Map, Project Schedule
2	1.1.9	Procurement Management	Documentation needed for purchasing of all supplies & equipment for project.		Vendor list of available supplies, Installation estimates
2	1.1.10	Stakeholder Management	Documentation needed to describe all relevant stakeholders, whether directly or indirectly		Stakeholder Matrix
1	**1.2**	**Pre-Construction**	**Contract phase**	**$10,000**	
2	1.2.1	Architectural Design Plans	All work to design the financial center.		Building drawings,
2	1.2.2	Building & Labor Permits	All processes to obtain relevant permits.		Staff list, Work visas, Building drawings,
2	1.2.3	Electrical Plan	All work for installation of electrical wires and devices.		Building drawings
2	1.2.4	Health & Safety Plan	All work necessary for a health & safety plan.		

Level	WBS Code	Element Name	Description of Work	Budget/ Costing	Resources
2	1.2.5	Landscape Plan	All work for the creation of a beautiful garden.		Site map
2	1.2.6	Pre-Construction Meeting	Periodic meetings to discuss worksite updates.		Project Schedule, Staff list
1	**1.3**	**Construction**	**Building phase**	**$220,000**	
2	1.3.1	Foundation	All work neceesary to build a sturdy foundation.		Backhoe, Dump truck, Cement mixer, Wheelbarrows, Construction site workers
2	1.3.2	Steel work	All steelwork needed for the building.		Steel, Construction site workers,
2	1.3.3	Plumbing & Sewage	All plumbing needed for the building.		Vendor list of available supplies, Installation estimates
2	1.3.4	Utilities	All processes to install utilities in the building.		
2	1.3.5	Electrical Work	All electrical wires & lights needed for the building.		Vendor list of available supplies, Installation estimates
2	1.3.6	Roofing & Ceiling	All roofing & ceiling materials required for the building.		Vendor list of available supplies, Installation estimates
2	1.3.7	Internet & Phone	The Wi-Fi and landline devices needed to be installed.		Type of electrical devices to be used, Vendor list of available supplies, Installation estimates
2	1.3.8	Furnishing	All tiles, bathroom, & light fixtures needed for the building		Vendor list of available supplies, Installation estimates
2	1.3.9	Ventilation & Air Conditioning	Vents & air conditioning for the various offices.		Vendor list of available supplies, Installation estimates

Level	WBS Code	Element Name	Description of Work	Budget/ Costing	Resources
1	**1.4**	**Post- Construction**	**After construction has concluded**	**$15,000**	
2	1.4.1	Landscaping	All the plants, pots, & parking placeholders needed to be installed.		Vendor list of available supplies, Installation estimates
2	1.4.2	Site Cleanup	Garbage trucks needed to take waste materials away.		Worksite staff
2	1.4.3	Final Building Inspection	All the processes involved in obtaining final inspection approval.		Building drawings, Approved permits, Project plan
2	1.4.4	Occupancy Certificate	All the processes involved in obtaining occupancy certificate.		
2	1.4.5	Building Occupancy	All the processes involved in moving people, furniture, & personal belongings into the building.		Building staff, Hired movers
2	1.4.6	Building Blessing	Logistics & food needed to coordinate a blessing with a priest.		Building staff, Project staff, Priest
2	1.4.7	Project Closure	All processes and documentation required to close the project.		Client, Project Manager, and technical team

Source: G. Waight, the Author, May 2023

Scope Verification

As this project continues, the PM will confirm provisional project deliverables beside the original scope as identified in the scope statement, WBS and WBS Dictionary.

Once the PM validates that the scope meets the requirements established in the project plan, the PM and client will meet for formal approval of the deliverable. At this session, the PM will exhibit the deliverable to the client for formal acceptance. The client will accept the deliverable by signing a project deliverable acceptance document. This will ensure that project work stays within the scope of the project on a steady basis through the life of the project.

Scope Control

The PM and the project team will jointly work to control of the scope of the project. The project team will influence the WBS Dictionary by using it as a statement of work for each WBS element. The project team will safeguard that they perform only the work expressed in the WBS dictionary and produce the defined deliverables for each WBS element. The PM will supervise the project team and the sequence of the project to ensure that this scope control process is adhered to.

If there is change to the project scope that is required, the process for proposing changes to the scope of the project must be executed. Any project team member can request a change to the project scope. All change requests must be presented to the PM in the form of a project change request file. The PM and team will then evaluate the recommended change to the scope of the project. The PM has the authority to approve or deny such request, based on her discretion. If approved, the PM will then officially tender the change request file to the client. If the client approves the scope change, the PM and Team will revise all project

documents and communicate the scope change to all project team members and stakeholders.

4.3. Schedule Management Plan for the Building of a Financial Center

The Schedule Management Plan, commonly referred to as a project schedule, provides the timeline for project implementation. The schedule is a vital component of the project because it gives the client and the team a better idea of the condition of the project at any point in time. The objective is to describe the methodology that the team will utilize to create the Schedule Management Plan. It also comprises of how the team will examine and observe the original schedule and any amendments made to the timeline after the project has commenced. This includes recognizing, inspecting, recording, ranking, approving/rejecting, and publishing all schedule-related amendments. This primary responsibility for managing this plan is on the PM.

Schedule Management Approach

Project schedules will be produced using Microsoft Project Professional 2019. Activity definition will categorise the specific schedule activities which must be achieved to complete each deliverable. Activity sequencing will be utilized to establish the order of schedule activities, based on pre-determined relationships between project activities. Activity time approximating will be used to estimate the number of work periods needed to complete schedule activities. Resource estimating will be employed to allocate resources to work tasks in order to make a more robust project schedule.

Upon completion of a working schedule, the PM will review it thoroughly to confirm the specific project resources and tasks. Thereafter, the entire project team will review, confirm, and agree on the resource allotments, durations, and schedule of activities. This result will serve as the first scheduling iteration and will include a Milestone Chart, which will also function as a Schedule Baseline.

The major milestones and their respective due dates for this project are shown below in Chart 12:

Chart 12: Project Schedule

Task Name	Start Date	End Date	Duration (days)
Secure Funding	1 February 2023	1 April 2023	60
Acquire Land	30 March 2023	27 April 2023	30
Hire 3G Belize	17 April 2023	1 May 2023	15
Project Initiation/ Kickoff	1 May 2023	8 May 2023	7
Complete Building Designs	1 May 2023	12 May 2023	11
Gain Client Approval	12 May 2023	18 May 2023	6
Appoint a Contractor	11 May 2023	22 May 2023	11
Secure Local Permits from the Building and Labour Departments	20 May 2023	29 May 2023	9
Create Project Management Plans and Schedule	18 May 2023	1 June 2023	14
Gain Client Approval	1 June 2023	5 June 2023	4
Begin Site Works	5 June 2023	12 June 2023	7
Drive Piles	5 June 2023	26 June 2023	21
Complete Concrete Foundation and Steel Works	5 June 2023	30 June 2023	25
Complete 1st Floor Structure	5 June 2023	30 July 2023	25
Erection of 2nd Floor Steel Structure	31 July 2023	30 August 2023	32
Complete Roofing	31 August 2023	30 September 2023	31
Install LED Electrical and Water-Saving Plumbing Equipment	1 October 2023	31 October 2023	30

Task Name	Start Date	End Date	Duration (days)
Install Doors, Windows, Hurricane Shutters, and Energy-Saving Air Conditioners	1 November 2023	13 November 2023	12
Inspect Quality Activities and Implement Risk Responses	14 November 2023	21 November 2023	7
Apply for Final Building Inspection	22 November 2023	24 November 2023	2
Complete Final Inspection	25 November 2023	1 December 2023	5
Occupy Building	2 December 2023	5 December 2023	3
End of Project	12 December 2023	12 December 2023	

Source: G. Waight, the Author, May 2023

Roles and responsibilities for schedule advancement include the following:

The PM is in control of enabling the breakdown of work packages into easily executable tasks that will serve as the underpinning for sequencing and estimating the time required and resources needed for the project team. The project manager will also produce the project schedule using Microsoft Project 2019 and corroborate the schedule with the project team. The project manager will then attain approval for the schedule baseline from other stakeholders including the client.

The project team is in charge of contributing to the project's work, time approximation, and resource allotment. The project team will also evaluate and confirm the baseline schedule and execute assigned tasks of the approved schedule.

The other stakeholders, including the client, will partake in analyses of the baseline schedule, support its validation, and approve the final schedule.

Schedule Control

The project schedule will be evaluated and revised as needed when new or updated information become available, including expected and actual start dates, completion dates, and quantity of tasks completed which will be supplied by project team members.

The PM is in control of preparing schedule updates, hosting review sessions, and deciding on schedule amendments. In addition, schedule change requests and status updates are submitted via the PM by means of the official communications plan.

The project team is charged with joining in on regular schedule updates and review sessions. The team members must transmit any date changes (start or finish) to the PM, as well as contribute to schedule variance resolutions, as the need arises.

The project sponsor will keep updated on the project schedule status and approve or deny any schedule changes submitted for review.

Schedule Changes and Thresholds

If a project team member decides that an alteration to the schedule is required, the PM and remainder of team will meet to examine and evaluate the amendment. The project manager and project team must ascertain which activities will be affected, variances as a consequence of the likely change, and alternative activities they may use to see how the scope, schedule, and resources would be impacted. After the evaluation is finished and if the project manager decides that any change will go over the pre-determined boundary conditions, then a schedule change request must be proposed.

The offer of a schedule change request to the Project Sponsor for approval is needed if either of the two following conditions is true:

• The proposed change is projected to reduce the timeframe of an individual work activity by 5% or more or increase the timeframe of an individual work activity by 10% or more.
• The change is assessed to reduce the timeframe of the overall baseline schedule by 10% or more or increase the timeframe of the overall baseline schedule by 5% or more.

Any change requests that would effect changes that are within or less than the above-mentioned percentage thresholds must be submitted to the project manager for approval. Once the change request has been evaluated and approved, the project manager is held accountable for altering the schedule and relaying all changes and corresponding impacts to the project team and relevant stakeholders. The PM will also guarantee that all change requests are properly recorded for current and future use.

4.4. Cost Management Plan for the Building of a Financial Center

The Cost Management Plan is the tool used for overseeing and informing on the planned and actual costs throughout the timespan of the project. This primary responsibility for managing this plan will fall upon the PM. She will send out bi-weekly electronic financial reports to the Project Sponsor to apprise and assess the cost performance of work activities. During these progress update sessions, cost performance for the previous month

will also be elaborated. Performance will be measured using earned value management or metrics. The PM will need to account for cost deviations and present the Project Sponsor with selections on how to maintain the project's financial performance and schedule. If cost exceeds budget, the Project Sponsor has the power to seek budgetary ramifications and/or acquire additional funding required for project achievement.

Cost Management Approach

Costs for this project will be approximated and operated based on the WBS- second level. Control Accounts (CA) will be created at this level within the WBS to monitor costs. Earned value calculations for the CA will be used and control the financial performance of the project. For earned value analysis, credit for work will be assigned at the work package level. The percentage or amount of credit granted to each work package will be computed based on the amount of work done at a specific time period compared to the total cost involved in completing the entire package. Costs may be rounded up to the next dollar and work hours rounded up to the next full hour.

Cost variances of ±5% in the cost and schedule performance indices will change the status of the cost to a "cautionary" nature. Consequently, those values will be adjusted to yellow in the status reports of the project. Cost variances of ±10% in the cost and schedule performance indices will change the status of the cost to an "alert" stage. Those values will be highlighted red in the status reports. This will trigger corrective action from the PM in order to bring the cost and schedule performance indices below the alert level. Corrective

actions may require a project change order and must be reviewed/approved by the Project Sponsor prior to being included in the scope of the project.

Measuring Project Costs

Project performance will be evaluated using Earned Value Management. The following earned value metrics will be used to measure to projects cost performance:

- Schedule Variance (SV)
- Cost Variance (CV)
- Schedule Performance Variance (SPI)
- Cost Performance Index (CPI)

If the Schedule Performance and Cost Performance Indices have a variance of between 0.1 and 0.2 the PM must inform the reason for the exception. If the SPI and CPI have a variance of greater than 0.2 the PM must report the reason for the exception and offer management a comprehensive corrective plan to return the performance of the project back to appropriate levels. Refer to performance measures in Chart 13 below.

Chart 13: Performance Measures

Indicator	Yellow	Red
Schedule Performance Index (SPI)	Between 0.9-0.8 or 1.1-1.2	Less than 0.8 or Greater than 1.2
Cost Performance Index (CPI)	Between 0.9-0.8 or 1.1-1.2	Less than 0.8 or Greater than 1.2

Source: G. Waight, the Author, May 2023

Reporting Format

Reporting for cost management will be incorporated in the bi-weekly project status report. This bi-weekly update will have a section in the report described as "Cost Management", which will contain the earned value metrics identified in the previous section. All cost variances beyond the thresholds identified in this Cost Management Plan will be reported on, as well as any corrective actions which were designed beforehand. Change Requests which are activated based upon project cost overruns will be recognized and monitored in this report.

Cost Variance Response Process

The Control Threshold for this project is a CPI or SPI less than 0.8 or greater than 1.2. If the project reaches any of these Control Thresholds, a Cost Variance Corrective Action Plan will be triggered. The PM will present possible corrective options to the Project Sponsor and other crucial stakeholders within five business days after the cost variance has been detected. Within three business days after the Project Sponsor has

selected a corrective action, the proper Cost Variance Corrective Action Plan will be fully implemented. The Cost Variance Corrective Action Plan will specify the actions necessary to revert the project within acceptable budget parameters and the method by which the success of the actions in the plan will be measured. Upon acceptance of the Cost Variance Corrective Action Plan, it will become a component of the project plan, and the project will be revised to indicate the corrective actions.

Cost Change Control Process

The cost change control process will adhere to the determined project change request process. Approval for any project cost change to the overall project budget must be approved by the Project Sponsor.

The budget for this project is listed below in Chart 14:

Chart 14: Project Budget

WBS Code	Element Name	Budget	Quantity/ Description (items or meetings)	Purpose
1.1	**Project Management (Administration)**	**$5,000**		
1.1.1	Project Charter	$400	As needed	Labor
1.1.2	Scope Management	$600	As needed	Labor
1.1.3	Schedule Management	$500	As needed	Labor
1.1.4	Cost Management	$600	As needed	Labor
1.1.5	Quality Management	$400	As needed	Labor
1.1.6	HR Management	$450	As needed	Labor
1.1.7	Communication Management	$650	As needed	Labor
1.1.8	Risk Management	$650	As needed	Labor
1.1.9	Procurement Management	$400	As needed	Labor

WBS Code	Element Name	Budget	Quantity/ Description (items or meetings)	Purpose
1.1.10	Stakeholder Management	$350	As needed	Labor
1.2	**Pre-Construction**	**$10,000**		
1.2.1	Architectural Design Plans	$1,000	1	Labor
1.2.2	Building & Labor Permits	$5,000	5	Labor
1.2.3	Electrical Plan	$1,000	1	Labor
1.2.4	Health & Safety Plan	$1,000	2	Labor
1.2.5	Landscape Plan	$1,000	1	Labor
1.2.6	Pre-Construction Meeting	$1,000	2	Labor
1.3	**Construction**	**$195,000**		
1.3.1	Foundation	$60,000	piles, steel, flexible concrete,	Labor & Materials
1.3.2	Steel work	$25,000	piles, steel, flexible concrete,	Labor & Materials
1.3.3	Plumbing & Sewage	$10,000	pipes, tubing, toilets, sinks, bathroom fixtures,	Labor & Materials
1.3.4	Utilities	$5,000	wires, cable box, landlines, television screen,	Labor & Materials
1.3.5	Electrical Work	$10,000	electrical wires, LED lightbulbs, insulation, metal lanterns	Labor & Materials
1.3.6	Roofing & Ceiling	$60,000	asphalt composite shingles, screws, flash ban, flexible concrete	Labor & Materials
1.3.7	Internet & Phone	$2,000	wires, computers, printers, scanners, modems, mouse, keyboards	Labor & Materials

WBS Code	Element Name	Budget	Quantity/ Description (items or meetings)	Purpose
1.3.8	Furnishing	$15,000	paint, fire alarms, light and bathroom fixtures, filing cabinets, window blinds, wall paintings, arabic area rug	Labor & Materials
1.3.9	Ventilation & Air Conditioning	$8,000	pipes, tubing, insulation	Labor & Materials
1.4	**Post- Construction**	**$15,000**		
1.4.1	Landscaping	$5,000	Artificial planters, sand, pebbles stones, gravel,	Labor & Materials
1.4.2	Site Cleanup	$3,000	Shovels, brooms, garbage disposal bins	Labor & Materials
1.4.3	Final Building Inspection	$500	Chief inspector	Labor
1.4.4	Occupancy Certificate	$500	Chief inspector	Labor
1.4.5	Building Occupancy	$4,900	Moving trucks, movers	Labor
1.4.6	Building Blessing	$1,000	Priest, holy water, appetizer, drinks	Labor & Materials
1.4.7	Project Closure Plan	$1,000	1	Labor
	***Contingency & Management Reserve**	**$25,000**	**1**	**Labor & Materials**
	TOTAL BUDGET	**$250,000**		**All Labor & Materials**

Source: 3G Belize, May 2023

4.5 Quality Management Plan for the Building of a Financial Center

The Quality Management Plan is utilized to plan and guarantee that quality is incorporated into the processes and final deliverable. Several inputs of the project will corroborate that

this plan will be performed well. The intent of this plan is to insist that quality is intentional, describe how quality will be achieved, outline quality assurance/control tasks, and establish acceptable quality standards to safeguard that the construction of the building are done to exceed, or at least meet, the building code standards in Belize. This task of administering this plan is bestowed on the PM.

Quality Management Approach

The quality management approach for the construction of the financial center will ensure quality is planned for both the processes and the final deliverable. To be effective, this project will meet its quality goals by applying an all-encompassing quality approach to specify quality standards, assess quality, and constantly increase quality.

Process quality for the financial center will center on the processes by which the project outcome will be designed and built. Instituting process quality standards will guarantee that all activities adhere to 3G's structural and regulatory standard which will bring about a positive provision of the product. Next, product quality for the financial center will be outlined the company's updated criteria for quality management based on best practice in the field. The aim on the project's deliverable and the standards and criteria being incorporated will make sure that the building meets pre-defined quality standards and Mr. Ashcroft's satisfaction. Then, the PM and lead Architect will identify and record all of the company's structural and project-specific quality standards for both processes and the final deliverable. All quality documents will form a part of the Financial Center Project Management Plan and will be transitioned into a building operational management

document when the building is successfully completed. Lastly, metrics will be established and used to measure quality throughout the project life cycle for the processes and product. The PM and lead Architect will be in charge of working with the project team to specify these metrics, carry out measurements, and study the results. These process and product measurements will be used as criteria in determining the success of the project and must be reviewed and presented to key stakeholders, especially Mr. Ashcroft. Metrics will include:

- Building Design
- Schedule
- Resources
- Cost
- Process performance
    - Fabrication
    - Wire and pipe installation
    - Formwork placement and removal
    - Accident collision rate
- Product performance
    - Structural robustness
    - Electrical Wiring inspections
    - Plumbing composition
- Customer Satisfaction

Quality improvements will be detected by any project team member. Every recommendation will be evaluated to decide both the cost versus benefit of executing the improvement and the impact of the improvement on the processes or final product. If an improvement is applied the project manager will revise all project documentation to enter the improvement.

Quality Activities

Process Quality:

Activities related to process quality standards and requirements will be determined by the PM and Architect. Majority of these activities will be based on current company process standards. These include fabrication, electrical wire testing without shortages, installation of pipes without leakage or drainage, exact accuracy (±98%) of formwork placement or removal, and less than 5% accident collision rate. Additionally, the project team will aim towards enhancing acceptable standards and document these activities for incorporation into both structural and regulatory process flows and the Project Management Plan. The above-mentioned standard activities will be communicated to the appropriate stakeholders, along with corrective action for non-compliance.

Product Quality:

Activities related to product quality standards and requirements will be managed by the PM and mostly be grounded in the company's documented structural standards. These activities that the PM will verify include conformation of building floor elevations to original

measurements ± 0.5 foot, ± 12 inches of distance from foundation to agreed location, achieving levelled walls ± 5 inches, and precision of design specifications within 1% of original measurements. There may be product-specific quality activites detected that are not currently part of the documented structural standards. In this case, the PM or Architect will assess these standards related to correct dimensions, formwork, insulation, electrical wiring and integrate them into the company's records. This will be done for any approved quality changes to the financial center and incorporated into the Project Management Plan and communicated to the relevant stakeholders.

Quality Assurance

The quality assurance of the financial center will concentrate on the processes utilized to build the structure itself. To make sure quality is included in the process, an iterative quality process will be instituted throughout the project life cycle. This iterative process includes evaluating process metrics, examining process data, and incessantly enhancing the processes.

The PM and Architect will carry out evaluations at specified periods throughout the project to confirm all processes are being precisely fulfilled and executed. In Chart 15 below, the main quality assurance metrics for this initiative are listed.

Chart 15: Quality Assurance Metrics

Process Action	Acceptable Process Standards	Process Phase	Assessment Interval
Steel strength testing	Tensile and yield	Onsite delivery	Per floor amount
Concrete slump test	Required psi strength	Slump cone	Amount of concrete

Process Action	Acceptable Process Standards	Process Phase	Assessment Interval
Compression testing on concrete beams	2000 psi compressive strength	Steel beam	Factory tested
Water pressure testing	Between 40 and 60 psi	On installation	Force of water
Valve temperature and fitting	Maximum 200°C	On installation	Temperature of water
Height of roughed water lines	Vertical: 8 ¼ inches Horizontal: 6 inches	On installation	Distance and texture of water line
Electrical wire splicing and taping	Use of either solder, butt, or heat shrink splice	On testing	Specific to wire type
Circuit protection	Use of electro-mechanical breakers and fuses	On installation	Quantity of kilowatt hour usage
Electrical switchboard testing	Maximum voltage rating 600 Vac/Vdc and bus rating 6000 A	Onsite delivery	Amount of voltage
Cable/ wire casing	Between ¾ and 2 ½ inches	Based on wire size	Cable/wire location

Source: G. Waight, the Author, May 2023

The PM and other team members for this project will provide daily quality management, carry out weekly process audits, evaluate process performance metrics, and ensure that all processes conform to 3G Belize's standards. If discrepancies are discovered, the PM will meet with the site supervisor and analyze the errors found. The PM will arrange for frequent and ongoing project, management, and document reviews. During these sessions, an agenda item will include a review of project processes, any discrepancies and/or audit findings, and a discussion on process enhancements.

Process improvement is also associated with quality assurance. Process and product improvement should be the outcome of quality assurance reviews, findings, and assessments. All process improvement activities need to be recorded, executed, and communicated to all stakeholders of any noted amendments.

Quality Control

The quality control of the financial center places emphasis on the design and construction of the structure and its associated processes. The quality performance standards for the building are aligned with the structural and regulatory standards of 3G Belize and the Building Authority. The physical dimensions of the building will be measured onsite to ensure conformity with predefined quality (physical and performance) standards.

The PM will arrange for frequent and ongoing project, management, and document reviews. During these sessions, an agenda item will include a review of the building, any discrepancies and/or audit findings, and a discussion on building enhancements.

Quality Assurance and Quality Control Mechanisms

As part of the project quality requirements, all deliverables must be inspected and/or tested, and must fall within the established standards and tolerances. These include anywhere between 40 and 60 psi for water pressure, 2000 psi for beam strength, ±5% margin of error for formwork and electrical installation, and zero leakage/drainage for pipe installation. For the financial center, all processes must be audited and evaluated for effectiveness and efficiency.

Charts 16 and 17 below will be created and used by the project team in conducting these measurements and will be maintained for use as supporting documentation for the project's acceptance. For all processes and product delivery, a margin of error of ±5% will be considered acceptable for all concrete-related formwork placement and removal, and a ±1%

margin of error for electrical and plumbing work. These are in line with the established building code standards in Belize.

Chart 16: Quality Assurance Log

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

Source: G. Waight, the Author, May 2023

Chart 17: Quality Control Log

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

Source: G. Waight, the Author, May 2023

4.6 Resources Management Plan for the Building of a Financial Center

The Resources Management Plan is a tool which will assist in the supervision and dispensation of the project's resources activities during the project until completion. These resources include both human and material resources which will be utilized during the

project's lifecycle. Some of the plan's components comprise the roles and responsibilities of staff, organizational charts, staff management plans, and materials to be used. The function of this plan is to reach project close by certifying that the proper resources (human and otherwise) are secured with the requisite skills and, if not, proper resources are acquired or upskilled, if any breaches in competencies are identified, team enhancing approaches are formulated, and team activities are successfully implemented. This main responsibility for overseeing this plan is for the PM.

Roles and Responsibilities

The roles and responsibilities of the project team for the construction of the financial center are vital to the project's completion. Without a doubt, every member on the project team must be aware of their roles and responsibilities so as to effectively carry out their portion of the project. For the financial center, the project team roles and responsibilities are listed below:

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

Architect (A), (1 position): responsible for ensuring the building aesthetics, function, and use of space are complied with. The Architect is also responsible for all of the various disciplines, excluding the project manager and production of project documents.

Electrical Engineer (EE), (1 position): responsible for ensuring that the building operates at an optimum and efficient electrical capacity. The EE is responsible for producing an electrical floorplan, lighting layout, switches, rises, etc. to be submitted to the Architect.

Structural Engineer (SE), (1 position): responsible for the structural integrity of the building and produces structural calculations and drawings to be issued to the Architect.

Mechanical Engineer (ME), (1 position): responsible for the air-conditioning systems, ensuring that they provide the necessary cooling capacity and airflow in the building. The ME also produces an air-conditioning, ducting and supply line layout to be submitted to the Architect.

Plumbing Engineer (PE), (1 position): responsible for producing floor layouts showing the lavatories, water closets, urinals, supply lines, wastewater lines and connections to the sewer system. The PE will also submit drawings to the Architect.

Chief Accountant (CAT), (1 position): responsible for all financial transactions and financial reporting pertaining to the project.

Subcontractors:

Electrical Subcontractor (ES), (1 position): responsible for reading and calculating electrical drawings and ensuring their correct placement in the building. In addition, the ES is responsible for installing all building and site lighting as per electrical and site layouts and schedules.

Plumbing Subcontractor (PS), (1 position): responsible for reading and calculating plumbing drawings and ensuring their correct placement in the building within schedule constraints.

Roofing Subcontractor (RS), (1 position): responsible for reading Architectural drawings pertaining to the roof layout and constructing the roof in accordance with the specifications and schedule constraints.

Tiling Subcontractor (TS), (1 position): responsible for reading the floor plan drawings and installing tiles according to the layouts using acceptable industry standards and within schedule constraints.

Windows and Doors Subcontractor (WDS), (1 position): responsible for ensuring that the window and door schedules and specifications are adhered to in the manufacturing of the windows and installation of same in accordance with the drawings and within schedule constraints.

Quantity Surveyor (QS), (1 position): responsible for collecting data based on the construction specifications and drafting documents to come to a cost analysis for the proposed project.

Interior Designer (ID), (1 position): responsible for ensuring the design theme for interior spaces, furniture, ceiling-wall colors, fabric, materials, etc. The ID is also responsible for the proper placement of all building furniture to maximize space.

Messenger (M), (1 position): person available to run errands for the project

Site Supervisor (SS), (1 position): responsible for any and all production and business pertaining to the site works.

Project Organization Charts

The ensuing RACI chart below displays the relationship between project tasks and team members. Any proposed changes to project responsibilities must be examined and approved by the project manager. Changes will be suggested according to the change control process. As changes are made, the necessary project documents will be revised and redistributed accordingly. Chart 18 below shows a RACI distribution.

Chart 18: RACI Table

	Project Manager	Architect	Engineers	Subcontractors	Site Supervisor	Site Workers	Accountant
Data Collecting	A	R	R	I	R	I	
Building Design	A	R	R				
Change Requests	A	R	R	I	I	I	

	Project Manager	Architect	Engineers	Subcontractors	Site Supervisor	Site Workers	Accountant
Feasibility Study	A	C	C		I		
Contract Management	A						R
Site Management	A	R	R	I	R		
Building/Labor Permit Approvals	A	C	C	I	I		R
Project Scope	A	C	C	I			C
Project Quality	A	C	C	I	I		
Project Communications	A	C	C	I			I
Stakeholder Management	A	R	R	I			I
Financial Management	A	C	C	I	I		R
Status Reports	A	R	R	I			R
Procurement Management	A	C	C	I	C		R

Source: G. Waight, the Author, May 2023

Legend:
R – Responsible for completing the work
A - Accountable for ensuring task completion/sign off
C – Consulted before any decisions are made
I – Informed of when an action/decision has been made

Staffing Management

Staff Acquisition:

For the financial center, the project staff will consist of internal resources, with majority of the work being subcontracted to external resources. There will be outsourcing/contracting performed within the scope of this project. The PM will confer with other agencies so as to identify and assign resources for the project. All resources must sign a contract/agreement with the hiring company before he/she commence any project work. The managerial staff and office workers will be stationed at the 3G Belize office building and be mandated to

conduct site assessments on a daily basis, at the minimum, twice a week. The site supervisor and subcontractors will work onsite and remain there until project completion.

Resource Calendars:

The baseline schedule for the financial center was elaborated in the Schedule Management Plan. Construction is expected to not exceed six (6) months or 182 days. All resources are expected prior to the initiation of the project, and others will be obtained as the project advances. Resource calendars will be prepared to log the types and amounts of personnel that will be accessible to complete the predefined schedule tasks.

Training:

Training will be required for the construction workers who will be stationed at the project site. These workers will be directly hired by 3G Belize. The objective of the training will be to provide the workers with necessary knowledge, skills, and competencies to install and erect the steel and cement structure. The lead Architect and Engineer will be in control of these training activities and the corresponding schedule.

Performance Review:

The PM and senior team members (i.e., the lead Architect and Engineer) will review the overall performance of the project and relay the expectations of work to the site supervisor of the work to be performed by the subcontractors and site workers. The site supervisor will observe each team member throughout the project to evaluate their performance in completing their assigned work. Before releasing the site workers, the PM will meet with

the site supervisor and senior team members to garner the appropriate work performance before providing feedback on the site worker's performance.

Recognition and Rewards:

The scope of this project does not allow for functional cross-training or other periodic monetary awards, there are other types of planned recognition and reward items for project team members. The primary incentive that can be provided to the site workers and other staff members include a monetary compensation (bonus) if the project is successfully completed ahead of schedule.

The other types of planned recognition and rewards include:

• A team celebration in honour of successful project completion.

Materials to be Used:

In addition to the human element that will be utilized during the building of the financial center and the creation of the Project Management Plan, other materials and equipment will be employed to ensure successful completion. As it relates to the former, environmentally-friendly materials such as cement, steel, gravel, screws, beams, pipes, cement mixer, and others will be used, whereas in the latter, project documentation such as project templates, web applications, assignment documents, matrices, supplies checklists, analysis charts, and the like will be put to use to produce the final management plan.

4.7 Communications Management Plan for the Building of a Financial Center

The Communications Management Plan is used to distribute and relay information during the project's cycle to the relevant stakeholders at the opportune moment. The plan will specify how each party would gather information from project team members, the rate of information output, the type of information output, and the team member that would be assigned for guaranteeing that accurate information is released. As well, the plan will list the forms of communication, procedures for distribution, and prerequisites for information dissemination. This core person that will oversee this plan is the PM.

Communications Management Approach

By taking a proactive role in the communications process, the PM will ensure effective messages (whether written or verbal) during this project. The requirements will be documented in the Communications Matrix. This matrix will be the standard for what information will be disseminated, who will do the disseminating, when to disseminate the information, and whom to disseminate the information to.

The PM is in control of managing all suggested and approved changes to the communications management plan. Once a modification is authorized, the PM will revise the plan and other documents and then disperse the revisions to the project team and relevant stakeholders. This will make certain that all stakeholders stay informed of any changes to the project.

Communication Roles

- **Client:** the individual who will be accepting the final product of this project and will be informed of the project status.

- **Project Manager:** has overall responsibility for the execution of the project, manages day to day resources, and provides project guidance and monitors and reports on the project's metrics.

- **Project Team:** comprised of all persons who have a role performing work on the project, needs to have a clear understanding of the work to be completed and executed.
- **Other Stakeholders:** include executive management with a keen interest in the project.

Project Team Directory

A Project Directory will be kept up to date with contact information for key persons identified in this communications management plan. See directory below in Chart 19 for this project.

Chart 19: Project Directory

Name	Position	Role	Company	Contact Details
Mr. Ashcroft	Project Sponsor	Approve all decisions as Client	Lord Ashcroft Enterprize	MA@ascroft.com +5012230211
Giselle Waight	Project Manager	Oversee project activities	3G Belize	gwaight@3GBZE.com +5016103137
Gian Cadle	Co-owner (lead Architect)	Execute and approve all technical designs	3G Belize	gcadle@3GBZE.com +5012236194
Gulianna Cadle	Co-owner (lead Engineer	Execute and solve all technical/ structural issues	3G Belize	gcadle2@3GBZE.com +5012236194
Wendy Smith	Project Team Member (Chief Accountant)	Manage, track, and solve all financial issues	3G Belize	wsmith@3GBZE.com +5012236194

Source: G. Waight, the Author, May 2023

Communication Methods and Technologies

As a collaborative effort with the Client and 3G Belize's management, the project team will establish the communication methods and technologies to be used in this project. Factors to be considered include stakeholder communication requirements, available technologies (internal and external), and company policies and standards.

The primary mode of communication will be meeting format, whether face to face or virtual conference. Followed by mobile communication in the form of phone calls or WhatsApp messages. Lastly, and only when written reports need to be shared, the use of electronic mail (e-mail) will be utilized. 3G Belize maintains a SharePoint platform by

which the project team will provide updates, archive various reports, and conduct project communications. This platform enables the company's management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint also offers the ability for stakeholders and project team members to collaborate on project work and communication. Agreed nomenclature for files and folder will be applied to all archived work.

Communications Matrix

For this project, the team will utilize standard organizational formats and templates for all formal project communications. Formal project communications are detailed in the project's communication matrix. Chart 20 below provides further details.

Chart 20: Communications Matrix

Communication Type	Deliverable	Purpose of Communication	Delivery Method	Frequency	Owner	Target Audience
Kickoff Meeting	• Meeting Agenda • Meeting Minutes • Adhoc Presentation	To introduce the project team and create a shared understanding of the project background and upcoming tasks for completion.	• Face-to-face meeting	Once	Project Manager	• Client • Project Team • Other Stakeholders
Project Team Meetings	• Agenda • Meeting Minutes	To discuss current team issues and brainstorm possible solutions.	• Face-to-face meeting • Virtual conference	Bi- weekly	Project Manager	• Project Team
Technical Design Meetings	• Agenda • Meeting Minutes • Adhoc Presentations	To provide technical updates on design or structural concerns regarding project.	• Virtual conference	• Bi-weekly • As the need arises	Architect	• Project Manager • Project Team
Project Status Meetings	• Agenda • Meeting Minutes • Adhoc Presentation • Revised Project Schedule	To discuss current project issues and brainstorm possible solutions.	• Face-to-face meeting • Virtual conference	Weekly	Project Manager	• Project Team

Communication Type	Deliverable	Purpose of Communication	Delivery Method	Frequency	Owner	Target Audience
Project Status Reports	• Updated Status Report • Revised Project Schedule	To report on the status of the project such as deliverable timelines, financial targets, and other major issues.	• Email	Monthly	Project Manager	• Client • Project Team
Personal Communication	• Agenda • Adhoc Presentation	To maintain frequent contact on the status of the project	• Mobile call • WhatsApp message • Email • Virtual conference	As the need arises	Project Manager	• Client • Project Team • Other Stakeholders

Source: G. Waight, the Author, May 2023

4.8 Risk Management Plan for the Building of a Financial Center

The Risk Management Plan is the instrument worked to recognize and account for project risks, examine and minimize their impact, and put forth contingency plans in the event of a failure. Risks are viewed as either harmless or harmful events that occur during the project lifecycle, which must be actively managed and controlled. This plan will include several aspects to better understand the nature of project risk such as risk identification, risk analysis, risk monitoring, and risk mitigation strategies. The purpose of this plan is the describe the risks associated with this project and ways to reduce its overall adverse impact throughout the length of the project. This key functional task falls on the PM.

Risk Management Approach

Risk Identification

At the onset, risks are discussed and classified during the project charter stage of the lifecycle. Later on, during production of the additional management plans, a complete risk register will be created. At the risk identification phase, the risk register will be assessed to add or remove any other risks that may or may no longer be applicable to the project. The risk register will be generated and carried out by the PM. The main categories of risks applicable to this project consist of financial, planning, stakeholder, and external. Chart 21 below lists the major risk categories for this project, along with a few examples of each.

Chart 21: Risk Categories

Source: G. Waight, the Author, June 2023

Risk Qualitative and Quantitative Analysis and Prioritization

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

Risk Monitoring

The PM will supervise the status of risks by assessing the data collected during the project and cross referencing it with the risk register and risk analysis summary. Risks that are likely to be the most impactful will be closely monitored to ensure that risk exposure is limited. Risk monitoring will be an ongoing process as unforeseen risks that were not considered before may arise. The risk register can be updated weekly, if needs be, and information relayed to the Client and pertinent team members during project status

meetings. Adhoc meetings may be called if the need arises. The PM is the person charged with deciding when to perform a risk response.

Risk Register

As mentioned above, 3G Belize has identified the following risk categories: applicable to this project consist of financial, planning, stakeholder, and external. Additionally, risks are listed by order of importance and most impactful.

Chart 22: Risk Register

Risk ID	Risk Description	Category	Level of Impact	Probable Cause	Risk Strategy/ Response
1	Increase in Cost of Construction Supplies	Financial	High	High Prices in Source Country	Seek Alternative Suppliers
2	Change in Project Funding Amount	Financial	High	Management Decision	Adjust Project Scope
3	Threat of Hurricane	External	High	Force of Nature	Secure Project Site
4	Shipping Delays	External	High	Shortage of Shipping Containers	Obtain New Shipping Vendor
5	Disgruntled Workers	External	High	Low pay or grievance	Increased Communication with Management
6	Equipment Damage	Financial	Medium	Operational Inexperience	Switch Equipment Operator
7	Contractor Delay	Planning	Medium	Change in Project Scope	Adjust Schedule
8	Scope Creep	Planning	Medium	Project Scope Improperly Defined	Adjust Schedule
9	Multiple Inaccurate Reports of Project	Stakeholder	Medium	Staff Frustration	Gather Monthly for Social Activities
10	New Permit Requirements	External	Medium	Change in Regulation	Fulfill Requirement Listing
11	Community Interference	Stakeholder	Medium	Objections of the construction process	Community Buy-in or stakeholder meetings
12	Project Purpose Redefined	Planning	Low	Building Redesign	Implement Change Request
13	Misplaced Involvement in Project Activities	Stakeholder	Low	Infrequent Project Updates	Pre-arrange Status Meetings

14	Lack of Cross-team Coordination	Stakeholder	Low	Limited Office Presence	Conduct Weekly Update Meetings

Source: G. Waight, the Author, June 2023

Risk Strategy and Responses

Risk strategy/ response establishes the way forward to avoid, mitigate, or tackle risks "head on" to reduce the impact on the project. These strategies may either be a proactive or reactive approach to this task. Some strategies include contingent responses, expert judgement, or reinforcement. Under the guidance of the PM, the project team will identify and aid in the planning of risk responses and mitigating them, as well as managing data collection and storage. By keeping the impact of risks to a minimum, this will ensure that the project can be successfully executed within the stipulated time frame. For the highest rated risks, the following strategies can be used to reduce or keep impact to a minimum:

- Find other sources to procure construction materials and supplies at an economical cost;
- Ensure that thorough discussions happen with various stakeholders during the planning phase to capture all possible risks and threats;
- Incorporate processes and procedures in place to rapidly prepare for any upcoming natural disasters.

4.9 Procurement Management Plan for the Building of a Financial Center

This Procurement Management Plan sets the procurement framework for this project. It will serve as a guide for administering the purchasing of goods and services throughout the duration of the project and will be amended as procurement needs change. It is vital that all supplies bought by the project team are done in a transparent and cost-effective manner. With years of technical expertise in the field of construction, the items to be bought, made, or constructed onsite are already known. This plan identifies and defines those goods and services that will be procured, the types of contracts to be used on this project, the contract approval process, and decision criteria. The importance of coordinating procurement activities, establishing firm contract deliverables, and using metrics in measuring procurement activities is included. Other items included in the procurement management plan include procurement risks and their management considerations, procurement costs, procurement documentation used and procurement constraints.

Procurement Management Approach

The PM, with guidance from the Chief Accountant, will oversee and supervise all procurement activities for this project. The PM will collaborate with other team members to ascertain all items to be purchased for project use. Additionally, the project team will review the procurement items and decide if it is feasible to build or buy the items. Based on consensus, they will commence the vendor selection, purchasing and the contracting process. Once again, the PM will review the procurement list before final submission to the Administration Department for execution.

Procurement Definition

The team will identify and document the procurement items and/or services determined to be essential for project completion and success. The list of items/services, justification, and timeline will be developed and used to conduct further contracting activities as described in this plan. A sample Procurement Item List is provided below in Chart 23.

Chart 23: Procurement Item List

Build	Buy
Site Mortar	Decorative Blocks
Concrete Blocks	8” and 12” Cinder Blocks
Concrete Mixture	Reinforce steel rods and ties
Concrete Plaster	Steel beams
Bricks	Welded Wire Fabric mesh
Brackets	Cement plaster and finishes
Formworks	Tiles
Walers	Windows and Doors
	Window Blinds
	Electrical System
	Plumbing System
	Air Conditioning System
	Metal Desks
	Hanging Lanterns
	Moveable Chairs
	Filing Cabinets
	Arabic Area Rug
	Wall Paintings
	Ceiling and Support Units
	Parking stops
	Artificial Indoor Planters

Source: G. Waight, the Author, June 2023

The persons allowed to approve purchases for the project team are listed in Chart 24 below:

Chart 24: Approved Procurement Individuals

Role	Name	Procurement Threshold
Project Manager	Giselle Waight	>$10,000
Architect	Gian Cadle	<$10,000
Chief Accountant	Wendy Smith	>$10,000
Site Supervisor	Jair Santoya	<$10,000
Client	Mr. Ashcroft	>$20,000

Source: G. Waight, the Author, June 2023

Types of Contracts

Services necessary for work such as the cement beams, electrical work, roofing, tiling, and plumbing, will need to be obtained for this project under labour only contract, as stipulated by the Central Building Authority of Belize. Other services such as security camera installation, building painting, and internet installation are to be requested under a firm fixed-price contract. The project team will work with the PM and Chief Accountant to specify the item types, quantities, services and required delivery dates. Bids will also be solicited from multiple vendors in the area. Once the vendor is chosen, purchasing of the desired items within the expected time frame and at an economical cost, based on contract specifications, will begin. All other items to be procured will be obtained under a materials-only contract. The team will seek bids from various vendors in order to acquire the items within the requisite time frame and at an acceptable cost.

Procurement Risks

There is some level of risk with each procurement activity that should be managed to safeguard project attainment. Since all risks will be managed according to the risk

management plan, there are explicit risks that pertain especially to procurement which need be considered:

- Unrealistic schedule and cost expectations for vendors,
- Manufacturing capabilities of vendors,
- Conflicts with current contracts and vendor relationships,
- Configuration management for upgrades and improvements of purchased technology,
- Likely delays in shipping from international vendors and the result on cost and schedule,
- Problematic past performance for vendors, and
- High Probability that final product does not meet required specifications.

These risks are not all-encompassing and the customary risk management process of recognizing, recording, analyzing, mitigating, and managing risks will be employed.

Procurement Risk Management

As mentioned before, project risks will be dealt with according to the risk management plan. However, for risks related especially to procurement, there must be greater consideration and involvement. Project procurement efforts comprise external organizations and can affect business relationships and internal supply chain or vendor management operations. Due to the sensitivity of these relationships, the project team will include a specified representative from the Administration department in all communications with contracted vendors.

Additionally, any decisions about procurement actions must be approved by the PM before implementation. Any issues concerning procurement actions, or any newly identified risks will immediately be communicated to the management team as well as the Client.

Cost Definition

For this project, the team will issue a Request for Quote (RFQ) to lobby proposals from a range of vendors which describe how they will meet the requirements and the cost of doing assigned work. All proposals will include vendor support for all items as well as the base and out-year costs. The vendors will outline how the work will be completed, workers assigned to perform the work, vendors' experience in providing these goods/services, customer reviews, employee information performing the work, and a breakdown of all costs involved.

As well, the vendors will be obliged to submit work breakdown structures and work schedules to show their interpretation of the work to be carried out and the ability to meet the project schedule. All information must be included in each proposal, as the proposals will be used as the basis of the selection criteria. Proposals which omit requested information or contain incomplete information will be excluded from consideration.

Procurement Documentation

The procurement management process consists of multiple parts as well as continuing management of all procurement activities and contracts. In this dynamic and ever-changing environment, the goal is to simplify procurement management by all means to aid contract execution and project realization. To assist in the simplification of these tasks, customary

procurement documentation for all steps of the procurement management process will be employed. These documents will be created and revised over time with the hope of continually enhancing procurement efforts in the future. They should provide suitable levels of detail which enable easier comparison of proposals, more precise pricing, more detailed responses, and more effective management of contracts and vendors.

A repository will be developed and maintained on the company's shared drive which will contain the project management and procurement documentation that will be used for this project. The following documents will be used for project procurement activities:

• Standard Request for Proposal Template to include:
    - Background
    - Proposal process and timelines
    - Proposal guidelines
    - Proposal formats and media
    - Source selection criteria
    - Pricing forms
    - Statement of work
- Internal Source Selection Evaluation Forms
- Non-disclosure Agreement
- Letter of Intent
- Contract Templates
- Procurement audit form
- Procurement Performance Evaluation Form

Procurement Constraints

Various constraints must be considered as part of the procurement management plan. These constraints will be integrated in the RFQ and relayed to all vendors to establish their ability to operate within these constraints. These constraints apply to several areas which include schedule, cost, scope, resources, and technology:

- Schedule:
  - Project schedule is firm and the procurement activities, contract administration, and contract performance must be achieved within the established project schedule.

- Cost:
  - Project budget has a contingency reserve built in; however, the reserve may not be applied to procurement activities. Reserves are only to be used in the event of an approved change in project scope.

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

- Technology:
  - Parts specifications have already been determined and will be included in the statement of work as part of the RFQ. While proposals may include suggested alternative material or manufacturing processes, parts specifications must match those provided in the statement of work exactly.

Contract Approval Process

The first step in the contract approval process is to identify what goods or services will need to be purchased from external vendors. This will be done by conducting a cost analysis of goods or services which will be provided internally and comparing them with purchase prices from external vendors. Once cost analyses are finished and the list of goods and services to be procured from outside is finalized, the Chief Accountant will send out solicitations to external vendors. When solicitations have concluded and proposals have been received by all vendors, the approval process will begin. The first step of this process is to carry out a review of all vendor proposals to decide which meets the criteria established by the project team. Purchases less than $10,000 only require the approval of the Chief Accountant; whereas, purchases greater than $10,000 must be approved by the Chief Accountant in consultation with the PM. For even larger purchases ($20,000+) the Chief Accountant, PM, and the Client will gather to settle on which contract will be accepted.

Decision Criteria

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

1. Capability of the vendor to provide all goods/services by the stipulated delivery date
2. Quality
3. Cost
4. Anticipated delivery date

5. Comparison of outsourced cost versus in-sourcing

6. Previous performance

These criteria will be assessed by the PM, in conjunction with the Chief Accountant. The ultimate decision will be made based on these criteria as well as existing resources.

Vendor Management

At the end of the day, the PM is in charge of overseeing vendors. To ensure the proper delivery and high-quality of goods from vendors the PM, or the Chief Accountant will frequently meet with each vendor to review the status of the items purchased from them. The meetings can be done face to face or by virtual conference. The objective of these meetings will be to evaluate all recorded specifications for each product. This medium will offer a chance to review each good's enhancement, or the service provided to make certain that it adheres to the conditions laid out in the project specifications. It will also act as an opportunity to ask questions or alter contracts or requirements ahead of time so as to prevent delays in delivery and/ or schedule. The Chief Accountant will be responsible for arranging these weekly meetings until all goods/services are delivered and considered to be acceptable.

Performance Metrics

The following metrics in Chart 25 are instituted for vendor performance for this project's procurement activities.

Chart 25: Performance Metrics

Vendor	Quality of Good or Service	Timely Delivery	Documentation Quality	Recorded Cost	Cost Per Unit	Transactional Efficiency
Vendor #1						
Vendor #2						

Source: G. Waight, the Author, June 2023

Key: 1= Unacceptable 2=Acceptable 3=Outstanding

Each metric is rated on a 1-3 scale as indicated in the key above. Once complete, the ratings will be aggregated into a database to create a past-performance log for selecting vendors for future procurement activities.

4.10 Stakeholder Management Plan for the Building of a Financial Center

The Stakeholder Management Plan will be used to recognize and categorize project stakeholders, determine their power, interest, and influence, and review the communication method for each of them. This will enable the team to detect prominent stakeholders to gather input for project planning and increase support as the project advances. This will help the project by reducing the possibility of facing competing priorities and expanding the available resources to complete the project. Initial recognition and communication with stakeholders are vital to safeguard the success of the project by acquiring support and involvement in the project. Difference stakeholders may have interests which may either positively or negatively impact the project. By initiating regular communication from the

start of the project, the PM and wider project team can more closely control and offset these interests while also achieving the project tasks.

Identification of Stakeholders

The PM will meet with the project team to identify stakeholders for the project. The objective of this session will be to identify internal stakeholders within the organization. These stakeholders may include functional managers, operations personnel, finance personnel, and any other individual who will be affected by the project. The session will also identify external stakeholders. These may include suppliers, partner organizations, or any other individuals who reside outside of the organization. Identification of stakeholders will continue throughout the project, and additional stakeholders may be identified until the latter half of the project lifecycle. Stakeholders with similar characteristics will be grouped in order to simplify communication and stakeholder management.

Key Stakeholders

The stakeholder matrix below in Chart 26 lists the key stakeholders associated with this project, their power, interest, influence, and the communication method best suited for that individual.

Chart 26: Stakeholder Matrix

ID	Name	Company	Position	Contact Details	Level of Power	Level of Interest	Level of Influence	Communication Method
1	Mr. Ashcroft	Lord Ashcroft Enterprize	Client/ Project Sponsor	MA@ashcroft.com +5012230211	High	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call
2	Giselle Waight	3G Belize	Project Manager	gwaight@3GBZE.com +5016103137	High	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
3	Gian Cadle	3G Belize	Co-owner (lead Architect)	gcadle@3GBZE.com +5012236194	High	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
4	Gulianna Cadle	3G Belize	Co-owner (lead Engineer	gcadle2@3GBZE.com +5012236194	High	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
5	Wendy Smith	3 G Belize	Chief Accountant	wsmith@3GBZE.com +5012236194	Medium	Medium	Medium	• Face-to-face meeting • Virtual conference • Email

ID	Name	Company	Position	Contact Details	Level of Power	Level of Interest	Level of Influence	Communication Method
								• Mobile call • What's App message
6	Sam Lamagna	3G Belize	Electrical Engineer	slamagna@3GBZE.com +5012236194	Medium	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
7	Joey Usher	3G Belize	Structural Engineer	jusher@3GBZE.com +5012236194	Medium	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
8	Bobby Jones	3G Belize	Mechanical Engineer	bjones@3GBZE.com +5012236194	Medium	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
9	Miriam Cal	3G Belize	Plumbing Engineer	mcal@3GBZE.com +5012236194	Medium	High	High	• Face-to-face meeting • Virtual conference • Email • Mobile call • What's App message
10	Eder Medina	Medina's Construction	Subcontractors	EM@medina.com +5016501123	Medium	High	Medium	• Face-to-face meeting • Mobile call

ID	Name	Company	Position	Contact Details	Level of Power	Level of Interest	Level of Influence	Communication Method
11	Joel Asalis	McKay & Sons	Quantity Surveyor	JA@gmail.com +5016151051	Medium	Medium	Medium	• Face-to-face meeting • Email • Mobile call
12	Jarena Pandora	Pandora's Inc.	Interior Designer	Janera@pandora.com +5016267788	Medium	Medium	Medium	• Face-to-face meeting • Email • Mobile call • What's App message
13	Luis Carrillo	3G Belize	Messenger	lcarrillo@3GBZE.com +5012236194	Low	High	Low	• Face-to-face meeting • Mobile call • What's App message
14	Tony Rivas	3G Belize	Site Supervisor	trivas@3GBZE.com +5012236194	Medium	High	Medium	• Face-to-face meeting • Email • Mobile call • What's App message
15	Philip Bosch	Central Building Authority	Chief Inspector	Philip.bosch@CBA.bz +5018225601	High	Medium	High	• Face-to-face meeting • Telephone call
16	Mr. XYZ	Utility Company	Technicians	technician@btl.net +5012235561	Medium	Medium	Medium	• Face-to-face meeting • Telephone call
17	Joy Michael	Central Bank of Belize	Governor	Joy.michael@cbb.bz +5012277722	Medium	High	Low	• Face-to-face meeting • Virtual conference • Email
18	Joseph Waight	Ministry of Finance	Financial Secretary	j.waight@MOF.bz +5018020011	Medium	High	Medium	• Face-to-face meeting • Virtual conference

ID	Name	Company	Position	Contact Details	Level of Power	Level of Interest	Level of Influence	Communication Method
								• Email
19	Guiseppi Alirio	The Belize Bank	Managing Director	GA1@BBL.com +5012273689	High	High	High	• Face-to-face meeting • Virtual conference • Email
20	Clement Menzies	The Belize Credit Union	Chief Finance Officer	CFO@BCU.com +5012271926	High	High	High	• Face-to-face meeting • Virtual conference • Email

Source: G. Waight, the Author, June 2023

5 CONCLUSIONS

This chapter of the management plan will bring together the overall objectives of the 10 individual management plans. In closer detail, the purpose of each plan, the supporting tools used in the process, and also the specific sections and versions of the *PMBOK® Guide* employed in are mentioned to determine its appropriateness. The following plans are detailed below:

1) The Project Management Plan was produced using a combination of the sixth and seventh editions of the *PMBOK® Guide* as a supporting tool to devise the analytical research method for the project team. PMI, 2017 offered a comprehensive overview of research methods and their benefits, while the seventh edition provided methodological updates and more information on value-based methods/outcomes and their benefits.
2) The Integration Management Plan via a Project Charter was the first element of the Project Management Plan that was created. A template was used as a benchmark to record and organize the project's background information, objectives, assumptions, constraints, risks, schedule, and milestone summary, among other things.
3) To provide the proper framework for the project, the Scope Management Plan was completed. The purpose of the plan was to detect, define, and manage deliverables, risks, and benefits for the project team, as well as outline the roles and responsibilities and the work breakdown structure. In addition, climate-resilient practices, such as the use motion-sensor LED lights, storm drainage, and a garden on the second floor, were incorporated into the structure's design and build to

minimize the adverse impact on the environment, as well as to extend the lifespan of building.

4) The Schedule Management Plan, also referred to as a project schedule, provided the timeline for implementation and rollout of project deliverables. The aim of this plan was to determine, examine, record, rank, approve/reject, and publish all schedule-related changes for the project. The end result served as the first scheduling iteration and included a Milestone Chart, which will also functioned as a Schedule Baseline.
5) The Cost Management Plan, or the project's budget, was produced to oversee and inform on the planned and actual costs of the project. The budget was used as guide to develop the cost management performance measures and, if necessary, seek budgetary ramifications and/or acquire additional funding required for project achievement.
6) The Quality Management Plan was developed to incorporate quality measures into the project's processes and final output. The aim of this plan was to describe how quality will be attained, outline quality assurance/control tasks, and determine acceptable quality standards to safeguard that the construction of the building are done to exceed, or at least meet, the building code standards in Belize.
7) The Resources Management Plan aided in the administering of the resources needed to complete the project. Some of the plan's components contained the roles and responsibilities of staff, organizational charts, and staff management plans. The purpose of this plan was to verify that the proper resources were hired with the

required skills, resources were upskilled, team enhancing approaches were formulated, and team activities were successfully carried out.

8) The Communications Management Plan is the tool utilized to disseminate information to the stakeholders in a timely fashion. The plan detailed how each party gathered information from project team members, the rate of information output, the type of information output, and the team member that would be assigned for guaranteeing that accurate information was distributed. As well, a Communications Matrix was developed which included communication types, purposes, delivery methods, target audience, and so on.
9) The Risk Management Plan, was designed as the instrument to identify and account for project risks, analyze and minimize their impact, and put forth contingency plans in the event of a failure. To describe and classify project risks, a Risk Register was formed so that effective risk responses could be planned.
10) The Procurement Management Plan served as the basis for overseeing the purchasing of goods and services throughout the duration of the project. This plan defined and outlined the goods and services that will be procured, the types of contracts to be used on this project, the contract approval process, and decision criteria.
11) The Stakeholder Management Plan, documented and categorized project stakeholders, determine their power, interest, and influence, and review the communication method for each of them. The intent of this plan was to allow the team to ascertain influential stakeholders in the project planning to assist in

reducing competing priorities and expanding the available resources to complete the project. As well, a Stakeholder Matrix was developed to highlight how stakeholders will be identified, classified, managed, and engaged throughout the project.

6 RECOMMENDATIONS

This chapter of the management plan will provide recommendations for the company of 3G Belize to utilize in an ensuing project. There are seven recommendations that will be elaborated upon. Each recommendation will feature on a different portion of how the project methodology can be carried out better in another initiative. Some aspects highlighted include the skillset of staff, documentation used, and tools needed. Ultimately, the recommendations will offer ways to improve the project management framework for future construction projects that employ this type of approach.

1) 3G Belize should expands its project management skills to include construction management to improve the prospects of more achievements in the completion of building projects.
2) 3G Belize should create standard project management documentation prior to the acceptance of building projects, and tailor those documents to the specific project at hand.
3) The co-owners of 3G Belize should confirm that the appropriately skilled project manager be selected (or if needs be, hired) before the acceptance of any project and ensure that this individual with his/her team carries out all project planning-related activities to boost the management of the project during its lifecycle.
4) 3G Belize should hire a dedicated individual to produce project management documents and become specialized in the production of a guide or framework for all project management tools.

5) 3G Belize should spend more resources on the tools required to complete qualitative and quantitative risk analyses for all projects.
6) The Project Management Department of 3G Belize should employ care and caution during the development of auxiliary management plans to safeguard that all planning subsets for each knowledge or application area are comprehensive and precise.
7) The project management team of 3G Belize should employ the use of the planning process and templates for the production of the Project Management Plan, as a basis for executing a methodology to be utilized by the company for future projects of a similar type.

7 VALIDATION OF PROJECT MANAGEMENT PLAN IN THE FIELD OF REGENERATIVE AND SUSTAINABLE DEVELOPMENT

In this project, the client hired the services of 3G Belize to produce a project management plan to guide and direct the process from concept to the construction of a financial center in northern Belize City. Throughout the entire document, the team will integrate in the plan the use of best practices for sustainable management, as well as utilize environmentally-friendly materials in the design and build of the financial center.

Benefits of employing sustainable best practices into the project management plan include cost and time savings, reduced damage to the environment, lowered hurricane risk to property, and longer life span of the office building, furniture, and equipment. Examples of sustainable practices that will be incorporated are:

- Using flexible concrete (ConFlexPave) for constructing
- Executing a recycling program
- Using scent free interior paint
- Going electronic and eliminating the use of paper
- Installing motion-detecting fixtures
- Installing water-conserving bathroom fixtures
- Using solar energy to provide power to LED lights.

By incorporating the above mentioned in the project management plan, the financial center will be a model building in Belize and be able to encourage others to follow sustainable practices. Among others, the expectations are lower utility bills and less repairs to the infrastructure. The end result of this climate resilient facility will ultimately benefit the

environment and people of Belize for future generations to come. Please see P5 Analysis below detailing the impact of the building on regenerative and sustainable development.

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspective
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
2.1 Product Impacts						
2.1.1 Lifespan of the product	The construction of a financial center in norther Belize city.	Non compliance can compromise the structural integrity of the building.	2	Proper monitoring and evaluation of construction practices used.	4	2
2.1.2 Servicing of product	The building will be used by people seeking financial advice.	Excessive use and improper disposal of paper in the evironment.	2	Implement new technologies to mitigate the need for photocopying and printing.	4	3
2.2 Process (Project Management) Impacts						
2.2.1 Effectiveness of project processes	A feasbility study was conducted into the building.	Helps to identify the advantages and disadvantages of the social profitability of the building	3	Minimize benefits of project to community	5	1
2.2.2 Efficiency of project processes	The building was executed based on designs, drawings, and specifications.	Activities were delayed due to slow execution of works	2	Improve quality and number of skilled staff	3	1
2.2.3 Fairness of project processes	Weekly and daily site visits and project meetings for the planning execution of events.	Poor communication among team members can cause friction in the timeline and workflow, poor employee morale, and slow output.	3	Proper reporting, monitoring, and evaluating of tasks	4	1
		Product and Process Average	**2.4**		**4.0**	**1.6**

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspective.
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
3 People (Social) Impacts						
3.1 Labor Practices and Decent Work						
3.1.1 Employment and staffing	Inadequate staff to ensure effective implementation of project components.	The labor intensive components of the project may not be efficiently executed.	2	Hire staff to match project needs.	4	2
3.1.2 Labor/management relations	Inadequate workers participation in dispute settlements	Unhappy workers	3	Workers should be able to voice their opinions	3	
3.1.3 Project health and safety	Absence of health and safety practices	Illness associated with exposure to waste	1	Ministry of Health personnel implement protocols for ensuring that hazardous waste is properly disposed	4	3
3.1.4 Training and education	Staff not effectively able to sort products at the transfer facility	Recyclable and hazardous products end up at the landfill at Mile 24	2	short term and ongoing support from trained personnel.	3	2
3.1.5 Organizational learning	Implementation of management of protocols from similar projects	Staff and residents may not see the value of the streamlining processes being implemented	3	Share best practices and lessons learned from other areas in initial stages	3	1
3.1.6 Diversity and equal opportunity	Recruitment of qualified staff	Employees can feel alienated from the organization	2	Employment of workers based on skills	5	
3.1.7 Local competence development	Outsourcing personnel to fill labour gaps	Locals who are unemployed may not benefit	4	Ensure that priority is given to residents in the areas covered under the project	5	1

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspective.
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
3.2 Society and Customers						
3.2.1 Community support	Community members not interested in stakeholder engagements	Apathy among residents/communit members in relation to the project	4	Widespread campaigns and various approaches to encourage engagement	5	1
3.2.2 Public policy compliance	Minimial focus on reporting to stakeholders on compliance matters	Decreased accountability to public and community stakeholders	3	Incorporate transparency and accountability measures	4	1
3.2.3 Protection for indigenous and tribal peoples	N/A					
3.2.4 Customer health and safety	Customers have a right to non-hazardous products	Legal actions can be taken against the project	2	Proper monitoring and evaluation of construction practices used	4	
3.2.5 Product and service labeling	N/A					
3.2.6 Market communications and advertising	Limited modes used to approach advertising and public awareness	Target porpulation unaware of the changes implemented under the project.	1	Ensure that various modalities and mediums are used to communicate about the project	2	1
3.2.7 Customer privacy	N/A					
3.3 Human Rights						
3.3.1 Non-discrimination	Create a harmonious working environment	less productivity	1	Enforce the zero tolerance on non-discrimition behavior	3	
3.3.2 Age-appropriate labor	Underaged employees working in sorting facilitiy	Incompliance with child labor laws	1	Ensure that requisite IDs and background check documents are produced	2	1
3.3.3 Voluntary labor	N/A					
3.4 Ethical Behavior						
3.4.1 Procurement practices	Materials are over purchased	Poor planning and forcasting	2	To optimize the inventory to keep track and control the	4	2
3.4.2 Anti-corruption	Well documented bidding process	Lack of trust from the client	1	Share project documentation with all stakeholders	2	1
3.4.3 Fair competition	Contracts for private companies not fairly advertised and distributes	Unfair awarding of contracts	1	Advertise with clear guidelines and standard processes.	3	2
		People Average	**2.1**		**3.5**	**1.5**

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspective.
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
4 Planet (Environmental) Impacts						
4.1 Transport						
4.1.1 Local procurement	Difficulty to find materials to build the landfill	Delayed project schedule	3	Make appropriate procurement planning by taking into account the availibilty on lacal and external market	4	1
4.1.2 Digital communication	Poor internet services	Slow information sharing	3	Use multiple service providers	4	1
4.1.3 Traveling and commuting	Poor road conditions and traffic can delay delivery of materials to worksite	Delayed project schedule	4	Proper planning of activites that may delayed these tasks	4	1
4.1.4 Logistics	Poor Planning	Delayed project schedule	3	Proper planning of activites that may delayed these tasks	4	1
4.2 Energy						
4.2.1 Energy consumption	Use generators during construction	Increase of emission Co2 in the atmosphere	2	Use engine witch is effiicient in using fuel	4	2
4.2.2 CO2 emissions	Use generators during construction	Increase of emission Co2 in the atmosphere	2	Use engine witch is effiicient in using fuel	4	2
4.2.3 Clean energy return	Lack of solar power generated equipment	Use of fuel generators	2	Contract clean energy providers	4	2
4.2.4 Renewable energy	Lack of solar power generated equipment	Use of fuel generators	2	Plan to make the major works during the day and use solar panels as energy source at night	4	2
4.3 Land, Water, and Air						
4.3.1 Biological diversity	Noncompliance with environmental standards outlined in the project documents	Use of non-recyclable materials will pollute the environment	3	Be in compliance with environmental standards in project documents	4	1
4.3.2 Water and air quality	Noncompliance with environmental standards outlined in the project documents	Use of non-recyclable materials will pollute the environment	3	Be in compliance with environmental standards in project documents	4	1
4.3.3 Water consumption	Noncompliance with environmental standards outlined in the project documents	Use of non-recyclable materials will pollute the environment	3	Be in compliance with environmental standards in project documents	4	1
4.3.4 Sanitary water displacement	Law treatement of water that using in the recycling waste	Pollution of groundwater	3	Be in compliance with environmental standards in project documents	4	1

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspectiv
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
4.4 Consumption						
4.4.1 Recycling and reuse	No garbage separation	The recycling process will compromised.	3	Garbage separation before disposal	5	2
4.4.2 Disposal	Non application of process	Use of non recyclable materials will pollute the environment	3	Make an accurate accurate follow up on all technical requirements for each workpackage	5	2
4.4.3 Contamination and pollution	Noncompliance with environmental standards outlined in the project documents	Use of non recyclable materials will pollute the environment	3	Be in compliance with environmental standards in project documents	5	2
4.4.4 Waste generation	No respect of thechnical requirements for the construction of the landfill	Use of non recyclable materials will pollute the environment	3	Be in compliance with environmental standards in project documents	5	2
		Planet Average	**2.8**		**4.3**	**1.5**

P5 Impact Analysis

Impacts

This impact will improve the project's outcome(s) from a sustainability perspective.
5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree

Category / Subcategory / Element	Description (Cause)	Potential Impact	Impact Score Before	Proposed Response	Impact Score After	Change
5 Prosperity (Economic) Impacts						
5.1 Business Case Analysis						
5.1.1 Modeling and simulation	Lack of commitment and poor decision making.	Failure to make the accurate decisions during the project phases	2	Implementation and use of valuable tools for project managers	5	2
5.1.2 Present value	Total costing of project will not exceed estimated budget.	Refusal from sponsor for more financial support	2	working efficiently to control costs and stay on schedule	5	2
5.1.3 Direct financial benefits	Collecting of solid waste and recyclable quantity data and process monitoring data	No efforts from the contractors	3	Sell of data to the government and other institutions	5	0
5.1.4 Return on investment	No additional costs will be spent	Project won't make any savings	3	Working efficiently to control costs and stay on schedule	5	1
5.1.5 Benefit-cost ratio	Neglecting the costs benefit analysis	The project is expected to deliver a negative net present value to its investors	2	Develop a forecast of investments, Costs and Benefits	5	2
5.1.6 Internal rate of return	Find good and interesting investors	The project could end up spending too much money	3	Assessing the project cash flow and estimating its profitability of potential investmens	5	1
5.2 Business Agility						
5.2.1 Flexibility/optionality	Working overtime could be an option to complete the tasks.	Failure to meet the stakeholders' requirements	3	Try flexible work schedules to reduce overtime.	4	2
5.2.2 Business flexibility	Implementation of a more proactive approach by team members	Poor behavior can jeapordize the project success	2	Conduct of more brainstorming sessions during staff meetings	4	2
5.3 Economic Stimulation						
5.3.1 Local economic impact	The ecotourism will improve the image of Belize and have an impact of the overall community	Increase the socio-economic conditions for families	2	Establish strong publicity of attractions sites of Belize	4	2
5.3.2 Indirect benefits	Create employment	Increase the socio-economic conditions for families	3	Implement more awareness programs on self-employment	4	1
		Prosperity Average	**2.5**		**4.6**	**1.5**
		Overall Average	**2.4**		**4.0**	**1.5**

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Appendix 1: Project Charter

CHARTER FOR THE BUILDING OF A FINANCIAL ADVISORY CENTER IN NORTHERN BELIZE CITY, BELIZE

1. Student name

Giselle Nicole Waight

2. Project name

Project Management Plan to implement a model design and layout for the building of a hurricane-proof facility in compliance with the Central Building Authority that will provide financial advisory services to the people of Belize.

3. Application Area (Sector or activity)

Construction and Banking

4. Student signature

5. Name of the Graduation Seminar facilitator

Roger Valverde Jimenez

6. Signature of the facilitator

7. Date of charter approval

February 26, 2023

8. Project start and finish date

January 9, 2023	July 31, 2023

9. Research question

How to build an advisory center and what services to offer in order to attract and retain potential clients?

10. Research hypothesis

To design and build a hurricane-proof facility that will offer relevant and needed financial services to the people of Belize.

11. General objective

To develop a Project Management Plan that incorporates climate-friendly practices in the design and construction of a facility that will provide affordable financial services to local clientele in northern Belize City.

12. Specific objectives

1. To create an integration management plan that will record the various elements relating to the design and build of the financial center.
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.
4. To establish a cost management plan that will accurately allocate cost to work packages.
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.
6. To form a resource management plan that will assign personnel to specific design and build tasks.
7. To craft a communications management plan that will elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.

13. Project purpose or justification

The project to develop a Project Management Plan for a climate-friendly financial center in Northern Belize City is required for the Project Manager to monitor and evaluate the various stages of the project cycle from initiation to closing. The financial center will provide advisory services to the people of Belize to increase their business and economic knowledge of products and services at their disposal.

Given the commitment the Ministry of Finance has placed on financial inclusion and "banking the unbanked", there is a lack of personnel who are able to provide such services. The lion's share of the responsibility currently rests with the Central Bank. This presents a unique opportunity for other qualified financial advisors to fill the gap and share the burden of responsibility for educating the general public. This becomes a shared responsibility between the public and private sectors.

One key performance indicator for the financial center to determine its footprint is to measure how many of its clients open an account at a financial institution, whether at a domestic bank or credit union. With the new financial advice received, the citizens would be able to make sound, sensible financial decisions on how to spend, manage, and invest their money.

14. Work Breakdown Structure (WBS). In table form, describing the main deliverable as well as secondary, products or services to be created for the Project Management Plan.

• **The Building of A Financial Advisory Center in Northern Belize City, Belize**
• 1. Graduation Seminar
• 1.1 Project Deliverables
• 1.1.1 Charter
• 1.1.2 WBS
• 1.1.3 Chapter I. Introduction
• 1.1.4 Chapter II. Theoretical Framework
• 1.1.5 Chapter III. Methodological Framework
• 1.1.6 Annexes
• 1.1.6.1 Bibliography
• 1.1.6.2 Schedule
• 1.2 Graduation Seminar Approval
• 2. Tutoring Process
• 2.1 Tutor
• 2.1.1 Tutor Assignment
• 2.1.2 Communication

- 2.2 Adjustments of previous chapters (if needed)
- 2.3 Chapter IV Development
  - 2.3.1 Project Management Plans
    - 2.3.1.1 Integration Management Plan
    - 2.3.1.2 Scope Management Plan
    - 2.3.1.3 Schedule Management Plan
    - 2.3.1.4 Cost Management Plan
    - 2.3.1.5 Quality Management Plan
    - 2.3.1.6 Resources Management Plan
    - 2.3.1.7 Communications Management Plan
    - 2.3.1.8 Risk Management Plan
    - 2.3.1.9 Procurement Management Plan
    - 2.3.1.10 Stakeholder Management Plan
- 2.4 Chapter V Conclusion
- 2.5 Chapter VI Recommendation
- 2.6 Tutor Approval
- 3. Reading By Reviewers
- 3.1 Reviewers Assignment Request
  - 3.1.1 Assignment of 2 Reviewers
  - 3.1.2 Communication
  - 3.1 3 Project Submission Review
- 3.2 Reviewers Work
  - 3.2.1 Reviewer 1
    - 3.2.1.1 Project Reading
    - 3.2.1.2 Reader 1 Report
  - 3.2.2 Reviewer 2
    - 3.2.2.1 Project Reading
    - 3.2.2.2 Reader 2 Report
- 4. Adjustments
- 4.1 Report for Reviewers
- 4.2 Project Update
- 4.3 Second Review by Reviewers
- 5. Presentation to Board of Examiners
- 5.1 Final Review by Board
- 5.2 Project Grade Report

15. Project budget

The total budget will be approximately BZ$600 to cover printing, binding, and shipping costs.
Printing of Document: $100
Binding of Document: $150
Shipping of Document: $150
Miscellaneous costs: $200

16. Project planning and development assumptions

Assumptions:

- The project will be completed by December 2023.
- Schedule, scope, and financial resources will stay within assigned limits.
- Planning/ construction information and technical guidelines will be readily available.
- Adequate and clear guidance will be given by UCI advisor.

17. Project constraints

- **Schedule**: Timeframe of six (6) months to satisfactorily complete the building of a financial advisory center in northern Belize city, Belize.
- **Cost**: The financial center can be completed and built within budget.
- **Scope**: Due to conflicting priorities, project scope may extend resulting in limited available resources.
- **Quality**: Deterioration in the quality of the financial center may occur as a result of scope creep.
- **Resources**: The building of the financial center is managed by one (1) person.

18. Project development risks

Cause	Effect	Impact
1. Lack of understanding by the students in terms of project expectations	Misunderstanding can result in an inferior project template produced.	Project Scope and Quality
2. Failure to identify all project-related requirements	Key deliverables are understated, and pertinent information is missing.	Project Scope and Quality
3. Inadequate access of information for compilation of project document	Quality of project template may be below expectation.	Project Quality
4. Insufficient time for building completion	Late submission of each deliverable Project Sponsor.	Project Schedule
5. Unavailability of local resources to produce quality end product for submission	Outsourcing of the services required for completion of document; possible request for deadline extension.	Project Schedule and Quality
6. Project Manager catches COVID-19	Significant delay in submission of deliverables	Project Schedule

19. Project main milestones

Milestone	Start Date	End Date
Project Start	January 9, 2023	July 31, 2023
Project Charter	January 9, 2023	February 10, 2023
WBS	January 23, 2023	February 6, 2023
Chapter I: Introduction	February 6, 2023	February 12, 2023
Project Schedule	February 13, 2023	February 19, 2023
Chapter II: Theoretical Framework	February 13, 2023	February 19, 2023
Chapter III: Methodological Framework	February 19, 2023	February 26, 2023
Executive Summary	February 19, 2023	February 26, 2023
Annexes: Bibliography, Schedule	February 26, 2023	March 5, 2023
Tutor Assignment	March 6, 2023	July 31, 2023

Milestone	Start Date	End Date
Submission of Chapter Adjustments	March 6, 2023	March 12, 2023
Chapter IV: Development (Results)	March 12, 2023	April 23, 2023
Project Management Plan	March 12, 2023	April 23, 2023
a: Integration Management Plan	March 12, 2023	March 19, 2023
b: Scope Management Plan	March 12, 2023	March 19, 2023
c: Schedule Management Plan	March 19, 2023	March 26, 2023
d: Cost Management Plan	March 19, 2023	March 26, 2023
e: Quality Management Plan	March 26, 2023	April 2, 2023
f: Resources Management Plan	March 26, 2023	April 2, 2023
g: Communications Management Plan	April 2, 2023	April 9, 2023
h: Risk Management Plan	April 2, 2023	April 9, 2023
i: Procurement Management Plan	April 9, 2023	April 16, 2023
j: Stakeholder Management Plan	April 9, 2023	April 16, 2023
Chapter V: Conclusions	April 16, 2023	April 23, 2023
Chapter VI: Recommendations	April 23, 2023	April 30, 2023
Tutor Approval	April 30, 2023	May 14, 2023
Project Submission to Reviewers	May 14, 2023	May 28, 2023
Review Feedback and Adjustment	May 28, 2023	June 11, 2023
Presentation to Board of Examiners	July 3, 2023	July 31, 2023

20. Theoretical framework

20.1 Estate of the “matter”

There currently exists the need for financial information in Belize. The client will provide the much-needed services to the people; however, he does not have his own facility to provide these services. As such, he has contracted the services of 3G Belize to deliver him a project management plan that will serve as the blueprint from the inception to the construction of his building. This will fill a deficiency in the country where this advisory center can provide the financial services to increase financial literacy in the country.

20.2 Basic conceptual framework

Concepts to be incorporated into the building of the financial center in Northern Belize City to include project management and sustainable design and construction.

21. Methodological framework

Objective	Name of deliverable	Information sources	Research method	Tools	Restrictions
1. To create a project charter that will record the various elements relating to the design and build of the financial center.	**Project Charter**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides. Project Charter Template. Project Web Application.*	Insufficient time to meet and record relevant information.
2. To produce a scope management plan that will certify that only essential work is completed during the construction of the financial center.	**Scope Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides. Scope Management Template. Project Web Application. Requirements Document Template. WBS creator.*	The client has a different direction for the financial center, but unsure of the amount of change required to incorporate the new amendments.
3. To develop a schedule management plan that will provide a realistic sequence of activities for work packages to be monitored.	**Schedule Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI**	**Analytical**	*PMBOK Guides. Schedule Management Template. Project Web Application.*	Time allotted for the building of the financial center must not exceed 12 months.

		database, the Internet		*Activity List Template. Resources Assignment Template.*	
4. To establish a cost management plan that will accurately allocate cost to work packages.	**Cost Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides Cost Management Template. Project Web Application. Cost Baseline Template. Microsoft Office Excel Budget Template.*	Given the high inflation, the budget will not be adequate as building equipment and supplies now cost more.
5. To generate a quality management plan that will determine the least satisfactory criteria for stakeholder acceptance.	**Quality Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides. Quality Management Template. Project Web Application.*	The technical building requirements will not be sufficient for the structure to withstand a category 5 hurricane.
6. To form a resources management plan that will assign personnel to specific design and build tasks	**Resources Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides. Resources Management Template. Project Web Application. Responsibility Assignment Document.*	Limited additional technical expertise is available in the country if more technical guidance is needed.
7. To craft a communications management plan that will	**Communications**	**Meeting minutes,**	**Analytical**	*PMBOK Guides*	-The provision of electricity

elaborate on a strategy for exchange and dissemination of information, including the cascade of reporting authority.	**Management Plan**	**interviews, email communications, PMBOK Guide, PMI database, the Internet**		*Communications Management Template. Project Web Application. What's App. Microsoft Outlook. Communications Matrix.*	must be uninterrupted. -All stakeholders have access to all avenues of communication.
8. To formulate a risk management plan that will list and classify risks (according to severity) and corresponding responses to minimize adverse impact to the financial center.	**Risk Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides Risk Management Template. Project Web Application. Risk Register Template.*	All potential risks must be identified from the initial stages of the project.
9. To build a procurement management plan that will identify suppliers of climate-friendly goods and services for purchasing.	**Procurement Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI database, the Internet**	**Analytical**	*PMBOK Guides. Procurement Management Template. Project Web Application. Construction Supplies Checklist.*	Suppliers will be able to source additional quantities of materials needed in a timely manner.
10. To create a stakeholder management plan that will pinpoint internal and external stakeholders, explicate their level of interest, and analyze their potential influence and impact on the project.	**Stakeholder Management Plan**	**Meeting minutes, interviews, email communications, PMBOK Guide, PMI**	**Analytical**	*PMBOK Guides Stakeholder Management Template. Project Web Application. Stakeholder*	An important stakeholder is not identified or not interested in providing feedback on the project.

		database, the Internet		*Analysis Chart. Stakeholder Register Template. Stakeholder Interest/Impact Grid.*	

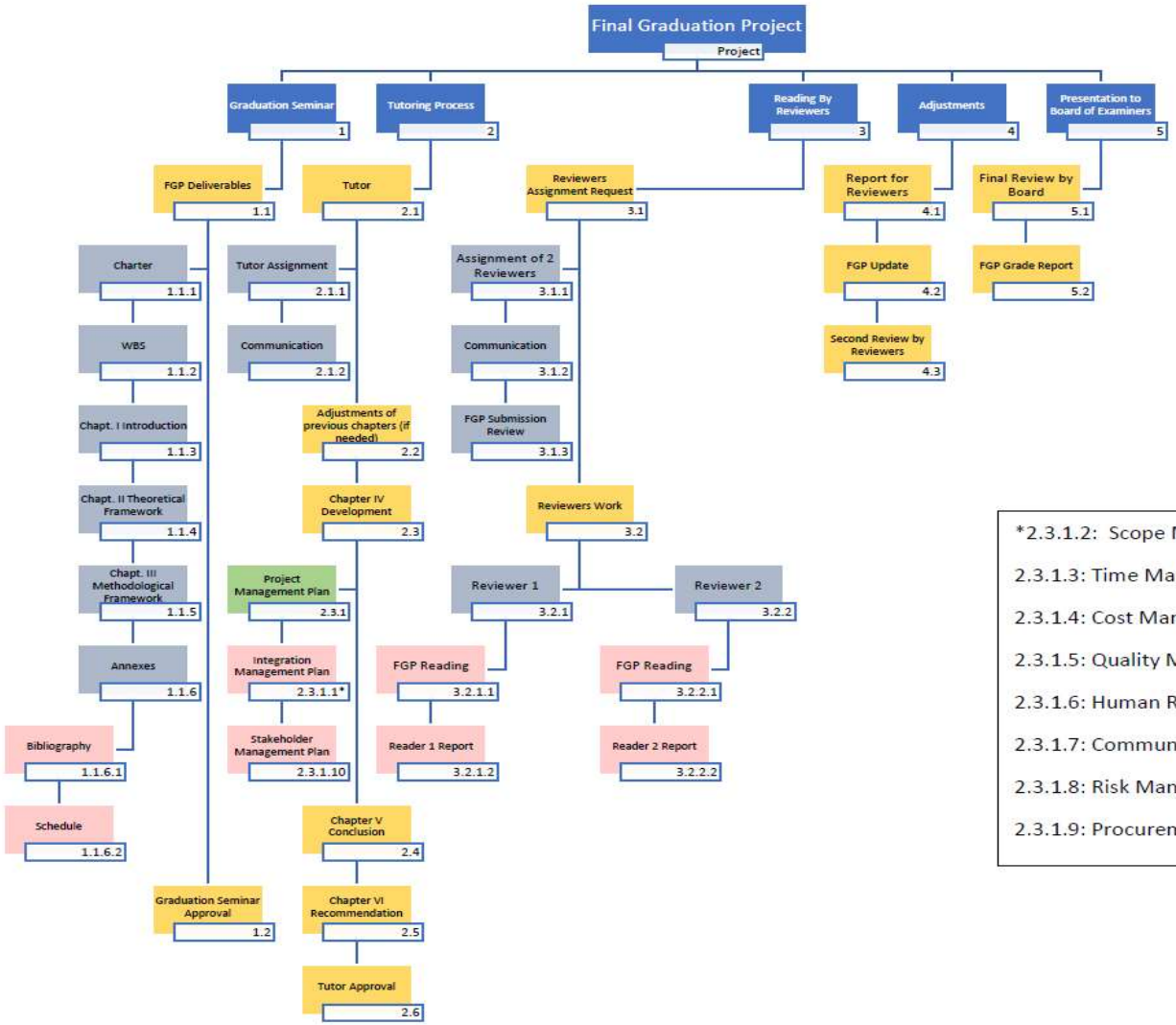
22. Validation of the work in the field of regenerative and sustainable development.

The project management plan will incorporate sustainable best practices into the design and construction of the financial center. By utilizing sustainable management practices into the project management plan for the building and maintenance of the financial center, the team will be able to create a guide to reduce energy and water consumption that will reduce costs to the client and ultimately benefit the environment, at large. Not only will overall utility costs be lowered in the medium term, but improved efficiency and productivity can be expected from internal and external stakeholders.

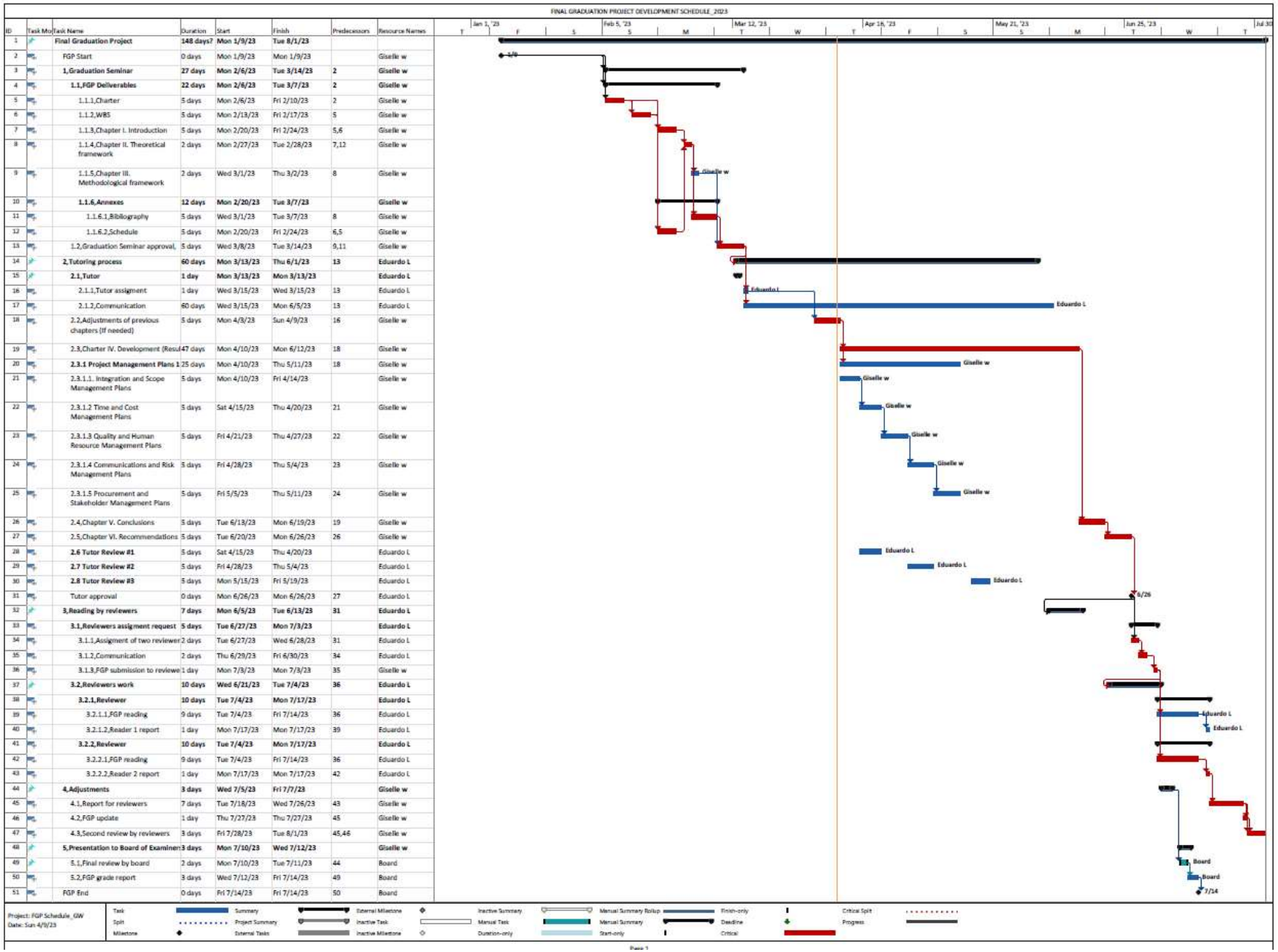
Potential indicators that could be used to measure the use of regenerative and sustainable development include:

- Electricity costs
- Water costs.
- Amount of printing paper purchased.
- Amount of clutter in the workplace.
- Number of sick days taken by staff.

Appendix 2: PROJECT WBS



Appendix 3: Project Schedule



ID	Task Mo	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1		**Final Graduation Project**	**148 days?**	**Mon 1/9/23**	**Tue 8/1/23**		
2		FGP Start	0 days	Mon 1/9/23	Mon 1/9/23		Giselle w
3		**1,Graduation Seminar**	**27 days**	**Mon 2/6/23**	**Tue 3/14/23**	**2**	**Giselle w**
4		**1.1,FGP Deliverables**	**22 days**	**Mon 2/6/23**	**Tue 3/7/23**	**2**	**Giselle w**
5		1.1.1,Charter	5 days	Mon 2/6/23	Fri 2/10/23	2	Giselle w
6		1.1.2,WBS	5 days	Mon 2/13/23	Fri 2/17/23	5	Giselle w
7		1.1.3,Chapter I. Introduction	5 days	Mon 2/20/23	Fri 2/24/23	5,6	Giselle w
8		1.1.4,Chapter II. Theoretical framework	2 days	Mon 2/27/23	Tue 2/28/23	7,12	Giselle w
9		1.1.5,Chapter III. Methodological framework	2 days	Wed 3/1/23	Thu 3/2/23	8	Giselle w
10		**1.1.6,Annexes**	**12 days**	**Mon 2/20/23**	**Tue 3/7/23**		**Giselle w**
11		1.1.6.1,Bibliography	5 days	Wed 3/1/23	Tue 3/7/23	8	Giselle w
12		1.1.6.2,Schedule	5 days	Mon 2/20/23	Fri 2/24/23	6,5	Giselle w
13		1.2,Graduation Seminar approval,	5 days	Wed 3/8/23	Tue 3/14/23	9,11	Giselle w
14		**2,Tutoring process**	**60 days**	**Mon 3/13/23**	**Thu 6/1/23**	**13**	**Eduardo L**
15		**2.1,Tutor**	**1 day**	**Mon 3/13/23**	**Mon 3/13/23**		**Eduardo L**
16		2.1.1,Tutor assigment	1 day	Wed 3/15/23	Wed 3/15/23	13	Eduardo L
17		2.1.2,Communication	60 days	Wed 3/15/23	Mon 6/5/23	13	Eduardo L
18		2.2,Adjustments of previous chapters (If needed)	5 days	Mon 4/3/23	Sun 4/9/23	16	Giselle w
19		2.3,Charter IV. Development (Resul	47 days	Mon 4/10/23	Mon 6/12/23	18	Giselle w
20		**2.3.1 Project Management Plans 1**	25 days	Mon 4/10/23	Thu 5/11/23	18	Giselle w
21		2.3.1.1. Integration and Scope Management Plans	5 days	Mon 4/10/23	Fri 4/14/23		Giselle w
22		2.3.1.2 Time and Cost Management Plans	5 days	Sat 4/15/23	Thu 4/20/23	21	Giselle w
23		2.3.1.3 Quality and Human Resource Management Plans	5 days	Fri 4/21/23	Thu 4/27/23	22	Giselle w
24		2.3.1.4 Communications and Risk Management Plans	5 days	Fri 4/28/23	Thu 5/4/23	23	Giselle w
25		2.3.1.5 Procurement and Stakeholder Management Plans	5 days	Fri 5/5/23	Thu 5/11/23	24	Giselle w
26		2.4,Chapter V. Conclusions	5 days	Tue 6/13/23	Mon 6/19/23	19	Giselle w
27		2.5,Chapter VI. Recommendations	5 days	Tue 6/20/23	Mon 6/26/23	26	Giselle w
28		**2.6 Tutor Review #1**	5 days	Sat 4/15/23	Thu 4/20/23		Eduardo L
29		**2.7 Tutor Review #2**	5 days	Fri 4/28/23	Thu 5/4/23		Eduardo L
30		**2.8 Tutor Review #3**	5 days	Mon 5/15/23	Fri 5/19/23		Eduardo L
31		Tutor approval	0 days	Mon 6/26/23	Mon 6/26/23	27	Eduardo L
32		**3,Reading by reviewers**	**7 days**	**Mon 6/5/23**	**Tue 6/13/23**	**31**	**Eduardo L**
33		**3.1,Reviewers assigment request**	**5 days**	**Tue 6/27/23**	**Mon 7/3/23**		**Eduardo L**
34		3.1.1,Assigment of two reviewer	2 days	Tue 6/27/23	Wed 6/28/23	31	Eduardo L
35		3.1.2,Communication	2 days	Thu 6/29/23	Fri 6/30/23	34	Eduardo L
36		3.1.3,FGP submission to reviewe	1 day	Mon 7/3/23	Mon 7/3/23	35	Giselle w
37		**3.2,Reviewers work**	**10 days**	**Wed 6/21/23**	**Tue 7/4/23**	**36**	**Eduardo L**
38		**3.2.1,Reviewer**	**10 days**	**Tue 7/4/23**	**Mon 7/17/23**		**Eduardo L**
39		3.2.1.1,FGP reading	9 days	Tue 7/4/23	Fri 7/14/23	36	Eduardo L
40		3.2.1.2,Reader 1 report	1 day	Mon 7/17/23	Mon 7/17/23	39	Eduardo L
41		**3.2.2,Reviewer**	**10 days**	**Tue 7/4/23**	**Mon 7/17/23**		**Eduardo L**
42		3.2.2.1,FGP reading	9 days	Tue 7/4/23	Fri 7/14/23	36	Eduardo L
43		3.2.2.2,Reader 2 report	1 day	Mon 7/17/23	Mon 7/17/23	42	Eduardo L
44		**4,Adjustments**	**3 days**	**Wed 7/5/23**	**Fri 7/7/23**		**Giselle w**
45		4.1,Report for reviewers	7 days	Tue 7/18/23	Wed 7/26/23	43	Giselle w
46		4.2,FGP update	1 day	Thu 7/27/23	Thu 7/27/23	45	Giselle w
47		4.3,Second review by reviewers	3 days	Fri 7/28/23	Tue 8/1/23	45,46	Giselle w
48		**5,Presentation to Board of Examiner**	**3 days**	**Mon 7/10/23**	**Wed 7/12/23**		**Giselle w**
49		5.1,Final review by board	2 days	Mon 7/10/23	Tue 7/11/23	44	Board
50		5.2,FGP grade report	3 days	Wed 7/12/23	Fri 7/14/23	49	Board
51		FGP End	0 days	Fri 7/14/23	Fri 7/14/23	50	Board

Appendix 4: Philologist Dictum and Academic Qualifications

From the Desk of:
Stephanie Flores Bradshaw

June 5, 2023

Academic Tutor
Master's Degree in Project Management (MPM)
Universidad para la Cooperación Internacional (UCI)
C. 35, Barrio Escalante,
San José, 10101,
Costa Rica

RE: Philological Review of Final Graduation Project submitted by Giselle Waight in partial fulfilment of requirements for a Master's in Project Management Degree.

Dear Academic Tutor,

With this letter, I confirm that I have reviewed the thesis submitted by MPM candidate Giselle Waight entitled "Project Management Plan for the Building of a Financial Advisory Center in Northern Belize City, Belize".

On my technical advice as philologist, Ms. Waight has made the following corrections to the document:

- spelling, grammatical, and typographical errors
- reduction of lengthy sentences to more fluent and concise language
- application of APA citation format

With these amendments to the thesis, I can assert that the document meets the literary and linguistic standards expected of a student at the master's degree level as set forth by Universidad para la Cooperación Internacional.

Kind regards,

Stephanie Flores Bradshaw
Philologist
Master of Arts (English)
Valdosta State University

Valdosta State University

This Certifies That

The Board of Regents of the University System of Georgia Upon Recommendation of the Faculty of Valdosta State University

Has Conferred on

Stephanie Denise Flores-Bradshaw

the Degree of

Master of Arts

English

with all the Rights, Privileges, and Honors thereunto appertaining.

Whereof the seal of the University and the signatures of its duly authorized officers are hereto affixed.

Given this thirtieth day of July, in the year of our Lord two thousand and eleven

Henry M. Huckaby
Chancellor of the University System of Georgia

Louis A. Levy
President of the University

Dean, Division of Graduate Studies

Stanley Jones
Registrar

VALDOSTA STATE UNIVERSITY VALDOSTA GEORGIA 1906