

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE PROJECT “PUBLIC TRANSPORT
REFORM AND CAPACITY BUILDING TO STRENGTHEN THE DEPARTMENT
OF TRANSPORT”

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DEDICATION

I dedicate this work to my parents, Ruben and Maria Estella Recinos, whose affection, love, encouragement and prayers guided me to successfully completing this project. I also dedicate this to my husband, Geon Hanson, who has offered me unconditional love and support in pursuing a Project Management degree.

Thank you so much.

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ABBREVIATIONS AND ACRONYMS

Central Information Technology Office (CITO)
Comprehensive National Transportation Master Plan (CNTMP)
Department of Public-Private Sector Dialogue (DPPD)
Department of Transport (DOT)
Economic Development Council (EDC)
Final Graduation Project (FGP)
Government of Belize (GOB)
Gross Domestic Product (GDP)
Human Resource Management (HRM)
Inter-American Development Bank (IDB)
Ministry of Transport (MOT)
National Emergency Management Office (NEMO)
Office of the Prime Minister (OPM)
Project Execution Unit (PEU)
Project Management Body of Knowledge (*PMBOK[®] Guide*)
Project Management Institute (PMI)
Project Manager (PM)
Project Procurement Management (PPM)
Project Steering Committee (PSC)
Risk Breakdown Structure (RBS)
Schedule Management Plan (SMP)
Technical Cooperation agreement (TC)
Terms of Reference (TOR)
Work Breakdown Structure (WBS)

EXECUTIVE SUMMARY (ABSTRACT)

Belize's transportation limitations are rooted in the historical development of transportation services having evolved from a system of reaction to immediate needs rather than from a comprehensive long-term planning perspective aligned with national development goals. As a result Belize has inherited an arbitrary, and disjointed transportation system misaligned with the country's future developmental objective, which provides an unacceptable level of service in meeting the diverse demands for the movement of people and goods at various times and frequencies. Moreover, the institutional framework of the transport sector in the country is broad and relatively complex, since there are a considerable number of public institutions that are involved in the development of transport policy and regulation. With regard to the public sector, Belize has two levels of government: a central government and a single-tier local government. At the national level, different government institutions hold expertise and responsibility for various aspects within the transport sector while at the local level the municipal institutions are responsible for some aspects within their geographical mandate.

Given the situation, the Economic Development Council (EDC) through the Department of Public-Private Dialogue (DPPD) worked on the preparation of Comprehensive National Transportation Master Plan (CNTMP) for Belize. The project "*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*" was born as a result of the master plan. However, the DPPD currently lacks planning tools for the management of its projects, which has become a major issue during the execution phase. The DPPD recognizes that this problem must be resolved since the current management approach is not sufficient to execute projects. The purpose of the Final Graduation Project (FGP) is to assist the DPPD with the creation of a Management Plan that will solve the issue of lack of planning for the project. The Management Plan will consist of all subsidiary documents that will serve as a road map for the execution of the project and will assist the Ministry of Transport & National Emergency Management Office (NEMO) and the DPPD Office to execute the project in a more effective and efficient manner.

The general objective of the FGP was to create a Project Management Plan for the project "*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*". This Management Plan will provide the framework to ensure that the administration of the project is carried out consistently and in line with the organization's policy and procedures. The specific objectives were: to create a Project Charter that formally authorizes the project; to develop a Scope Management Plan that includes all work required to successfully execute the project; to develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule; to develop a Cost Management Plan for developing and managing the project budget; to develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints; to develop a Human Resource Management Plan that will guide how the project human

resources will be procured, staffed, managed and eventually released; to develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders; to develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence; to develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required and to develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.

The Methodology for the research was a combination of three (3) approaches, namely: qualitative, analytical and fundamental research methods. A Guide to the Project Management Body of Knowledge (*PMBOK[®] Guide*) Fifth Edition and interviews with members from the DPPD Unit and the EDC were the primary sources of information. In order to develop the Project Management Plan for the project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”* the data collected was further analyzed by the author to create each subsidiary plan.

In preparing the Management Plan, the Project Charter was the first document prepared as it describes the project entirety – including what its objectives are, how it will be achieved, and what is the estimated cost etc. The Charter is a crucial ingredient as it plans out the project and is used throughout the project life cycle. The Scope Management Plan was created as a part of the Define Project Management Plan. It describes how the scope will be defined, monitored and controlled to ensure that the project includes all the work required to complete it. The Time Management Plan details the schedule of the project and will assist to keep the project on track during its 24 months of implementation. The Cost Management Plan will assist the project team to monitor project cost and provide basis for decision making. In terms of quality, the Quality Management Plan defines the required standards and benchmarks who is responsible to achieve those standards and who has the authority to confirm compliance with the standards.

In addition, The Human Resource Management Plan was created to define the roles and responsibilities of each team member. It takes into account the resource calendars, trainings and performance appraisals. Moreover, there is no expertise at the DPPD in communications therefore the Communication Management Plan will be prepared and executed by a communication consultant. The Risk Management Plan includes a risk register that specifies the cause, owner and probability of occurrence. The Risk Management Plan will assist to mitigate or avoid risks and prevent from becoming an issue later on. As per the Procurement Management Plan, the GN2350-9 IDB policy document will be used to guide all project procurement. Given the scope of the project, stakeholders play a crucial role in the success of the project therefore the Stakeholder Management Plan documents the stakeholders, what type of information they will need and their level of interest in the project.

As a result of the Management Plan, it is recommended that the DPPD develops formal project management steps or at minimum use the *PMBOK[®] Guide* as a main source in developing their Project Management Plans. In terms of the execution of the project, it is recommended that the project manager embrace the power of scheduling tasks and be diligent in guarding against scope creep. It is also recommended that the project manager establishes a suitable amount of control over the budget and exercise strict supervision. In addition, it is recommended that the Project Steering Committee be actively engaged in every step of the project to avoid any delays on approvals and feedback. These recommendations will contribute to the successful implementation of the project.

1. INTRODUCTION

1.1. Background

The Project Management Plan for the project *Public Transport Reform and Capacity Building to strengthen the Department of Transport* will provide the Department of Public-Private Dialogue (DPPD) with the necessary documents required to manage the execution of the project.

The DPPD Unit's main role and responsibility is to provide technical support to the Economic Development Council (EDC) in executing its mandate. Today, the DPPD office is located within the Office of the Prime Minister to reflect the importance of the partnership with the private sector. Furthermore, The DPPD unit comprises of an Executive Director, Policy Analyst and a Project Coordinator with the sole purpose to serve as the EDC secretariat. The EDC's mandate is to strengthen the collaboration between Public and Private sector through meaningful dialogue, facilitating economic development, and to provide advice in order to develop reforms that will improve doing business, enhance the public sector processes and increase the confidence of doing business in Belize (Economic Development Council, 2017).

Given the complexity of governance in the public sector's transport institutions created by the country's two levels of Government, the author proposes that a Project Management Plan for the project "Public Transport Reform & Capacity Building to strengthen the Department of Transport" be develop with the support of the DPPD's Project Coordinator. The DPPD Project Coordinator will serve as the contact person and will provide relevant data to the author when needed. Project Coordinator holds the responsibility to liaise with the student on proposed actions that are to be included in the Management Plan. The Management Plan will consist of all subsidiary documents that will serve as a road map for the execution of the project and will assist the Ministry of Transport & National Emergency Management Office (NEMO) and DPPD Office to execute the project in a more effective and efficient manner.

1.2. Statement of the problem

The DPPD being the executing agency responsible for the implementation of the project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” has undergone many staff changes in recent months including its management. To date, the DPPD lacks planning tools for the management of its projects, which has become a major issue during the execution phase. The DPPD recognizes that this problem must be resolved as the current management approach is not sufficient to execute projects. The Management Plan will be a road map that will guide the project to ensure that the management of the project is in line with the organization’s policy and procedures.

1.3. Purpose

The Government of Belize (GOB) has acknowledged that the current transportation system is not aligned to serve the development vision of the country. In addition, the GOB notes the need to modernize and make the transport system more integrated to provide more efficient and accessible service for economic development (Government of Belize, 2010). Given the situation, the GOB has held discussions with the Inter-American Development Bank (IDB) for the implementation of the project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport.*” The IDB is committed to fund the project as a Technical Cooperation Agreement (TC) with Belize once the DPPD meets the Bank’s general conditions and requirements. The significance of the Final Graduation Project (FGP) is to facilitate the TC agreement process by assisting the DPPD unit in the preparation of the required documents. This will result in a more efficient and timely process for project startup.

In addition, the FGP is designed in a way to assist the DPPD with the creation of a management plan that will resolve lack of planning for the project “Public Transport Reform & Strengthening of the Department of Transport”. The Management Plan will provide a comprehensive baseline of the activities required to execute the project. In addition, the study will investigate how it is going to be achieved, who

will be involved, how it will be reported and measured, and how the information will be communicated.

1.4. General objective

To create a Project Management Plan for the project *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”* This management plan will provide the framework to ensure that the administration of the project is carried out consistently, and in line with the organization’s policy and procedures.

1.5. Specific objectives

- 1) To create a Project Charter that formally authorizes the project
- 2) To develop a Scope Management Plan that includes all work required to successfully execute the project.
- 3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule
- 4) To develop a Cost Management Plan for developing and managing the project budget.
- 5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints.
- 6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.
- 7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.
- 8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.
- 9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.
- 10) To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.

2. THEORETICAL FRAMEWORK

2.1. Company/Enterprise framework

2.1.1. Company/Enterprise background

Belize is a relatively small country in Central America, and also forms part of the Caribbean due to its geographical location. Belize had a GDP of \$US1.765 billion in 2016 with per capita GDP of approximately \$US4810.57 (World Bank Group, 2017). The economy is based on the country's wealth of natural resources, mainly: agriculture (which is export-oriented), tourism and -to a lesser extent- fishing.

The aforementioned economic sectors still have high development potential, but are currently facing limitations in the country's transport infrastructure network, which inhibits the improvement of performance. The agricultural sector, for example, must assume high costs to move goods due to poor services and infrastructure. At the same time, the tourism sector has identified within the National Sustainable Tourism Master Plan that the lack of access or poor access to key tourism attractions deters growth significantly (Tourism & Leisure Euro Praxis Consulting, 2011).

Furthermore, the interurban passenger transport sector has serious shortcomings in the form of poor quality of service, of reliability, and of profitability for operators. One of the limiting factors of service is the quality of vehicles, which do not offer optimum safety and comfort conditions to passengers. They are mainly second-hand vehicles imported mostly from the United States of America, many of which are former school buses. Another major drawback is that the buses do not respect the official bus stops. This situation is worse in urban areas, causing commercial speeds and the quality of service to be lower. The sector is currently regulated by the *Ministry of Transport & NEMO* which issues individual operating licenses for a period of two years if the operation standards are met. This vehicle licence scheme has been found to encourage fierce competition amongst drivers of the same route, because every operator tries to catch as many passengers as possible by

overtaking other vehicles or waiting for long periods, leading to a negative impact on reliability and service frequencies. Regarding infrastructure, there is also the need to improve some terminals; in particular the terminals need to be built in both the Toledo and Cayo District. Also water taxi services to the Cayes should be reorganized and improved in order to accompany the tourism strategy that Belize is implementing.

At the institutional and regulatory level, the main issue that one can identify is the out-dated regulatory framework in the transport sector as legislation hasn't been updated since 1992. A major contributor to this is the absence of a planning unit responsible for defining policy guidelines for planning, with a multi-sector and multi-modal vision, which perhaps could be overcome with the creation of a dedicated unit for this purpose. There are also difficulties in terms of governance, especially with respect to the distribution of local versus national responsibility, and also related to the decentralization of national-level agencies.

All the identified problems and challenges that hinder the development and welfare of the country's transport sector are aggravated by the country's natural conditions. Belize is highly vulnerable to natural hazards and to the eminent impact of climate change. The same geographical and weather conditions that bestow the country with a great potential for development in some sectors also pose significant risks due to the low-lying coastal areas. Belize has often suffered the impact of tropical storms and hurricanes which cause severe flooding. This situation damages the infrastructure network and restrains the development and expansion of the network. In addition, it places significant financial burdens on the public treasury.

The Short-Term Action Plan Report supports the project as it proposes the modernization of the public bus service through the development of new public transport permits (route permits) that will include a contractual clause about standards of operation and safety, fleet type and age, services to be provided and

the inclusion of modified permit duration and terms (Egis International in Association with Transconsult, 2017).

Through continuous dialogue with the private sector, the EDC also recognized the need for an improved transportation system and requested that the Government of Belize conducts a Comprehensive National Transportation Master Plan (CNTMP). The DPPD Unit was tasked with the preparation of a Master Plan that facilitates a better sector planning and a more efficient and effective transport of freight and people within Belize, and among Belize and its main trading partners. Its aim was to be aligned with the institutional, environmental, human and financial resource capacities of the country, and to incorporate climate resilience and redundancy issues into the core planning tools (Inter-American Development Bank, 2015). The project *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”* was a derivative action as a result of the CNTMP project.

2.1.2. Mission and Vision statements

The EDC and DPPD Office operate under the Office of the Prime Minister and currently do not have their own mission and vision statement. However, their purpose statement is *“Creating opportunities through dialogue, partnership and reform”*. The FGP will contribute to the purpose statement of the DPPD, as author of the FGP will work on the development of a comprehensive management plan for the project *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*. That project is very important for the economic development in Belize, as it will affect the lives of many. The Management Plan will be the road map for the execution of the project. The FGP will require constant dialogue with the EDC and DPPD unit, and will facilitate the process of incorporating the different agencies input for the project to become a successful reality. The FGP is also in par with the overarching Ministry of Finance’s vision, which is to improve the quality of life for all citizens and residents of Belize through the efficient and effective allocation of financial resources, and through the

promotion of sound economic policies and programs. The Ministry's mission is to "advise on, coordinate and implement the Government's economic and fiscal policies and programs including the generation and allocation of financial resources to provide appropriate public services and to contribute to the overall development of Belize."

2.1.3. Organizational structure

The institutional structure of the transport sector in the country is broad and relatively complex, given the large number of public institutions involved in the development of transport policy and regulation for both freight and passenger segments.

With regard to the public sector, Belize has two levels of government: a central government and a single-tier local government. At a national level, different government institutions hold expertise and responsibility for various aspects within the transport sector while at the local level municipal institutions are responsible for some aspects within their geographical mandate.

The public institutions that are most actively involved in the development of the transport sector are the ones listed below. Also included are other prominent public institutions that given their own resources and areas of expertise play an important role in the development of transport infrastructure within the country:

- The *Ministry of Transport & NEMO* concentrates most of the sector powers for both passenger and freight transport. This Ministry comprises of two departments and several independent regulatory authorities. The departments are: Department of Transport, and National Emergency Management Organization. The Department of Transport (DOT) is responsible for public passenger transport. The main executive body of the department is the Transport Board, which is responsible for licensing public passenger transport services, organizing routes and ensuring that public transport complies with the necessary conditions set forth by the DOT.

- The *Ministry of Economic Development, Petroleum, Investment, Trade and Commerce* is also involved in a variety of aspects relating to transport regulation and planning. This ministry has very diverse areas of competency, but particularly important in this context are its responsibilities in foreign trade and international trade negotiations.
- The *Ministry of Finance* is one of the largest government ministries, and includes the Prime Minister's Office, the Department of Finance and the Central Information Technology Office. Furthermore, the Office of the Prime Minister includes the Economic Development Council which is a public/private sector forum that constitutes an important stakeholder for the current Master Plan.
- Finally, the *Ministry of Labour, Local Government and Rural Development* is responsible for local government legislation and regulation on all matters affecting local government, including the administration of Acts relating to city and town councils. The Ministry is responsible for town council legislation and the mayoral system. As detailed below, the mentioned local governments play a significant role in the development of transport infrastructure.

At the local level, the degree of involvement and responsibility over transport infrastructure varies amongst the towns. This degree of involvement primarily depends on whether they are urban or rural, on their size and on their resources. The urban authorities are responsible for street maintenance, lighting, drainage, and garbage collection services. They also have discretionary powers over other services including infrastructure and the licensing of motor vehicles and trade (These areas significantly affect the transport policy). The local registration of motor vehicles has resulted in the lack of a standard national registration system, and has made traffic control difficult for national authorities or, indeed, for any local authority.

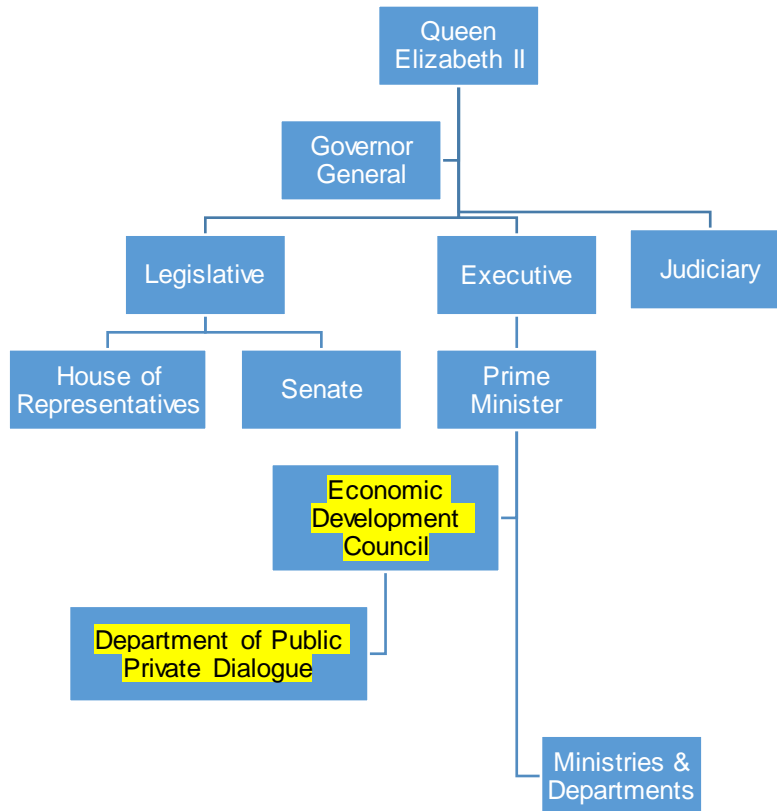


Figure 1: Organizational structure of the Central Government of Belize (Source: T. Recinos, Author, 2017)

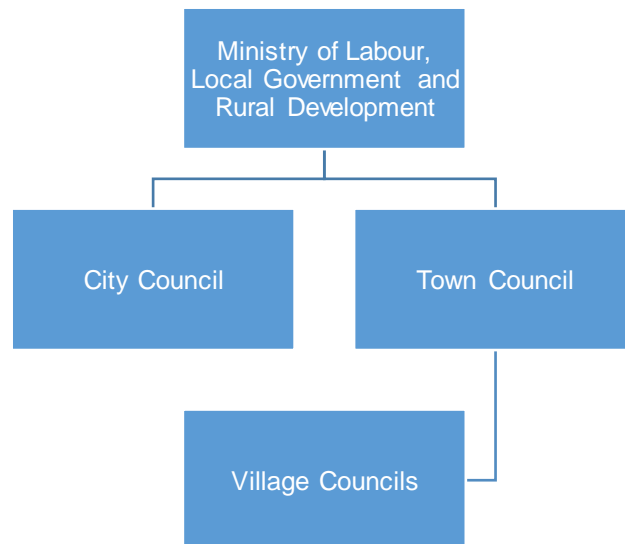


Figure 2: Organizational structure of the Local Government of Belize (Source: T. Recinos, Author, 2017)

2.1.4. Products offered

The EDC is a service oriented, non-profit organization that offers continuous dialogue with both public and private sectors to facilitate economic development. It is also their mandate to advise and help develop reforms that improve doing business or completing transactions that yield a financial profit as well as improve the public sector. Since its establishment, the EDC has successfully executed projects such as the Construction of the Metrology Laboratory, Comparative Analysis of Port Options in Belize, and the Comprehensive National Transportation Master Plan. As it relates to policies, the EDC was actively engaged in the revision of the Building Act, Trade and Tax License, and now the possible transportation reform. The FGP will assist the EDC's secretariat, the DPPD, with the preparation of a Management Plan for proper planning and execution of the project "*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*" The author is aware of the limitations that both the DPPD unit and the Transport Sector face, thus, is prepared to add value to the project by encouraging the use of the Management Plan through the execution of the transport reform.

2.2. Project Management concepts

2.2.1. Project

It is often evident that projects are temporary, with the purpose to create a unique product or service. Organizations often realize that there is a need for a change and that is what usually drives the need for a project. In addition, *PMBOK[®] Guide* states that from a business perspective a project aims to move an organization from a current state to a future state in order to achieve a specific objective (Project Management Institute, 2017, p. 6). In the case of the FGP, it will assist the DPPD to move from a lack of having any planning point to having a full management plan for the execution of the project "*Public Transport Reform & Capacity Building to Strengthen the Department of Transport*".

2.2.2. Project management

The Project Management Body of Knowledge (*PMBOK[®] Guide*) describes project management as the application of knowledge, skills, tools and techniques to project activities to meet the project requirements (Project Management Institute, 2017, p. 10). Project Management is a growing field used by businesses of all sizes and types but often we don't realize that it follows a systematic process. The Project Management Institute (PMI) breaks project management into process groups and knowledge areas, which will both be applied to the FGP . The process groups are: initiating, planning, executing, monitoring and controlling, and closing. On the other hand, the ten knowledge areas include: integration, scope, time, cost, quality, human resource, communications, risk, procurement, and stakeholder management.

Leading organizations across sectors and geographic borders have been steadily embracing project management as a way to control spending and improve project results. When the recession began, this practice became even more important. Executives discovered that adhering to project management methods and strategies reduced risks, cut costs and improved success rates which are all vital to surviving the economic crisis (Project Management Institute, 2010, p. 1). PMI being the largest non-profit organization, delivers value for more than 2.9 million professionals, and works in nearly every country which is an important resource for the project. *PMBOK[®] Guide* and the multiple Practice Standards and Framework produced by PMI will be the main source of reference to manage the development of the Management Plan.

Given that Project Management is too big of an area to be covered in a few pages, the FGP will attempt to provide concise definitions of the various terms and terminologies associated with the project. It is important to note that the FGP provides a framework within which subsequent actions by the DPPD can be taken and in this way, it is essential for the DPPD to adopt the framework provided in

order to execute effectively and efficiently. The DPPD's participation is crucial for the FGP to become a living document .

2.2.3. Project life cycle

Project life cycle is the series of phases that a project passes through from its start to its completion (Project Management Institute, 2017, P. 19). *PMBOK® Guide* further states that it provides the basic framework for managing the project. The FGP is a change driven project, therefore uses an incremental lifecycle. This requires varying levels of early planning for scope, schedule, and cost. The FGP requires that the author plan the details of the scope at an early stage that is sufficient enough to allow estimates on cost and time before initiating. Moreover, the scope is developed a little more with each iteration.

The figure below illustrates the lifecycle of the FGP project and its interrelationship with the process groups along with the Ten knowledge areas. The start phase of the project begins with the Graduation Seminar Course and as we move along towards the end it will be presented to the Board.

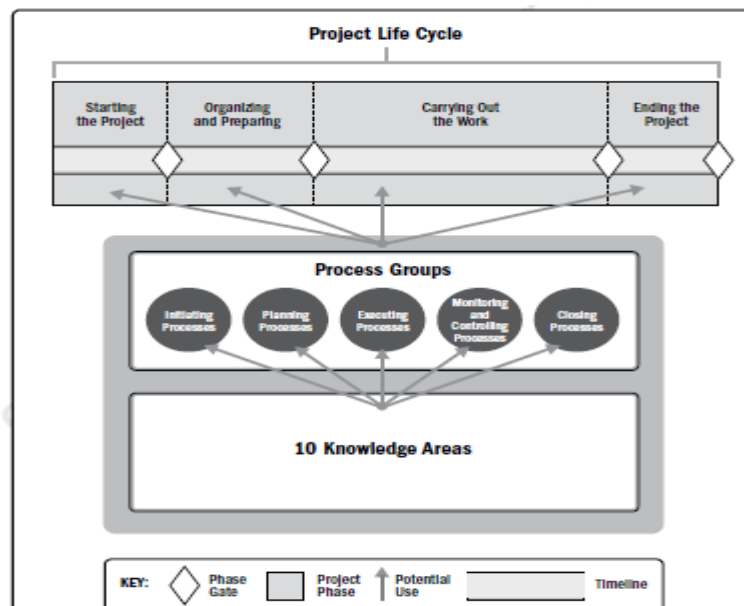


Figure 3: Interrelationship of *PMBOK® Guide* key components in projects (Source: PMI, 2017, P. 18)

2.2.4. Project management processes

The *PMBOK*[®] *Guide* states that Project Management Process is the logical grouping of project management processes to achieve specific project objectives (Project Management Institute, 2017, P. 23). An important note to remember is that process groups are independent of project phases.

For the FGP, the initiation process is where the project manager receives official approval. During this process, the author is involved in high level planning to verify that the project is within the given constraints of scope, time and cost. Once the project is approved the author moves to the planning process where a plan is created based on how to conduct the execution, monitoring & controlling and closing process. Then, the author moves to the execution process in whereby the work will be in accordance to the processes and procedures. In parallel to the execution of work, the monitoring and controlling of work results is also taking place including all change requests and adjustments. Ultimately, when work is complete the project moves to the closing process with presentation to the board.

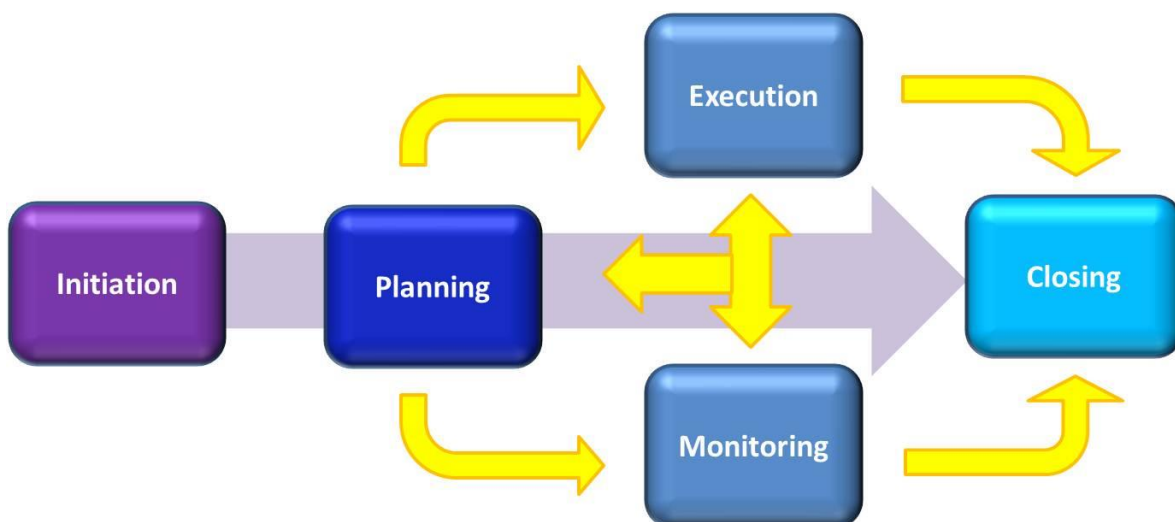


Figure 4: Project Management Process Overview Map (Moran, 2011)

Master of Project Academy highlighted in the figure below what is the interrelationship of the project process with the phases. Similarly to the FGP once the level of the initiating process group starts to decline, the level of planning process group activities starts to increase. Then the executing process group follows the planning process group and it reaches the highest level of interaction among all process groups. The last process group which is towards the end of the project or phase is the closing process group.

The monitoring and controlling process group have the longest duration in terms of process interaction in a project or phase. The main reason for this process is to verify that all other process groups are in accordance with the initiation plan.

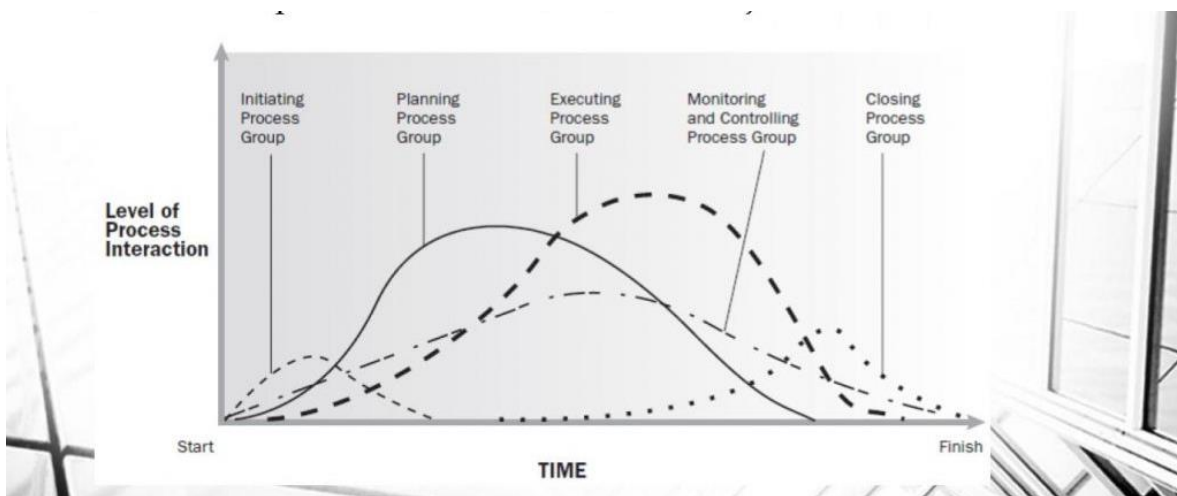


Figure 5: Process Group interaction in a phase or project (Master of Project Academy, 2017)

2.2.5. Project management knowledge areas

The project management knowledge areas are fields or areas of specialization that are commonly employed when managing projects (Project Management Institute, 2017, P.553). The FGP will focus on all ten knowledge areas which are defined as follows by *PMBOK[®] Guide*:

- **Project Integration Management**- includes the process and activities to identify, define, combine, unify and coordinate various processes and

project management activities within the Project Management Process Group

- **Project Scope Management-** includes the process required to ensure that the project include all the work required, and only the work required to complete the project successfully.
- **Project Schedule Management-** includes the process required to manage the timely completion of the project.
- **Project Cost Management** - includes the processes involved in planning, estimating, budgeting, financing, funding, managing and controlling costs so that project can be completed within the approved budget
- **Project Quality Management-** includes the processes for incorporating the organizations quality policy regarding planning, managing, and controlling project and product quality, in order to meet stakeholder's requirement.
- **Project Human Resource Management-** includes the processes to identify, acquire and manage the human resources needed for the successful completion of project.
- **Project Communications Management-** includes the processes required to ensure the timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and disposition of project information.
- **Project Risk Management-** includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.
- **Project Procurement Management-** includes the processes necessary to purchase or acquire products, services or results needed from outside the project team.
- **Project Stakeholder Management-** includes the processes requires to identify stakeholders that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

3. METHODOLOGICAL FRAMEWORK

3.1. Information sources

The Great Soviet Encyclopedia defines Information Source as any system producing information or containing information intended for transmission; in information science, the conventional designation for scholarly documents or publications, which serve not only as important sources, but also as the means of transmission of information in space and time (FARLEX, 2017).

This form of representation distinguishes information sources: textual (books, journals, manuscripts), graphic (graphs, diagrams, plans, charts), audiovisual (sound recordings, motion pictures, slides) and internet sources (web pages, blogs, social media). Therefore, information can come from almost anywhere.

There are three types of information sources: primary, secondary and tertiary. The FGP will focus only on primary and secondary sources

3.1.1. Primary sources

Primary sources are documents, images or artifacts that provide firsthand testimony or direct evidence concerning a historical topic under research investigation. Furthermore, primary sources are original documents created or experienced contemporaneously with the research and enable researchers to get as close as possible to what actually happened during an historical event or period (University of California, 2015).

The FGP will use the following primary sources:

- Interviews, surveys, and fieldwork
- Internet communications on email, blogs, and newsgroups
- Photographs, drawings, and posters
- Books, magazine and newspaper articles and ads published at the time
- Research data, such as, census statistics
- Official and unofficial records of organizations and government agencies

- Government documents (reports, bills, proclamations, hearings, etc.)
- Technical reports

3.1.2. Secondary sources

The University of California describes secondary sources as work that analyzes, assess or interpret an historical event, era, or phenomenon, generally utilizing primary sources to do so and often offering a review or a critique (University of California, 2015). A secondary source is generally one or more steps after the event or time period and is written or produced after the fact with the benefit of hindsight. On occasion, secondary sources will collect, organize, and repackage primary source information to increase usability and speed of delivery, such as, an online encyclopedia (Santiago Canyon College, n.d.)

The FGP will use the following secondary sources:

- Bibliographies
- Biographical works
- Reference books, including dictionaries, encyclopaedias, and atlases
- Articles from magazines, journals, and newspapers after the event
- Literature reviews and review articles (e.g. book reviews)
- History books and other popular or scholarly books
- Works of criticism and interpretation
- Commentaries and dissertations
- Textbooks
- Indexes and abstracts

Chart 1: Information sources (Source: T. Recinos, Author, 2017)

Objectives	Information sources	
	Primary	Secondary
1) To create a Project Charter that formally authorizes the project.	<ul style="list-style-type: none"> • Interviews-DPPD • Minutes of Meeting • Technical Reports 	<ul style="list-style-type: none"> • Textbook • Newspaper
2) To develop a Scope Management Plan that includes all work required to successfully execute the project	<ul style="list-style-type: none"> • Interview • Minutes of Meeting • Research data (statistics) • Government documents • Technical Reports • Books • Internet Source 	<ul style="list-style-type: none"> • Textbooks • Previous Research • Bibliographies • Reference books • Indexes & Abstracts
3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule	<ul style="list-style-type: none"> • Government documents • Interview • Internet source 	<ul style="list-style-type: none"> • Textbooks • Previous Research • Bibliographies
4) To develop a Cost Management Plan for developing and managing the project budget.	<ul style="list-style-type: none"> • Government documents • Interview • Research data • Internet source 	<ul style="list-style-type: none"> • Textbooks • Previous Research • Bibliographies
5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints	<ul style="list-style-type: none"> • Interview • Minute of Meeting • Research data (statistics) • Government documents • Technical Reports • Books • Internet Source 	<ul style="list-style-type: none"> • Textbooks • Previous Research • Bibliographies • Reference book • Indexes & Abstracts
6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.	<ul style="list-style-type: none"> • Government documents • Technical Reports • Interview • Research data • Internet source 	<ul style="list-style-type: none"> • Textbooks • Previous Research • Bibliographies

7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.	<ul style="list-style-type: none"> • Interviews • Unofficial Government Records • Phonebook 	<ul style="list-style-type: none"> • Newspaper after event • Works of criticism • Textbooks • Bibliographies
8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.	<ul style="list-style-type: none"> • Minute of Meeting • Research data (statistics) • Government documents • Technical Reports • Books • Internet Source 	<ul style="list-style-type: none"> • Newspaper after event • Works of criticism • Textbooks • Bibliographies • Reference book • Indexes & Abstracts
9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.	<ul style="list-style-type: none"> • Unofficial Government records • Vendor listing • Interview 	<ul style="list-style-type: none"> • Textbooks • Bibliographies • Reference books • Indexes & Abstracts
10) To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.	<ul style="list-style-type: none"> • Interviews • Unofficial Government Records • Technical Report • Phonebook 	<ul style="list-style-type: none"> • Textbooks • Bibliographies • Reference book • Indexes & Abstracts

3.2. Research methods

The Business Dictionary defines Research Methods as the process to collect information and data for making business decisions. The methodology may include: publication research, interviews, surveys and other research techniques, and could include both present and historical information (Web Finance Inc, 2017). John Dudovskiy further explains that while methods of data collection and data analysis represent the core of research methods, one must also address a range of additional elements within the scope of the research. The most important elements of research methodology in business dissertation at Bachelor's, Master's and PhD

levels include research philosophy, research approach, methods of data collection, sampling and ethical considerations (Dudovskiy, 2017).

3.2.1. Qualitative Method

Qualitative Research is primarily exploratory research. It aims to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research (DeFranzo, 2011). Furthermore, Qualitative Research also helps to uncover trends in thought and opinions, and delve deeper into the problem. Qualitative data collection methods vary using unstructured or semi-structured techniques. The FGP will be using qualitative method in the form of focus groups (group discussions), individual interviews, and participation/observations.

3.2.2. Analytical Method

In Analytical Research, the researcher has to use facts or information already available and analyze them to make a critical evaluation of the material (Seemant, n.d.). Seemant also explains that Analytical Research is primarily concerned with testing hypothesis and specifying and interpreting relationships by analyzing the facts or information already available.

The FGP will use information that already exists and analyze it to make critical evaluations and recommendations for the Management Plan.

3.2.3. Fundamental Method

Dudovskiy stated that Fundamental research does not usually generate findings that have immediate applications in a practical level. Fundamental studies tend to generalize the phenomenon, and the philosophy of this type of studies can be explained as “gathering knowledge for the sake of knowledge.” (Dudovskiy, Fundamental Research, 2017).

The FGP will apply Fundamental research method with the aim to answer the questions of why, what or how and they to contribute to the pool of fundamental knowledge in the Management Plan.

Chart 2: Research methods (Source: T. Recinos, Author, 2017)

Objectives	Research methods		
	Qualitative	Analytical	Fundamental
1) To create a Project Charter that formally authorizes the project.	Interviews, Minutes of Meeting and Participant Observation was carried out in preparing project charter	Technical Reports were analyzed to collect facts for preparing project charter	Textbooks such as the <i>PMBOK[®] Guide</i> & other Practice Standards were used as a source for gathering knowledge to complete project charter
2) To develop a Scope Management Plan that includes all work required to successfully execute the project	Interviews with the DPPD and Department of Transport were carried out to see stakeholder perspective and develop the Scope Management Plan	Technical Reports, Government documents and statistic information need to be analyzed to develop the Scope Management Plan	Textbooks, previous research and internet source are basic requirements to develop the Scope Management Plan
3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Time Management Plan	Government documents and research statistic information need to be analyzed to develop the Time Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop the Time Management Plan
4) To develop a Cost Management Plan for developing and managing the project budget.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Cost Management Plan	Government documents and research statistic information need to be analyzed to develop the Cost Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop a cost Management Plan

5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop a Quality Management Plan	Technical Reports, Government documents, Books and statistic information need to be analyzed to develop a Quality Management Plan	Textbooks (<i>PMBOK</i> [®] <i>Guide</i> & other Practice Standards) used as a source for gathering knowledge to develop quality management plan
6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the HR Management Plan	Government documents and research statistic information need to be analyzed to develop the HR Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop the HR Management Plan
7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Communication Management Plan	Technical Reports, Government documents and statistic information need to be analyzed to develop a Communication Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop the Communication Management Plan
8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Risk Management Plan	Technical Reports, Government documents, Newspaper, Books and statistic information need to be analyzed to develop a Risk Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop a Risk Management Plan
9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Procurement Management Plan	Unofficial Government Records required to be analyzed to develop a Procurement Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop a Procurement Management Plan

10) To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.	Interviews with the DPPD and DOT were carried out to see stakeholder perspective and develop the Stakeholder Management Plan	Minutes of Meeting, Government documents and phone book need to be analyzed to develop a Stakeholder Management Plan	Textbooks, previous research and internet source are basic requirements to gather data to develop a Stakeholder Management Plan
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3.3. Tools

Tools and techniques are an essential part of project management. Project management tools and techniques are precisely what make managing projects easier and more effective (Sinnaps, 2015). The *PMBOK[®] Guide* fifth edition refers to tools as something tangible, such as template or software programs, used in performing an activity to produce a product or result (Project Management Institute, 2013). *PMBOK[®] Guide* further defines technique as a defined systematic procedure employed by a human resource to perform an activity to produce a product or result or deliver a service, and that may employ one or more tools.

The FGP will employ and analyze the tools and techniques defined in the *PMBOK[®] Guide, Fifth Edition*.

Chart 3: Tools (T. Recinos, Author, 2017)

Objectives	Tools
1) To create a Project Charter that formally authorizes the project.	Expert Judgment, Meetings, Facilitation Technique
2) To develop a Scope Management Plan that includes all work required to successfully execute the project	Expert Judgment, Meeting, Interviews, Group Decision-Making techniques, Observation, Document Analysis, Decomposition,
3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of	Expert judgment, Analytical technique, Decomposition, Rolling wave planning, Precedence Diagramming Method, Dependency determination, Lead and

the project schedule	Lag, Alternative Analysis, Published estimating data, Project Management Software, Parametric estimating, schedule Network Analysis, Critical path, Schedule Networking
4) To develop a Cost Management Plan for developing and managing the project budget.	Expert judgment, Analytical technique, Meetings, Parametric Estimating, Cost of Quality, Project Management Software, Vendor Bid Analysis, Group decision techniques
5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints	Cost-benefit Analysis, Cause & Effect Diagram, Flowchart, Meetings, Brainstorming, Nominal Group technique.
6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.	Organization Chart & Position Description, Organizational Theory, Expert judgment, Networking, Multi Criteria decision analysis, personnel assessment tool,
7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.	Communication requirement analysis, Communication technology, Communication methods, Meetings, Expert judgment
8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.	Analytical Technique, Expert judgment, Meeting, Documentation review, Information gathering technique, Assumption analysis, Cause & Effect diagram, SWOT analysis, Risk Categorization, strategies for negative risk or threats, strategies for positive risk or opportunities,
9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.	Make or buy analysis, expert judgment, market research, meetings
10) To develop a Stakeholder Management plan to identify and support all the project stakeholders	Stakeholder Analysis, Expert judgment, Meetings, Analytical Technique,

to ensure effective stakeholder engagement.	
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3.4. Assumptions and Constraints

An assumption is something that you assume to be the case even without proof (Vocabulary.com, n.d.). The Business Dictionary, on the other hand, defines an assumption as a belief, logical construct, or unconfirmed fact (Web Finance Inc, 2017). The FGP defined the objectives on the assumption that the project named “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” will be a Technical Cooperation between the IDB and the Government of Belize.

The Business Dictionary defines a constraint as the element, factor, or subsystem that works as a bottleneck. It restricts an entity, project, or system (such as a manufacturing or decision-making process) from achieving its potential (or higher level of output) with reference to its goal (Web Finance Inc, 2017). The FGP’s major constraint is the limited time to complete the management plan and all its subsidiary documents.

The Chart below illustrates the assumptions and constraints identified for each of the project specific objectives.

Chart 4: Assumptions and Constraints (Source: T. Recinos, Author, 2017)

Objectives	Assumptions	Constraints
1) To create a Project Charter that formally authorizes the project.	The project charter will be complete and approved before all other subsidiary documents are formulated	Limited time to gather data.

2) To develop a Scope Management Plan that includes all work required to successfully execute the project	DPPD and DOT will provide the author with all necessary data. The Scope Management plan will identify all work required.	Adequate amount of data collected in the short period of time
3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule	The time allocated for the reform process and the capacity building aspect of the project is sufficient.	Difficult to schedule given that author or the DPPD has no authority on when reforms will be read by legislative bodies
4) To develop a Cost Management Plan for developing and managing the project budget.	Author assumes that the projected estimates are within the GOB financial capacities. Assumes that all goods, works and services are being budgeted for.	Limited funding available to implement the project
5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints	The Quality management plan will identify all of the technical and managerial requirements.	Adequate transition method for the DOT as they have been operating with no Project Management technique.
6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.	Identified Positions that are sufficient to successfully execute the project. All roles and responsibilities are clearly defined	Only those staff members who have been planned and identified will be budgeted for.
7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.	An assumption exists that the DPPD's communication expert will provide necessary data to develop the communication management plan.	All stakeholders must be identified to see how, when and what type of information must be shared DOT has outdated operating systems

8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.	Assumptions that the Risk Management Plan will identify all risks and plan for prevention or make contingency reserves in case it occurs	Limited time to conduct a proper risk analysis
9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.	Assumption that the Procurement Management Plan will identify all goods, services and works needed.	Author needs sufficient data to compile list of procurement items from the DPPD. Expert Judgment may not be sufficient to complete this.
10) To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.	All stakeholder are identified and their requirements are properly defined	Stakeholder requirement and interest may change as project progress

3.5. Deliverables

A Project deliverable is a product or service that a project produces for its customer, client, or project sponsor. It is also the product or service that the project “delivers” to its stakeholders (Roseke, 2016).

A deliverable usually has a due date and is tangible, measurable and specific. A deliverable is either for an external or an internal customer and satisfies a milestone or due date that is created and produced in the project plan (Burley, 2017). The FGP deliverables are specified in the chart below.

Chart 5: Deliverables (Source: T. Recinos, Author, 2017)

Objectives	Deliverables
1) To create a Project Charter that formally authorizes the project.	Project Charter -Project Authorization -Corporate Strategy -Project Objectives -Project Scope -Assumptions -Constraints -Milestone Dates -Indicative Budget -Project Manager -Sponsor Acceptance
2) To develop a Scope Management Plan that includes all work required to successfully execute the project	Scope Management Plan -Scope Management Approach -Requirement Documentation -Stakeholders -Scope Statement -Work Breakdown Structure -Roles and Responsibilities -Scope Validation -Scope Control -Sponsor Acceptance
3) To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule	Schedule Management Plan -Schedule Management Approach -Schedule Control -Activity List -Project Schedule -Sponsor Acceptance
4) To develop a Cost Management Plan for developing and managing the project budget.	Cost Management Plan -Cost Management Approach -Cost Control -Cost Change Control Process -Project Budget -Sponsor Acceptance
5) To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and	Quality Management Plan -Quality Management Approach -Quality Requirement/ Standards -Quality Assurance

scope constraints	<ul style="list-style-type: none"> -Quality Control Process -Quality Measurements -Sponsor Acceptance
6) To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released.	<ul style="list-style-type: none"> Human Resource Management Plan -Human Resource Management Approach -Roles and Responsibilities -Organizational Chart -Staffing Management -Performance Appraisal
7) To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders.	<ul style="list-style-type: none"> Communication Specialist Terms of Reference
8) To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence.	<ul style="list-style-type: none"> Risk Management Plan -Risk Management Approach -Risk Identification -Risk Qualification and Prioritization -Risk Register -Risk Monitoring -Risk Mitigation and Avoidance -Contingency -Management Reserve -Sponsor Acceptance
9) To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.	<ul style="list-style-type: none"> Procurement Management Plan -Procurement Management Approach -Procurement Policy -Procurement Plan
10) To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement.	<ul style="list-style-type: none"> Stakeholder Management Plan -Introduction -Identify Stakeholders -Stakeholder Register -Manage Stakeholder Engagement -Control Stakeholder Engagement -Sponsor Acceptance

4. RESULTS

4.1. Project Charter

PMBOK[®] *Guide* defines project charter as a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities (Project Management Institute, 2013, p. 71).

In developing the Project Management Plan, it was important to finalize the Project Charter for the project “*Public Transport Reform & Capacity Building to Strengthen the Department of Transport*”. The key benefit of developing this project charter is for the unit to have a well-defined document that keeps the project from drifting off course by focusing on predetermined goals and objectives. This charter will also serve as a direct way for senior management to formally accept and commit to the project. Noteworthy is that the project charter was created in collaboration with the DPPD project coordinator, and the DOT Chief Transport Officer as they will be the ones executing the project. The main sources used to complete the project charter were previous minutes of meetings, official reports and the *PMBOK*[®] *Guide*, fifth edition.

The DPPD unit provided the official template for the project charter as it is the version utilized for all projects within the unit. The project charter consisted of project objectives, project scope, project assumptions and constraints, project milestone, project budget, project manager identification and sponsor authorization.

4.1.1. Project Charter for the Public Transport Reform Project



**Office of the Prime Minister
Department of Public Private Dialogue**

Project Charter

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Project Authorization

This Charter formally authorizes the project *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”* with the Department of Public Private Dialogue as the executing agency. A project management plan will be developed and submitted to the Project Sponsor for approval. The project management plan will include: Scope Management Plan, Time Management Plan, Cost Management Plan, Quality Management Plan, Human Resource Management Plan, Communication Management Plan, Risk Management Plan, Procurement Management Plan, and Stakeholder Management Plan.

Corporate Strategy

This strategy is in line with the objectives of the IDB’s GCI-9 as the results will have co-benefits in mitigating the effects of climate change, and will support the development of infrastructure for competitiveness and social welfare. Similarly, the TC is aligned with the Belize’s National Development Framework (HORIZON 2030) which will contribute to the objective of strengthening sector-planning capacity in Belize.

Project Objectives

General objective:

The specific purpose of this Technical Cooperation (TC) is to help the transport sector of Belize strengthen its institutional capacity to facilitate management of the

process of modernizing and harmonizing public transport in the country into a seamless systemic service for mobility.

Specific objective:

1. To establish a Project Execution Unit to support the Ministry of Transport.
2. To conduct a review of all legislations related to Public Transportation and recommend legislative changes with drafting instructions for the recommended changes.
3. To provide Institutional support and capacity building for the strengthening of the Ministry of Transport.
4. To develop and implement a communication strategy.

Project Scope

Project Justification

The Government of Belize acknowledges that the transportation system in Belize is not in alignment to serve the developmental vision of the country. The CNTMP on the other hand highlighted that the inter-urban passenger transport sector has serious shortcomings in the form of poor quality of service, reliability, outdated legislations, and of 5fv low profitability for operators. Another major drawback is that vehicle registration and licenses issuance is managed by municipalities independently and without centralized registration whilst the Ministry of Transport conducts registration only in rural areas, out of municipalities' jurisdictions. The records are scattered throughout the country, which prevents proper planning, control and appropriate investment in road transport projects and public transport services. Therefore, this project is a result of the Short Term Action Plan proposed for the Public Transportation sector under the National Transportation Master Plan.

Project Benefits

The project will have a direct impact on all citizens of Belize especially those that depend on the public transport system to commute for work, school, and other daily travels. There will also be an update to the existing legislations to incorporate policies for environmental and energy-conscious standards, which will provide various sustainable-oriented benefits, such as, transforming the system to a climate resilient system, reduce carbon emissions, and enhance fuel efficiency in the economy. Furthermore, the project will address key institutional issues as it relates to staff limitations and investment opportunities to create market efficiencies and strengthen the Department of Transport.

Project Components

Component 1: Eligibility For First Disbursement

Component 2: Establishment of the Project Execution Unit

Component 3: Institutional Reform

Component 4: Capacity Building

Component 5: Communication Strategy

Assumptions

The major assumptions that have been acknowledged in developing the project are as follows:

FUNDING - There is always the presumption that governments will support initiatives that would benefit the country, however, high initial investment costs can deter their priority when it comes to implementing the outcomes of studies

LEADERSHIP - The assumption that a suitable staff will be identified and recruited to manage the project. Team members' performance and knowledge in the Funding Agency procedures and policy are critical in executing the activities and meeting timelines.

COMMITMENT- Stakeholders involved in the reform project are committed to designing a new organisation, based on best practice to deliver outcomes for a better transportation system

OTHER PROJECTS- A general assumption also exists that the ongoing project being implemented by Central Information Technology Office (CITO) and the Ministry of Transport (MoT) for the establishment of the National Motor Vehicle Registration and Licensing System will be executed in a timely fashion.

Constraints

The major constraints recognized are:

ORDERS- Uncertainty related to the project is driven by not knowing the nature and particular details of the reform and how operators will react to it.

CAPACITY- It is expected that not all of the skills required to deliver the project on time will be available in-house. There may be a need to use contractors or consultants

CHANGE – There will be a level of resisting the impending change and this may slow the project down

BUSINESS MODELS – Current business models (including contracts) may not be able to change by March 2021. These concerns will need to be addressed in the Transition Plan.

CULTURE- Two separate cultures exist, and this will continue until the new organisation with defined and aligned leadership, culture and strategy is established. During transition a new culture will begin to emerge, and will need to be managed.

Milestones and Dates

Chart 6: Project Milestones depicting start and end date (T.Recinos, 2018)

Milestone	Start date	End date
Contracting the Project Manager	June 2018	July 2018
Establishment of the Project Execution Unit	August 2018	May 2020
Work Plan	September 2018	October 2018
Legislative Reform Recommendation Report	November 2018	April 2019
Drafting Instructions to Attorney General	April 2019	May 2019
Final Report of BILLS Passed	May 2019	October 2019
Reform Implementation Plan	October 2019	January 2020
Trainings & Workshops	February 2020	February 2020
Management & Operations Manual	February 2020	April 2020
Communication Strategy & Implementation Plan	March 2020	May 2020

Indicative Budget

The estimated budget for the project is as follows: ‘

Chart 7: Indicative budget per project component (T.Recinos, 2018)

Description	Amount
Component 1: Eligibility For First Disbursement	\$ 72,000.00
Component 2: Establishment of the Project Execution Unit	\$ 228,00.00
Component 3: Institutional Reform	\$ 11,000.00
Component 4: Capacity Building	\$ 67,500.00
Component 5: Communication Strategy	\$ 14,500.00
Contingency	\$ 10,000.00
Total	\$403,000.00

Project Manager

The Executive Director of the DPPD is the designated authority to interface with management as required in order to negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all contractors and management as required, to ensure successful and timely completion of the project. The contractual services of a Project Manager will be required for developing the project plan, monitoring the schedule, cost, and scope of the project during implementation, and maintaining control over the project by measuring performance and taking corrective action. The project Manager will report directly to the Executive Director.

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date of acceptance

4.2. Project Scope Management

The second objective of the FGP is to develop a Scope Management Plan that will include all the work required to complete the project. The *PMBOK[®] Guide* defines Plan Scope Management as the process of creating a Scope Management Plan that documents how the project scope will be defined, validated and controlled (Project Management Institute, 2013, p. 107). In addition, the term “project scope” refers to the work that needs to be accomplished in order to deliver the product, service or results with the specific features and functions.

The figure below depicts the Inputs, Tools & Techniques and Outputs of the Plan Scope Management process.

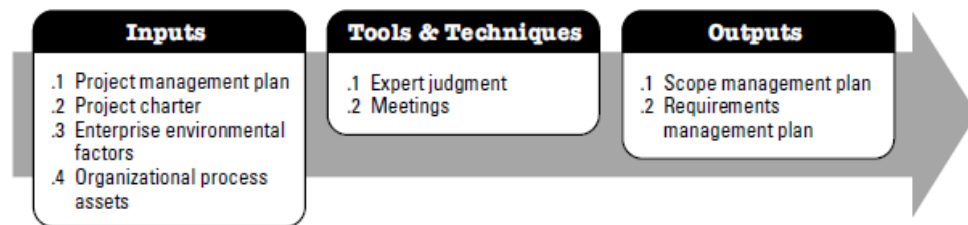


Figure 6: Plan Scope Management Plan: Inputs, Tools & Techniques and Outputs (Project Management Institute, 2013, p. 107)

For this project, the main inputs used to develop the Scope Management Plan were the project charter, personnel administration, historical information and lessons learnt from previous projects. The tools and techniques included both expert judgment and meetings with the DPPD Project Coordinator and the DOT Chief Transport Officer.

As a result, the Scope Management Plan includes: outputs from collect requirements as well as defining the scope and creating WBS processes. Even though these processes subsequently follow the Plan Scope Management process, it was highly important to incorporate them at the early stage.

The DPPD's input was crucial for the design of the Scope Management Plan template, which will serve as a guide for the project manager and help prompt consideration of each of the scope management processes.

4.2.1. Scope Management Plan

The primary aim of the Scope Management Plan is to define the exact scope of work required to successfully complete the project and deliver business value. Noteworthy is that the plan also includes information on how to prevent or deal with scope creep and handle change requests.

For this particular project, the core of the Scope Management Plan is the project Scope Statement. The Scope Statement provides the documented basis for making all project decisions and serve to direct the project effort and communicate the project scope to the project team and other project stakeholders. This statement also explains the boundaries of the project, establishes the responsibilities of each member of the team, and sets up procedures for how work that is completed will be verified and approved. Furthermore, the other items have established the foundation underneath the scope statement that will play a critical role in managing and controlling the project scope.

The Scope Management Plan will have the following sections: Scope Management Approach, Requirement Documentations, Key Stakeholders, Scope Statement, Work Breakdown Structure, Roles and Responsibilities, Deliverables, Scope Validation and Scope Control.

4.2.1.1. Scope Management Plan for the project



**Office of the Prime Minister
Department of Public Private Dialogue**

Scope Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Scope Management Approach

Project Scope Management involves ensuring that all of the required work, and only the required work which is necessary to complete the project is accomplished (Project Management Institute, 2013, p. 105). Any work that does not support the needs of the project is out of scope and should not be performed. Therefore, the approach to managing the project scope must be clearly defined and detailed in this document.

It is important that it be clear that the Scope Management is solely the responsibility of the Project Manager who reports to the Department of Public Private Dialogue. In addition, the Scope of the project is defined by the Scope Statement and the Work Breakdown Structure. The Project Manager, Sponsor and Project Steering Committee (PSC) will establish and approve documentation for measuring project scope which includes deliverable quality checklists and work performance measurements. Changes to the scope may be initiated by Project Manager, Stakeholders or any member of the project team. All change requests will be submitted to the Project Manager who will then evaluate the requested scope change. Upon acceptance of the scope change request, the Project Manager will submit the scope change request to the Project Steering Committee and Project Sponsor for acceptance. Upon approval all necessary documents must be updated and change communicated to stakeholders.

Requirement Documentation

Requirement documentation describes how individual requirements meet the business need for the project (Project Management Institute, 2013, p. 117). For this project, the required documentation include: IDB's guiding principles for procurement, GOB public service regulations, CNTMP PSC minutes of meetings, and all approved reports produced by the CNTMP project. Other requirements are PSC's contact details and a Central Bank account in order to be eligible for 1st disbursement.

Chart 8: Requirement Traceability Matrix (T. Recinos, 2018)

Project Name:		<i>Public Transport Reform and Capacity Building to strengthen the Department of Transport</i>			
Cost Center:		PTR 01			
Project Description:		Policy Reforms and Training for the Department of Transport in order to modernize Transport System in Belize			
ID	Associate ID	Requirement Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables
1	1.1	Copy of Public Service Regulations	Prepare Draft Contracts	Eligibility for 1st Disbursement	Contract the Project Manager
	1.2	Collect numbers and emails of PSC	Project Steering Committee	Eligibility for 1st Disbursement	Establish PSC
	1.3	Create a Project Bank Account at Central Bank	Financial Structure	Eligibility for 1st Disbursement	Financial Control System
2	2.1	GN2350-9 IDB Policy for selection of consultants	Contract staff to support the Dept. of Transport	Procurement of Staff	Contract the Project Manager, Admin/Procurement, Policy Analyst and Transport Specialist
3	3.1	CNTMP Final Reports	Utilize data as input to the project	Institutional Reform	Management and Operations Manual for the MoT
	3.2	CNTMP Previous Minutes of Meeting	Analyze details already discussed	Institutional Reform	Inception Report
	3.3	Copy of all Transport Legislations	Modernize Transport System	Institutional Reform	Legislative Reform Recommendation Report

Stakeholders

The institutional framework of the transport sector in the country is broad and relatively complex, as there are a considerable number of public institutions involved in the development of the transport policy and regulation. On the other hand, there are several private entities that also work to make public transportation better in Belize. The key stakeholders for the project include, but are not limited to the following:

- *Ministry of Transport and NEMO*
- *Ministry of Finance and Natural Resource Management*, which includes the Office of the Prime Minister & Cabinet, Central Information Technology Office, Ministry of Finance, and Lands Department
- *Ministry of Public Works*
- *Ministry of Economic Development, Petroleum, Investment, Trade and Commerce.*
- *Ministry of Public service, Energy and Public Utilities*
- *Ministry of Labour, Local Government, and Rural Development.*
- *Office of the Attorney General*
- *Belize Chamber of Commerce and Industry*
- *Belize Transport Board*
- Belize Bus Owner Association
- Belize Taxi Association
- Belize Infrastructure Limited

Scope Statement

Scope Description

The project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” aims to strengthen Belize’s institutional capacity and facilitate the management process of modernizing and harmonizing public transport in the country into a seamless systemic service for mobility. For the first component, the DPPD must establish a Project Execution Unit (PEU) that will

comprise of a Project Manager, Procurement/Administrative Officer, Policy Analyst, and a Transport Specialist. Once the unit is established, it is a requirement of the project to conduct a thorough review of all legislation and institutional organizations governing the various components of public transport. In addition, the PEU must recommend legislative changes and drafting instructions for the proposed changes. Furthermore, the PEU must conduct the process and provide a final report of all new legislations (BILL's) once approved by the Parliament. The project also aims at building institutional capacity, including human and physical resources, as well as to develop the planning and execution of the regulatory functions.

Project Deliverables

The project deliverables are broken down per component as follows:

Component 1: Eligibility for First Disbursement

- Contracts for the Project Manager, Project Steering Committee Listing, Financial Control Structure, Authorized Signatories

Component 2: Establishment of Project Execution Unit

- Contracts for the Procurement/Administrative Officer, Policy Analyst, Transport Specialist

Component 3: Institutional Reform

- Detailed Work Plan, Inception Report, Legislative Reform Recommendation Report, Presentation to cabinet, Drafting instructions to Attorney General Office, Final Report on BILLS passed by parliament

Component 4: Capacity Building

- Training Reports (6)
- Management & Operations Manual for Ministry of Transport
- Equipment procured contract awards

Component 5: Communication strategy

- Communication Strategy & Implementation Plan,
- One-minute video advertisements

Project Exclusions

The project does not address all modes of transport. The reform refers to land public transport only. However, the Department of Transport will receive training on the planning and execution process in order to build the capacity and expand in other transport sectors such as water taxis, ports, and the aviation sector etc.

Project Acceptance Criteria

The Department of Public Private Dialogue must conduct the following before the project is eligible for first disbursement:

- Contract a Project Manager
- Establish a Project Steering Committee
- Have a financial reporting system and internal control structure in place
- Establish the designated authorities to sign on behalf of the project

Project Constraints

The major constraints recognized are:

- ORDERS- Uncertainty related to the project is driven by not knowing the nature and particular details of the reform and how operators will react to it.
- CAPACITY- it is expected that not all of the skills required to deliver the project on time will be available in-house. There may be a need to use contractors or consultants
- CHANGE – There will be a level of resisting the impending change and this may slow the project down
- BUSINESS MODELS – Current business models (including contracts) may not be able to change by March 2021. These will need to be addressed in the Transition Plan.
- CULTURE- Two separate cultures exist, and this will continue until the new organisation with defined and aligned leadership, culture and strategy is established. During transition, a new culture will begin to emerge and will need to be managed.

Project Assumptions

The major assumptions that have been acknowledged in developing the project are as follows:

- **FUNDING** - There is always the presumption that governments will support initiatives that would benefit the country, however, high initial investment costs can deter their priority when it comes to implementing the outcomes of studies.
- **LEADERSHIP** - The assumption that suitable staff will be identified and recruited to manage the project. Team members' performance and knowledge in the Funding Agency procedures and policy is critical in executing the activities and meeting timelines.
- **COMMITMENT**- Stakeholders involved in the reform project are committed to designing a new organisation based on best practice to deliver outcomes for a better transportation system
- **OTHER PROJECTS**- A general assumption also exists that the ongoing project being implemented by CITO and the MOT for the establishment of the National Motor Vehicle Registration and Licensing System will be executed in a timely fashion.

WBS

The WBS is a hierarchical reflection of all the work required for the development of the project in terms of deliverables. It states the necessary work required to produce these deliverables. In the interest of time, the required work was broken down into smaller, more manageable components called *work packages* and then further broken down to the lowest level of the WBS called *tasks*.

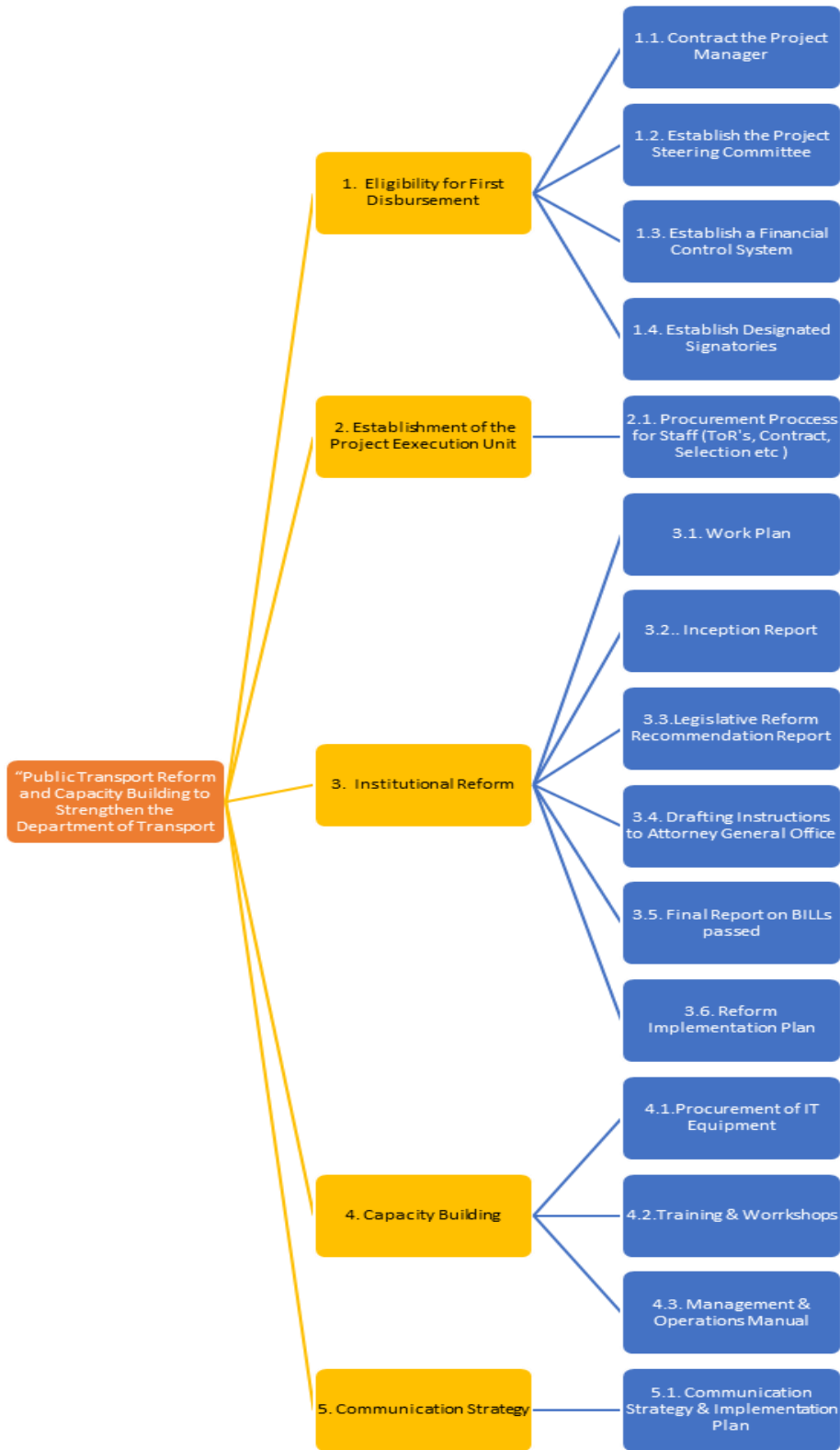


Figure 7: Project Work Breakdown Structure (T. Recinos, 2018)

Roles and Responsibilities

In order to manage the project's scope, it is important that all roles and responsibilities for scope management be clearly defined in the Scope Management Plan. The table below defines the roles and responsibilities for the scope management of this project.

Chart 9: Project Stakeholder's roles and responsibilities (T. Recinos, 2018)

Role	Responsibility
Sponsor, IDB	<ul style="list-style-type: none"> - Provide the project with necessary funds - Approve or deny scope changes - Ensure the Bank Policy is safeguarded
Executive Director, DPPD	<ul style="list-style-type: none"> - Executing agency - Oversight of the PEU - Facilitate consultation with agencies
Project Manager	<ul style="list-style-type: none"> - Project Management support to all project activities - Measure and verify project scope - Facilitate scope change requests - Organize and facilitate scheduled change control meetings - Communicate outcomes of scope change requests - Update project documents upon approval of all scope changes - Ensure that project is within scope, schedule and budget constraints
Project Team	<ul style="list-style-type: none"> -Provide technical advice -implement scope within the define schedule and budget -Provide support to the project manager
Project Steering Committee	<ul style="list-style-type: none"> - Provide advice and sometimes make decisions about changes to the project as it develops - Identify the priorities in the project – where the most energy should be directed; -Identify and monitor risks; -Monitoring the quality of the project as it develops -Accept project deliverables

Scope Validation

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

DELIVERABLE ACCEPTANCE FORM			
DATE: DD/MM/YY			
Project Name:			
Deliverable Name:			
Project Manager:			
Project Sponsor:			
<p>(We), the undersigned, acknowledge and accept delivery of the work completed for this deliverable on behalf of our organization. Our signatures attest to our agreement that this deliverable has been completed. No further work should be done on this deliverable.</p> <p><i>(If the deliverable is not acceptable, reasons are stated and corrective actions are described.)</i></p>			
Name	Title	Signature	Date

Figure 8: Deliverable Acceptance Form (T. Recinos, 2018)

Scope Control

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

If the change request receives initial approval by the Project Manager and Sponsor the Project Manager will formally submit the change request to the PSC. If the PSC approves the scope change, the Project Sponsor will formally accept the change by signing the project-change control document. Upon acceptance of the scope change by the Project Steering Committee and Project Sponsor, the Project Manager will update all project documents and communicate the scope change to all project stakeholders.

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

4.3. Project Time Management

Project Time Management also known as Schedule Management, includes all the processes required to manage the timely completion of a project. It is the roadmap for moving a project from initial project work to project completion.

The purpose for developing the Schedule Management Plan (SMP) is to ensure that the actual development of the schedule is guided by a well thought process, that will assist in the successful completion of the project in a timely and efficient manner.

In this case, the SMP provides a consistent format for establishing the policies and procedures used to develop, execute, monitor and control the project schedule.

The SMP includes the duration for each activity, and the efforts required for those activities. All of which is reflected in the project baseline, which will then be used to monitor and control the project during various phases.

4.3.1. Project Timeline

The Project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” is a result of the findings of the Comprehensive National Transportation Master Plan. The DPPD office expects to sign the TC agreement with the Inter-American Development Bank by June 22, 2018. The duration of the project is for 24 months after the signing of contract.

The Schedule Management Plan (SMP) details all the activities and the dates for completion. Noteworthy is that the SMP also includes recommendation for schedule control. The SMP will describe in further details the project schedule.

4.3.2. Schedule Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Schedule Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Schedule Management Approach

The Project schedule is to be created using MS Project 2016, and should reflect all deliverables identified in the project’s Work Breakdown Structure (WBS). The project manager holds the responsibility to create this document with the input from various stakeholders. In addition, the project manager is responsible for the following:

- Activity definition will identify the specific work package that is needed to complete each deliverable.
- Activity sequencing will determine the order of work packages and assign relationships between project activities.
- Activity duration estimating will calculate the number of work periods required to complete work packages.
- Resource estimating will assign resources to work packages in order to complete schedule development.

Once the preliminary schedule is complete, the project team will review it along with any resources tentatively assigned to project tasks. The project team and PSC must agree to the proposed work package assignments, durations, and schedule. Once achieved, the project sponsor will review and approve the schedule and the project manager may precede to baseline it.

The following will be designated as project milestones:

- Contracting of the Project Manager
- Establishment of the Project Execution Unit
- Legislative Reform Recommendation Report
- Drafting Instructions to Attorney General
- Final Report on BILLS passed
- Reform Implementation Plan
- Management and Operations Manual
- Trainings & Workshop
- Communication and Strategy Implementation Plan

Schedule Control

The project schedule will be reviewed and updated as necessary on a monthly basis with actual start, actual finish, and completion percentages to be provided by the task owners.

The project manager is responsible for holding monthly schedule updates/reviews; determining impacts of schedule variances; submitting schedule change requests; and reporting schedule status in accordance with the project's communications plan. Noteworthy, Earned Value Management will be integral in controlling the project schedule.

The project team is responsible for participating in monthly schedule updates/reviews; communicating any changes to actual start/finish dates to the project manager; and participating in schedule variance resolution as needed.

The project sponsor will maintain awareness of the project schedule status, and review/approve any schedule change requests submitted by the project manager.

Activity List

The activity list includes all scheduled activities required to complete the project as per WBS. The activity list also lists the attributes as it describes the necessary sequence of events and predecessor-successor relationship.

Chart 10: Activity list depicting the predecessor-successor relationship (T.Recinos, 2018)

No .	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1	Auto Scheduled	Reform Project	515 days	Fri 6/22/18	Thu 6/11/20	
2	Manually Scheduled	1. Eligibility for 1st Disbursement	30 days	Mon 6/25/18	Fri 8/3/18	
3	Manually Scheduled	1.1. Contract Project Manager	15 days	Mon 6/25/18	Fri 7/13/18	
4	Auto Scheduled	1.1.1. Initiate selection process	10 days	Mon 6/25/18	Fri 7/6/18	
5	Manually Scheduled	1.1.2. Select evaluation panel	5 days	Mon 7/9/18	Fri 7/13/18	
6	Manually Scheduled	1.2. Establish a Project Steering Committee	5 days	Mon 7/16/18	Fri 7/20/18	3
7	Manually Scheduled	1.2.1. Issue letter requesting to join PSC	4 days	Tue 7/17/18	Fri 7/20/18	3
8	Manually Scheduled	1.2.2. Prepare contact list	1 day	Fri 7/20/18	Fri 7/20/18	3
9	Manually Scheduled	1.3. Establish a Financial Control System	5 days	Mon 7/23/18	Fri 7/27/18	3,6
10	Manually Scheduled	1.3.1. Open a bank account at Central Bank	5 days	Mon 7/16/18	Fri 7/20/18	3
11	Manually Scheduled	1.3.2. Request CITO to create a smartstream account for the project	1 day	Mon 7/16/18	Mon 7/16/18	3
12	Manually Scheduled	1.4. Establish designated authorities	5 days	Mon 7/30/18	Fri 8/3/18	6,3
13	Manually Scheduled	1.4.1. Signature from Minister of Finance designating	5 days	Mon 7/30/18	Fri 8/3/18	3,6

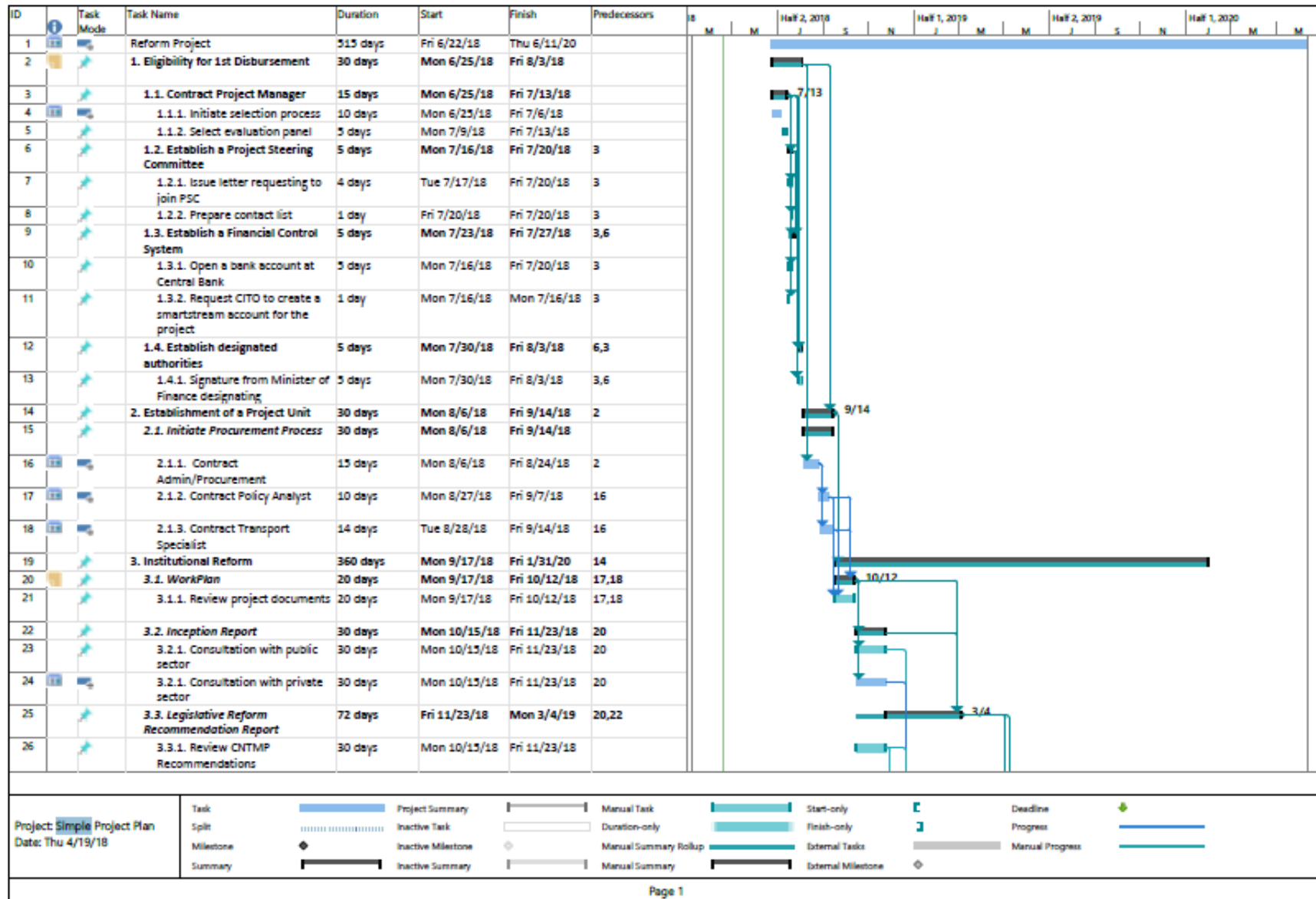
14	Manually Scheduled	2. Establishment of a Project Unit	30 days	Mon 8/6/18	Fri 9/14/18	2
15	Manually Scheduled	2.1. <i>Initiate Procurement Process</i>	30 days	Mon 8/6/18	Fri 9/14/18	
16	Auto Scheduled	2.1.1. Contract Admin/Procurement	15 days	Mon 8/6/18	Fri 8/24/18	2
17	Auto Scheduled	2.1.2. Contract Policy Analyst	10 days	Mon 8/27/18	Fri 9/7/18	16
18	Auto Scheduled	2.1.3. Contract Transport Specialist	14 days	Tue 8/28/18	Fri 9/14/18	16
19	Manually Scheduled	3. Institutional Reform	360 days	Mon 9/17/18	Fri 1/31/20	14
20	Manually Scheduled	3.1. <i>Work Plan</i>	20 days	Mon 9/17/18	Fri 10/12/18	17,18
21	Manually Scheduled	3.1.1. Review project documents	20 days	Mon 9/17/18	Fri 10/12/18	17,18
22	Manually Scheduled	3.2. <i>Inception Report</i>	30 days	Mon 10/15/18	Fri 11/23/18	20
23	Manually Scheduled	3.2.1. Consultation with public sector	30 days	Mon 10/15/18	Fri 11/23/18	20
24	Auto Scheduled	3.2.1. Consultation with private sector	30 days	Mon 10/15/18	Fri 11/23/18	20
25	Manually Scheduled	3.3. <i>Legislative Reform Recommendation Report</i>	72 days	Fri 11/23/18	Mon 3/4/19	20,22
26	Manually Scheduled	3.3.1. Review CNTMP Recommendations	30 days	Mon 10/15/18	Fri 11/23/18	
27	Auto Scheduled	3.3.2. Review current legislations	20 days	Mon 11/26/18	Fri 12/21/18	26
28	Manually	3.3.3. Prepare draft Report	51 days	Mon	Mon	23,24,26,27

	Scheduled			12/24/18	3/4/19	
29	Manually Scheduled	3.4. <i>Drafting Instructions to Attorney General</i>	25 days	Thu 4/4/19	Wed 5/8/19	25
30	Manually Scheduled	3.4.1. PSC Approval	15 days	Thu 4/4/19	Wed 4/24/19	28
31	Manually Scheduled	3.4.2. Cabinet Approval	10 days	Wed 4/24/19	Tue 5/7/19	28
32	Manually Scheduled	3.5. <i>Final Report on BILLS passed</i>	120 days	Thu 5/9/19	Wed 10/23/19	25,29
33	Manually Scheduled	3.5.1. House of Representatives Approval	90 days	Thu 5/9/19	Wed 9/11/19	29
34	Manually Scheduled	3.5.2. Senate Approval	30 days	Thu 9/12/19	Wed 10/23/19	33
35	Manually Scheduled	3.6. <i>Reform Implementation Plan</i>	73 days	Wed 10/23/19	Fri 1/31/20	32
36	Auto Scheduled	3.6.1. Consult with Operators	15 days	Thu 10/24/19	Wed 11/13/19	32
37	Auto Scheduled	3.6.2. Prepare draft report	37 days	Thu 12/12/19	Fri 1/31/20	36
38	Manually Scheduled	4. Capacity Building	60 days	Fri 1/31/20	Thu 4/23/20	35
39	Manually Scheduled	4.1. <i>Procurement of IT Equipment</i>	35 days	Mon 2/3/20	Fri 3/20/20	32,35
40	Manually Scheduled	4.1.1. Prepare Specifications	10 days	Mon 2/3/20	Fri 2/14/20	
41	Manually Scheduled	4.1.2. Prepare bidding documents	25 days	Fri 2/14/20	Thu 3/19/20	
42	Auto Scheduled	4.2. <i>Training & Workshops</i>	15 days	Mon 2/3/20	Fri 2/21/20	35,32
43	Manually Scheduled	4.2.1. Training on the use of motor license database	5 days	Mon 2/3/20	Fri 2/7/20	
44	Manually Scheduled	4.2.2. Training of enforcement officers on new policeis	5 days	Mon 2/10/20	Fri 2/14/20	

45	Manually Scheduled	4.2.3. Training bus operators on business management	5 days	Mon 2/17/20	Fri 2/21/20	
46	Auto Scheduled	4.3. <i>Management and Operations Manual for MOT</i>	30 days	Mon 2/24/20	Fri 4/3/20	35,42
47	Manually Scheduled	5. Communication Strategy	55 days	Mon 3/9/20	Fri 5/22/20	
48	Auto Scheduled	5.1. <i>Com. Strategy & Implementation Plan</i>	34 days	Mon 3/9/20	Thu 4/23/20	32
49	Auto Scheduled	5.1.1 Publications	10 days	Mon 3/9/20	Fri 3/20/20	32,35
50	Auto Scheduled	5.1.2. Advertisement	10 days	Mon 3/9/20	Fri 3/20/20	32,35,42
51	Auto Scheduled	5.1.3. Media Rounds	14 days	Mon 4/6/20	Thu 4/23/20	46
52	Auto Scheduled	CONTINGENCY TIME	35 days	Fri 4/24/20	Thu 6/11/20	51

Project Schedule

As Duggan mentioned, effective project scheduling plays a crucial role in ensuring project success as it helps to keep projects on track, set realistic time frames, assign resources appropriately and manage quality to decrease product errors. This typically results in reduced costs and increased stakeholder satisfaction. In this case, the project schedule communicates what work needs to be performed, which resources of the organization will perform the work, and the timeframes in which that work needs to be performed. The project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” duration is only 24 months. The project start date is scheduled for June 22, 2018 and closing date is for May 22, 2020.



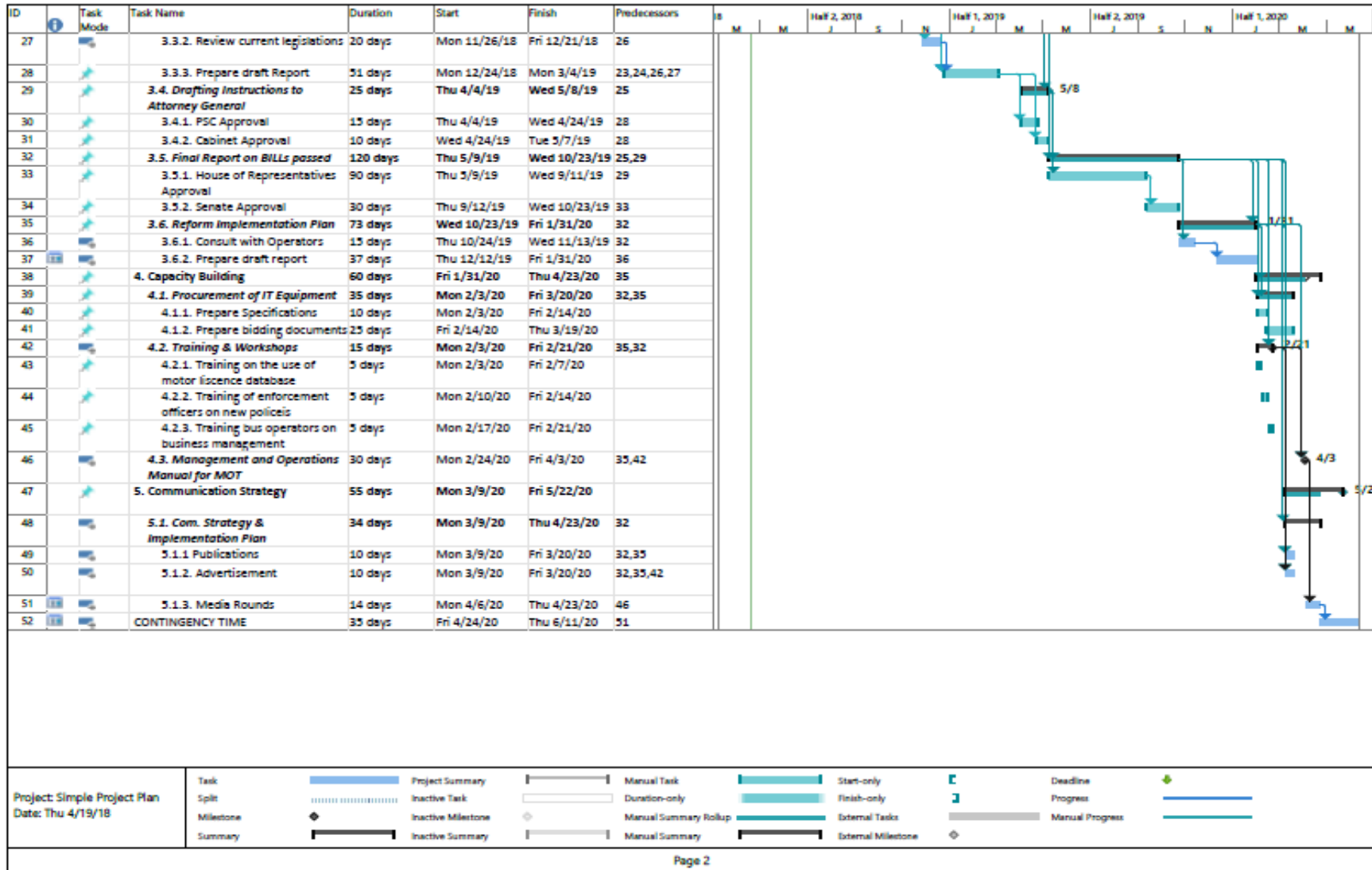


Figure 9: Project Schedule illustrating all project activities (MS Project 2016)

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

4.4. Project Cost Management

Cost management includes effective strategy implementation as well as providing the resources, and processing discipline to enable and ensure the highest possible level of quality, reliability and productivity at the lowest overall cost (Elliott, 2018). Project cost management, on the other hand, is primarily concerned with the cost of the resources needed to complete project activities (Project Management Institute, 2013, p.195). It involves the process of estimating, allocating, and controlling the costs in order to predict future expenses and reduce the chances of going over budget.

At the planning phase of a project, all costs are calculated and approved before any works begin. For this project, the proposed budget is \$403,000.00 and requires approval by both IDB and the DPPD. The contingency fund made available to the project is of \$10,000.00. If by any chance the project goes beyond the budget cost, GOB will be accountable to fulfill the expense as local counterpart contribution, given that there is no management reserve.

Upon execution of the project plan, the project manager with the assistance of the administrative/procurement officer must track and document all expenses to ensure that project is within the cost management plan. The Project Manager will be responsible for managing and reporting the project cost throughout the duration of the project.

On a monthly basis, the project manager should carry out a comparison analysis of the predicted costs vs. actual costs to provide benchmarks for future expenses and report on past expenses. The software that will be used to manage the project costs are: Quickbooks and Smartstream

4.4.1 Cost Management Tools & Techniques

The following tools and techniques are integral in the preparation of the Cost Management Plan: expert judgment, analytical technique, meetings, analogous estimating, and historical relationship.

4.4.2. Cost Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Cost Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Cost Management Approach

The Project Execution Unit shall maintain internal financial control to ensure that project resources serve the purposes of the TC Agreement, devoting special attention to the principles of economy and efficiency. The financial control will also serve to ensure (i) that project assets is adequately safeguarded, (ii) that Project transactions, decisions, and activities are duly authorized and executed in accordance with the provisions of the TC Agreement, and (iii) that transactions are properly documented and recorded in a way that facilitates the production of timely and reliable reports.

In addition, the Project Unit shall maintain an acceptable and reliable financial management system for the timely management of project resources that provides: (i) financial planning, (ii) accounting, budgetary, and financial record keeping. This system will also help with (iii) contract administration; (iv) payment processing; and (v) the issuance of financial audit reports and other reports associated with the resources of the Contribution, the Additional Resources, and other financing sources of the Project, if any.

Cost Control

Project Manager is to use Earned Value Management to measure the performance of the project. To measure project costs performance, the following four Earned Value metrics are key:

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

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

Chart 11: Performance Measurements used to calculate project costs (T. Recinos, 2018)

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

Cost Change Control Process

The Cost Change Control process will follow the established change request process. The project sponsor is responsible for all approvals of project budget/cost changes.

Project Budget

The total budget for the project is \$403,000.00. IDB financing \$283,000.00 which is inclusive of contingency reserves and GOB financing \$120,000.00 . The following chart will provide a detailed depiction of all financial activities.

Chart 12: IDB funding contribution per project activity (T. Recinos, 2018)

Project Activity	QTY (Months)	Unit Cost (USD)	Total Cost (USD)
COMPONENT 1			
1. Eligibility for 1st Disbursement			
1.1. Contract Project Manager	24	3,000.00	72,000.00
1.1.1. Initiate selection process	0	0	0
1.1.2. Select evaluation panel	0	0	0
1.2. Establish a Project Steering Committee	0	0	0
1.2.1. Issue letter requesting to join PSC	0	0	0
1.2.2. Prepare contact list	0	0	0
1.3. Establish a Financial Control System	0	0	0
1.3.1. Open a bank account at Central Bank	0	0	0
1.3.2. Request CITO to create a smartstream account for the project	0	0	0
1.4. Establish designated authorities	0	0	0
1.4.1. Signature from Minister of Finance designating	0	0	0
COMPONENT 2			
2. Establishment of a Project Unit			
2.1. <i>Initiate Procurement Process</i>			
2.1.1. Contract Admin/Procurement	24	1,500.00	36,000.00
2.1.2. Contract Policy Analyst	18	3,000.00	54,000.00
2.1.3. Contract Transport Specialist	18	3,000.00	54,000.00
COMPONENT 3			

3. Institutional Reform	0	0	0
<i>3.1. WorkPlan</i>	0	0	0
3.1.1. Review project documents	0	0	0
<i>3.2. Inception Report</i>	0	0	0
3.2.1. Consultation with public sector	5	500.00	2,500.00
3.2.1. Consultation with private sector	5	500.00	2,500.00
<i>3.3. Legislative Reform Recommendation Report</i>	0	0	0
3.3.1. Review CNTMP Recommendations	0	0	0
3.3.2. Review current legislations	0	0	0
3.3.3. Prepare draft Report	0	0	0
<i>3.4. Drafting Instructions to Attorney General</i>	0	0	0
3.4.1. PSC Approval	0	0	0
3.4.2. Cabinet Approval	0	0	0
<i>3.5. Final Report on BILLS passed</i>	0	0	0
3.5.1. House of Representatives Approval	0	0	0
3.5.2. Senate Approval	0	0	0
<i>3.6. Reform Implementation Plan</i>	0	0	0
3.6.1. Consult with Operators	0	0	0
3.6.2. Prepare draft report	0	0	0
COMPONENT 4			
4. Capacity Building			
<i>4.1. Procurement of IT Equipment</i>	1	30,000.00	30,000.00
4.1.1. Prepare Specifications	0		
4.1.2. Prepare bidding documents	0		
<i>4.2. Training & Workshops</i>			
4.2.1. Training on the use of motor liscence database	4	625	2500.00
4.2.2. Training of enforcement officers on new policeis	4	625	2500.00

4.2.3. Training bus operators on business management	4	625	2500.00
4.3. <i>Management and Operations Manual for MOT</i>	0	0	0
COMPONENT 5			
5. Communication Strategy			
5.1. <i>Com. Strategy & Implementation Plan</i>	1	2,500.00	2,500.00
5.1.1 Publications	50	100.00	5,000.00
5.1.2. Advertisement	2	2,500.00	5,000.00
5.1.3. Media Rounds	4	500.00	2,000.00
CONTINGENCY			10,000.00
TOTAL IDB CONTRIBUTION			283,000.00

Chart 13: Local Counterpart Contribution (T. Recinos, 2018)

Activities	Unit	Unit Cost (USD)	Total Cost (USD)
Office Rental- Comp 2	24	1,000.00	24,000.00
Utility Bills (cable, internet, light, water)	24	1,000.00	24,000.00
Office Supplies – Comp 2	24	500.00	12,000.00
Meeting Costs- Comp 3	12	500.00	6,000.00
Vehicle- Comp 4	1	32,000.00	30,000.00
Fuel – Comp 2	24	500.00	12,000.00
Office Maintenance- Comp 2	24	500.00	12,000.00
TOTAL GOB CONTRIBUTION			120,000.00

Chart 14: Total project budget (T. Recinos, 2018)

Description	Amount
Component 1: Eligibility for first disbursement	\$ 72,000.00
Component 2: Establishment of the Project Execution Unit	\$ 228,00.00
Component 3: Institutional Reform	\$ 11,000.00
Component 4: Capacity Building	\$ 67,500.00
Component 5: Communication Strategy	\$ 14,500.00
Contingency	\$ 10,000.00
Total	\$403,000.00

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

4.5. Project Quality Management

Project Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It includes “all activities” of the overall management function that determine the quality policy, objectives, and responsibilities and implements them by means such as quality planning, quality control, quality assurance, and quality improvement, within the quality system.

4.5.1. Execution structure for Quality Control

As mentioned in the previous chapter, the Executing agency for this TC will be the Office of the Prime Minister through the Department of Public Private Sector Dialogue with the assistance of a PEU. The Project Steering Committee will serve as a guide for the PEU and all deliverables produced.

The Office of the Prime Minister does not have much experience with the IDB policies and procedures; therefore, every procurement process will be supervised *ex-ante*. The Bank will provide procurement support to the execution agency through a procurement officer and by the Bank’s team that will supervise the project.

The Division of Transport (INE/TSP) the bank will supervise the execution of the project. The supervision will consist of supporting the DPPD in the finalization process of the Terms of Reference, reviewing the procurement elements of each component, providing technical opinions over the different reports produced by the TC, and ensuring a comprehensive, successful consultation process among all agencies that will be involved in the development of the new reforms. Monitoring arrangements will include periodic meetings as required with the executing agency and donors, to review the progress of the consultancies.

4.5.2. Quality Management Plan for the project



**Office of the Prime Minister
Department of Public Private Dialogue**

Quality Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Quality Management Approach

The Quality Management Plan defines the acceptable level of quality and validate that the project process and deliverables are within an acceptable level of quality. It is safe to say that Quality management activities ensure that:

- Products/deliverables are built to meet agreed- upon standards and requirements
- Work processes are performed efficiently and as documented.
- Non-conformances found are identified and appropriate corrective action is taken.

The quality management approach for this project is to ensure the proper planning of quality for both product and processes. The project will meet its quality objectives by utilizing an integrated quality approach that will define quality standards, measure quality, and continuously improve quality. Given that this is a relatively small project, the project manager will act as the quality manager.

The Project Steering Committee will define product quality, in this case the product being the deliverables/reports. The focus will be on the deliverable/reports and the standards and criteria as per Terms of Reference (TOR) will be used to ensure that it meets the established quality standards and stakeholders' satisfaction.

In terms of process quality, the project manager holds the responsibility to ensure that all activities conform to both IDB and GOB organizational standards.

The project team will be responsible to define and document all project quality standards for both product and processes. In addition, Metrics will be established and used to measure quality throughout the project life cycle for both product and processes. The project manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These product and process measurements will serve as a criterion in determining the success of the project. Metrics will include

- Schedule
- Cost
- Product
- Process

The project team or the Project Steering Committee can identify necessary quality improvements. The Project Manager will make note of these recommendations and determine cost vs. benefit of implementing such improvement. If the recommended improvement is implemented the project manager will update all project documents to include such improvement.

Quality Requirements/Standards

The team will make recommendations to the PSC in order to determine the quality standards and requirements for products/reports. This will be based on specifications highlighted in the TOR.

In addition, process quality standards will be based on the IDB and GOB policies. For procurement process the project team must comply with IDB's GN2350-9 policies and GOB's public service act.

Quality Assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables.

The following chart identifies:

- The project processes subject to quality assurance
- The acceptable process standard
- The quality assurance activity
- The frequency of quality assurance per process

Chart 15: Quality Assurance metrics for the project (T. Recinos, 2018)

Process Action	Acceptable Process standard	Quality Assurance Activity	Frequency/ Interval
QA1. Eligibility for 1 st disbursement	=100% compliance with IDB contract requirements	Contract project manager following GN2350-9 procurement policy, Selection of PSC, Develop Internal Financial structure	Once
QA2. Procurement of services, works and goods	=100% compliance with GN-2350-9 policy ≥70% compliance with public service act	Justification of advance of funds Project audit	Once per project phase
QA3. Reform Process	≥80% stakeholders consulted	Audit the following project activities: ✓ Quality ✓ Communications ✓ Project progress	Monthly
QA4. Capacity Building Trainings	≥ 50% of DOT staff trained ≥80% of trained staff must pass final exams	Certification awards to participants	Once per project stage

The project manager will provide day-to-day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project and organizational standards. If the project manager identifies any discrepancy, the project manager must meet with the project team to review the identified discrepancy.

Noteworthy is that quality assurance reviews, findings, and assessments should always result in some form of process improvement, and consequently, product improvement. The project manager must document, implement, and communicate to all stakeholders all process improvement efforts.

Quality Control Process

Control Quality is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes. The key benefits of this process include: (1) identifying the causes of poor process or product quality and recommending and/or taking action to eliminate them; and (2) validating that project deliverables and work meet the requirements specified by key stakeholders necessary for final acceptance (Project Management Institute, 2013, p.248).

For this project, the focus of quality control is on the deliverables of the project. Quality control monitors project deliverables to verify that the deliverables are of acceptable quality and are complete and correct. The project manager will monitor quality and report exceptions to the project sponsor as part of the monthly status reporting, or more frequently if conditions warrant. However, the PSC will be responsible for all final approvals of each delivery ensuring that it meets the minimum requirement. The project manager will be responsible to advise the PSC of any discrepancy in deliverables.

Chart 16: Quality standards for products/deliverables (T. Recinos, 2018)

Product	Acceptable Performance Standards	Quality Assesment Activities	Frequency/ Intervals
Work Plan	≥ 95% of issues adressed ≥95% within schedule and budget	Reviewed and approved by PSC	Upon delivery
Inception Report	=100% of issue highlighted in CNTMP. ≥95% compliance with the TOR	Reviewed and approved by PSC	Upon delivery
Legislative Reform Recommendation Report	≥ 8 consultation meetings held ≥80% of stakeholders are in agreement. ≤5% gramatical errors	Reviewed and approved by PSC	Upon delivery
Drafting Instructions	≥80% Cabinet members approve =100% complaince with Attorney General's office	Reviewed and approved by PSC	Upon delivery
Final Report on Bills passed	= 100% parliament approval =100% senate passing of BIL	Reviewed and approved by PSC	Upon delivery
Management and Operations manual for MOT	≥95% approval from MoT staff.	Reviewed and approved by PSC	Upon delivery
IT Equipment	=100% compliance with ToR specifications	Certificate of acceptance	Upon delivery
Communication Strategy & Implementation	≥80% within schedule, =100% of bills communicated	Reviewed and approved by PSC	Upon delivery

Advertisement Video	≥ 60 seconds, < 75 seconds.	Certificate of acceptance	Upon delivery
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For the success of the project, the PSC will be integral in keenly reviewing all documents and provide feedback in an efficient manner. All reports must receive 80% or more of the total PSC approval. The project manager will be responsible to document all changes requested for each deliverable.

Quality Control Measurements

All project products and processes must be measured and fall within the established standards and tolerances. The following logs will itemize, document, and track to closure items reported through quality management activities.

Quality Control Log

Exception ID Number	Review Date	Deliverable Reviewed	Findings	Resolution	Resolution Date
QC-Exc-1					
QC-Exc-2					

Quality Assurance Log

Exception ID Number	Review Date	Process Reviewed	Findings	Resolution	Resolution Date
QA-Exc-1					
QA-Exc-2					

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

4.6. Human Resource Management

An organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) team include: recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more (Human Resource Excellence, 2017).

For this project, the project team members are the staff. Although each team member has specific roles and responsibilities, their involvement in project planning and decision-making is beneficial. As the *PMBOK[®] Guide* states their participation during planning adds their expertise to the process and strengthens their commitment to the project

4.6.1. Human Resource Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Human Resource Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Human Resource Management Approach

The success of the project *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”* relies so much on how the project manager plans and manages staff. The Human Resource Management Plan establishes guidelines on defining the human resources for project. It also involves the staffing, managing, controlling and releasing of the appropriate human

resources. Importantly is that the plan will also identify different training strategies for developing the project team.

The role of this particular process includes identifying the roles and responsibilities of the different positions and necessary skills. It also establishes the organization charts of the project, which include indicating the number of people needed to complete the project. Lastly, it also involves creating a Staffing Management Plan by establishing the time-periods allocated to each project team member.

Other roles of this particular process are that it also looks into the rewards, feedback and disciplinary actions to the staff. The human resource management plan is also involved in the assessment of the team members, which is necessary for the success of the project.

The purpose of this process is to make sure that the project has enough human resources with appropriate skill sets as well as experience to complete the project. It is, therefore, important to include the proper documentation to describe the processes and the human resource requirements for the project.

Roles & Responsibilities

All team members must clearly understand their roles and responsibilities in order to perform in an efficient manner. For this project, the following roles and responsibilities will guide project team:

- **IDB (Sponsor)**- The sponsor provides the funding for the project and are the ones that are responsible for the final approval of all project deliverables
- **DPPD Executive Director**- As the director of the DPPD, this person is responsible for the overall success of the project. The DPPD director's key responsibility is to guide the PEU through the different phases of the project and coordinate with key stakeholders. The director will also evaluate the performance of all project team members and communicate their performance to PSC, Ministry of Finance and Sponsor.
- **Project Manager**- The project manager is responsible to provide project management services to all project activities to assure that implementation

is in accordance with all TC Agreement documents, timelines and budgets and will be responsible for decisions made on any changes to the Project. In addition, the Project Manager is accountable for the day-to-day management of the PEU including staff supervision, budget planning, execution, monitoring, evaluation and reporting on all project activities to the Project Steering Committee (PSC) and the Bank.

- **Administrative/Procurement Officer-** This person is responsible for providing the project with clerical and secretarial services. This officer is responsible for the procurement of goods, works and services as per IDB's procurement process and by maintaining an adequate accounting and financial control, with appropriate support documentations.
- **Policy Analyst-** The Policy Analyst is responsible for identifying issues or policy areas to explore, collect and analyze information, then report their findings and propose new policies for addressing problems. The policy analyst will work closely with the Transport specialist to produce sound recommendations for the Ministry of Transport.
- **Transport Specialist-** This specialist shall provide expert advice to the PEU, the DPPD-OPM, who are responsible for the development of the Reform Project. He/she will work closely with the policy analyst on the proposed legislative changes. In addition, the consultant will produce a Management and Operations Manual for the Ministry of Transport

Organizational Chart

The following RACI chart shows the relationship between project tasks and team members. Any changes to project responsibilities will require the project manager's approval and must be in accordance with the project's change control process. Upon approval of the changes, the project manager will update and redistribute the required documents.

Chart 17: RACI Matrix illustrating relationship between project task and team members (T.Recinos, 2018)

	IDB (sponsors)	EDC Executive Director	Project Steering Committee	Ministry of Finance	Project Manager	Administrative / Procurement	Policy Analyst	Transport specialist
1. Eligibility for 1st Disbursement								
1.1. Contract Project Manager								
1.1.1. Initiate selection process	I	R	C	A	-	-	-	-
1.1.2. Select evaluation panel	I	R	A	C	-	-	-	-
1.2. Establish a Project Steering Committee								
1.2.1. Issue letter requesting to join PSC	I	R	C	C	A	-	-	-
1.2.2. Prepare contact list	I	A	C	C	R	-	-	-
1.3. Establish a Financial Control System								
1.3.1. Open a bank account at Central Bank	I	A	C	R	R	-	-	-
1.3.2. Request CITO to create a smartstream account for the project	I	A	C	R	R	-	-	-
1.4. Establish designated authorities								
1.4.1. Signature from Minister of Finance designating	I	A	C	C	R	-	-	-
2. Establishment of a Project Unit								
2.1. Initiate Procurement Process								
2.1.1. Contract Admin/Procurement	C	A	I	C	R	I	-	-
2.1.2. Contract Policy Analyst	C	A	I	C	R	-	I	-
2.1.3. Contract Transport Specialist	C	A	I	C	R	-	-	I
3. Institutional Reform								
3.1. WorkPlan								
3.1.1. Review project documents	I	A	C	I	R	R	R	R

3.2. Inception Report								
3.2.1. Consultation with public sector	I	C	C	I	A	-	R	R
3.2.1. Consultation with private sector	I	C	C	I	A	-	R	R
3.3. Legislative Reform Recommendation Report								
3.3.1. Review CNTMP Recommendations	I	A	C	I	A	-	R	C
3.3.2. Review current legislations	I	A	C	I	A	-	R	C
3.3.3. Prepare draft Report	I	A	C	I	A	-	R	C
3.4. Drafting Instructions to Attorney General								
3.4.1. PSC Approval	I	C	A	-	R	-	C	C
3.4.2. Cabinet Approval	I	A	C	-	R	-	C	C
3.5. Final Report on BILLS passed								
3.5.1. House of Representatives Approval	I	A	I	-	R	-	C	C
3.5.2. Senate Approval	I	A	I	-	R	-	C	C
3.6. Reform Implementation Plan								
3.6.1. Consult with Operators	I	A	C	I	R	-	R	R
3.6.2. Prepare draft report	I	A	C	I	R	-	R	R
4. Capacity Building								
4.1. Procurement of IT Equipment								
4.1.1. Prepare Specifications	I	C	C	I	A	R	C	C
4.1.2. Prepare bidding documents	I	C	C	I	A	R	C	C
4.2. Training & Workshops								
4.2.1. Training on the use of motor liscence database	I	A	C	I	R	I	I	R
4.2.2. Training of enforcement officers on new policeis	I	A	C	I	R	I	R	I
4.2.3. Training bus operators on business management	I	A	C	I	R	R	I	I
4.3 Management & Operations Manual for MOT								
I	A	C	I	R	-	C	R	
5. Communication Strategy								
5.1. Com. Strategy & Implementation Plan								
5.1.1 Publications	I	C	C	I	A	R	C	C
5.1.2. Advertisement	I	C	C	I	A	R	C	C
5.1.3. Media Rounds	I	C	C	I	A	R	C	C

R- Responsible A- Accountable C- Consulted I- Informed

Staffing Management

Staff Acquisition

The project manager's contracting is solely the responsibility of the DPPD office. Once the project manager is onboard, she/he will initiate the procurement process to contract the services of the remaining staff. The project manager will then be responsible to publish TORs for two (2) weeks and then a sub-committee of the PSC will evaluate all applications.

Resource Calendar

The project manager and the administrative/procurement officer will work for the duration of the project (24 months). The Policy analyst will join the team for the duration of 18 months whilst the Transport Specialist will only provide his technical expertise for 18 months. The DPPD foresees that project staff will transition to the Department of Transport upon contract expiration.

Training

The staff members get the opportunity to sharpen their existing skills or develop specialized skills, which in turn, will help them improve their performance. The project itself does not count with budget for training the staff but staff may be required to participate in IDB trainings or online classes on the EDx website.

Recognition & Rewards

The scope of this project does not allow ample time to provide cross training or potential for monetary rewards.

Performance Appraisals

HRM encourages people to work, according to their potential, and gives them suggestions that can help them bring about improvement. Annual performance appraisals prior to contract renewal will ensure that project staff is carrying out their work as per contract agreement. The following template will be used to evaluate staff performance at the end of the contract year.



**Government of Belize
Performance Appraisal**

Part 1: GENERAL INFORMATION

NAME: Last Name _____ First Name _____	
Date of Birth: _____ (D /M /Y)	
Social Security Number: _____	
Present Posting _____	Acting Post (if any) _____
Contract Date _____	
Salary Scale _____	Current Salary _____

PART 2: ASSESMENT OF PERFORMANCE IN ACTIVITY ELEMENTS

In this segment, the Officer's immediate Supervisor will assess the performance of the Officer, according to agreed activity as well as elements based on the continuous assessment during the appraisal period in relation to the officer's productivity, attitude, quality of works and other factors. Assessment will be based on a ten point system as follows:

Performance Rating A: 9 to 10 pts; Performance Rating B: 7 to 8.99 pts

Performance Rating C: 5 to 6.99 pts; Performance Rating D: 1 to 4.99 pts.

Weighting will be given to each criterion according to the post of the Officer and the rating should be multiplied by the weight to obtain the assessment of the Officer on that activity element.

Element 1: PRODUCTIVITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently plans and organizes work to take care of more important tasks. Completes work quickly, efficiently and on schedule.
- B - Does a good job of scheduling work; usually completes work on time.
- C - Produces work that is behind time, but is showing progressive improvement.
- D - Tends to waste time; fails to meet deadlines and is showing no signs of improvement.

Element 2: JOB ATTITUDE RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Sustains motivation to do best possible job. Does more than his share of work when required and comports himself well.
- B - Usually conscientious; enthusiastic in performing assigned tasks; makes a real effort toward overcoming difficulties.
- C - Reasonably satisfactory without sufficient interest, but makes effort to improve.
- D - No real interest; makes no effort to overcome difficulties.

Element 3: QUALITY OF WORK RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently meets standards; work is thorough, accurate and precise.
- B - Usually meets standards; seldom makes serious errors; seldom makes the same mistake twice.
- C - Some aspects of performance below standard, but makes effort to improve.
- D - Standard of performance poor and makes no effort to improve.

Element 4: DEPENDABILITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently carries out responsibilities without being checked on; but apprizes Supervisor on difficulties and action taken.
- B - Usually reliable and may need Supervisor's oversight on more complex aspects of work.
- C - Satisfactory but requires checking from time to time on routine matters, does not always keep Supervisor informed.
- D - Unreliable.

Element 5: INITIATIVE RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 5.

- A - Self-starter; improvises solutions; full of ideas which provide fresh insight and broader perspectives.
- B - Usually goes ahead on his own but does not always visualize what needs to be done; occasionally offers suggestions.
- C - Sometimes acts on his own but does not always visualize what needs to be done; rarely offers suggestions.
- D - Waits to be told what to do; has no ideas; never offers suggestions.

Element 6: PUBLIC RELATIONS AND COOPERATION

RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently cooperative, helpful and supportive in achieving objectives; goes out of his way to be constructive and helpful.
- B - Usually pleasant with others; cooperates willingly.
- C - Usually cooperates, but prefers to work alone.
- D - Unfriendly, discourteous; unwilling to assist others.

Element 7: COMMUNICATION SKILLS RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently demonstrates effective interpersonal oral and written skills; and consistently utilizes appropriate channels of communications.
- B - Usually demonstrates effective interpersonal oral and written skills; and usually utilizes appropriate channels of communications.
- C - Sometimes demonstrates effective interpersonal oral and written skills; and sometimes utilizes appropriate channels of communications.
- D - Weak in interpersonal oral and written skills; and weak in utilizing appropriate channels of communications.

Element 8: PUNCTUALITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently punctual to work and begins work immediately.
- B - Usually punctual to work and usually begins work immediately
- C - Occasionally late to work but usually begins work promptly on arrival.
- D - Frequently late to work and does not begin work promptly on arrival.

Element 9: RELIABILITY UNDER PRESSURE RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Unflustered, calm and reliable at all times; capable of dealing with crises and emergencies without losing balance.
- B - Usually able to cope with any situation; sometimes gets flustered in unusual crises.
- C - Can cope with normal day - to - day problems; unable to function effectively under heavy pressure.
- D - Easily excitable; unable to perform under pressure.

Element 10: APPRAISING ABILITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Sets goals and assigns duties; does continuous supervision and assessment; keeps relevant notes on Employee's performance; gives fair and objective appraisal
- B - Sets goals and assigns duties; does supervision and assessment on an irregular basis; keeps relevant notes on Employee's performance; tries to be objective but is influenced by biases sometimes.
- C - Goals set and duties assigned not clearly defined; gives general advice occasionally but not continuous supervision and assessments; not truly objective and easily influenced by subjective considerations.
- D - Does not set goals and duties; does not perform continuous supervision and assessment; does not keep notes; appraisal very subjective.

PART 3: CERTIFICATION OF THE REPORTING OFFICER

I hereby certify as follows:

I am the immediate Supervisor of the Officer to whom this Report relates;

I have supervised his/her work for XYZ PERIOD. This report has been prepared with the full participation of the Officer reported on, and his/her particular attention has been drawn to the items of the report showing his strengths and weaknesses.

Signature: _____ Date _____

Print Name: _____

Part 4: CERTIFICATE OF OFFICER UNDER APPRAISAL

The officer is required to sign the certificate indicating by marking an X in one of the blocks labeled "YES" or "NO" to record his/her response to the statements listed. Any comments from the Officer must be prepared separately and attached

to the Performance Appraisal Report. No comments can be accepted from the Officer unless he has signed the Certificate to show that he has seen the Report.

I hereby certify as follows:

The Appraisal was done during an interview in which I had full participations;

YES [] NO []

I consider the Appraisal to be objective and reasonable;

YES [] NO []

The Appraisal is generally acceptable, and although I have minor disagreements with some details I do not wish to make any comments thereon;

YES [] NO []

I have major disagreements with the Appraisal or find the Appraisal to be unacceptable, and am herewith attaching my comments in rebuttal.

YES [] NO []

Comments:

Signature _____ Date _____

4.7. Communication Management

Project Communication Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

This project being relatively small in scope and budget relies heavily on an efficient communication management plan in order to get the nation's full support for the implementation phases. For this reason, the DPPD will outsource the communication management of the project. Therefore, section 4.7.1. will depict the details of the communication consultancy.

The DPPD director will supervise the works of the communication consultant. The Project Steering Committee will be responsible to approve all deliverables produced by this consultancy prior to any media release.

4.7.1. Communication Specialist Terms of Reference



**Office of the Prime Minister
Department of Public Private Dialogue**

Terms of Reference for Communication Specialist

PROJECT:

The Government of Belize acknowledged that the national transportation system is not aligned to serve the development vision of the country. Belizeans are now demanding to modernize and make the transport system more integrated to provide more efficient and accessible service for economic development.

Therefore, the Government of Belize and the Inter-American Development Bank (IDB) have signed a Technical Cooperation agreement for the implementation of the project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport.*”

GENERAL OBJECTIVE

This post has responsibility for developing, coordinating, implementing and monitoring an advocacy and communication strategy for the project: *Public Transport Reform and Capacity Building to Support the Department of Transport.* The consultant is responsible to liaise with key stakeholders and organize an official project launch with the objective of promoting awareness.

MAIN OBJECTIVES

The main objectives of this consultancy include:

1. Create a realistic and effective communication strategy and implementation plan
2. Update the Department of Transport website to include new legislations
3. Design and print pamphlets and banners for the project
4. Organize the PEU’s attendance at Morning Shows
5. Create and Execute the airing of advertisements
6. Organize and Fund a Launch event mixer
7. Design and Print 50 reader friendly sheets of newly revised legislations with stakeholders

REPORTING AND COORDINATION

The Communications Specialist will report to the Executive Director of the Department of Public-Private Dialogue. Furthermore, the Communications Specialist is required to work closely and in consultation with the technical team of the PEU and the various internal and external stakeholders of the Department of Transport.

DELIVERABLES

1. Communications Strategy and Implementation Plan
2. Updated Website
3. Printed Pamphlets and Banners
4. Infomercials
5. 50 Copies of new legislations

QUALIFICATIONS:

The consultant shall possess a minimum of a Bachelors Degree in communications, media studies, marketing, public relations, or related areas.

SPECIFIC EXPERIENCE:

- Minimum 5 years of experience in the area of developing communications strategies.

SKILLS KNOWLEDGE AND ABILITIES

- Proven track-record of implementing communication strategies for corporate or government clients.
- A working knowledge of MS Office and advanced command of other relevant industry-standard software, in particular web and social media tools.
- Excellent (oral and written) command of the English language.

CHARACTERISTICS OF THE CONSULTANCY

- Consultancy category and modality: Temporal Term Contract (TTC),
- Contract duration: Eight months after signature of contract
- Place(s) of work: The consultancy shall be carried out at the Department of Public Private Dialogue.
- Coordinator: The Executive Director of the Department of Public Private Dialogue

PAYMENT AND CONDITIONS OF EMPLOYMENT

Payments will be made upon approval of each delivery

DIVERSITY

The GOB and IDB are committed to diversity as well as the inclusion of providing equal opportunities in employment. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

LANGUAGE

Fluency in written and spoken English is required. Spanish would be a key asset.

4.8. Risk Management

Project risk is an uncertain event or condition that if it occurs, it can have a positive or negative effect on one or more project objectives such as scope, schedule, cost and quality (PMI, 2013). The word, “uncertainty,” itself tells us that one is unsure if the event will occur, and unsure about what the consequences would be if it does occur. In this fast-paced project, the risks we have to manage evolve quickly. Therefore, the project manager must effectively manage the risks to minimize threats and maximize potential opportunities. The purpose of the risk management plan for this project is to establish the framework in which the project team will identify risks and develop strategies to mitigate or avoid those risks. However, before risks can be identified and managed, there are preliminary project elements which must be completed. These elements are outlined in the risk management approach.

When the planning work is occurring, the project team should identify all known risks. Once the project team identifies and analyzes all project risks that might jeopardize the success of the project, the team must then evaluate and prioritize them by determining the likelihood of its occurrence and the impact it will have. For each risk, they should determine the probability that the risk event will occur, and the potential impact on the project. Those events identified as high-risk should have specific plans put into place to mitigate them so that they do not occur. Medium risks should be evaluated to see whether they need to be proactively managed. Low-level risks may be identified and closely monitored.

Following this is the Risk Response Planning, as per *PMBOK[®] Guide*, this is the process of developing options and actions to enhance opportunities and to reduce threats to project objectives. Risk Response is crucial to Project Risk Management, as there are different strategies to respond to both opportunities and threats, such as, avoidance, acceptance, transfer, and mitigation.

4.8.1. Risk Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Risk Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Risk Management Approach

Risk management is an important part of project management, which if done efficiently leads to a successful project. Risk management is an action plan that consists of various steps to ensure the removal of risks from a project. If the risk is an uncontrollable risk, then an action plan is put in place that can minimize the effects of these risks, as one cannot fully get rid of such risks.

The approach taken to manage risks for this project includes a methodical process by which the project team identifies, scores, and ranks the various risks. The most likely and highest-impact risks have been incorporated into the project schedule to ensure that the project manager takes the necessary steps to implement the mitigation response at the appropriate time during the schedule.

The project manager will also act as a risk-manager and will provide status updates on assigned risks in the bi-weekly project team meetings, but only when the meetings include the risk-planned timeframe. The project manager must periodically perform an updated risk assessment to determine whether other risks have surfaced that need to be managed. Upon the completion of the project, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements to the risk management process and make recommendations for future projects.

Risk Identification

Identifying project risk is the process of determining which risks may affect the project and their characteristics (Project Management Institute, 2013). For this project, the Risk Breakdown Structure (RBS) will identify all project risks.

The RBS is where risk data can be organised and structured, to provide a standard presentation of risks which will help to facilitate understanding, communication and management of these risks (2020ProjectManagement.com, 2013). One of the most important aspects of the RBS is that it can provide a consistent insight into the project risks that have occurred after the project is completed. This can then be used as a preventative measure for future projects.

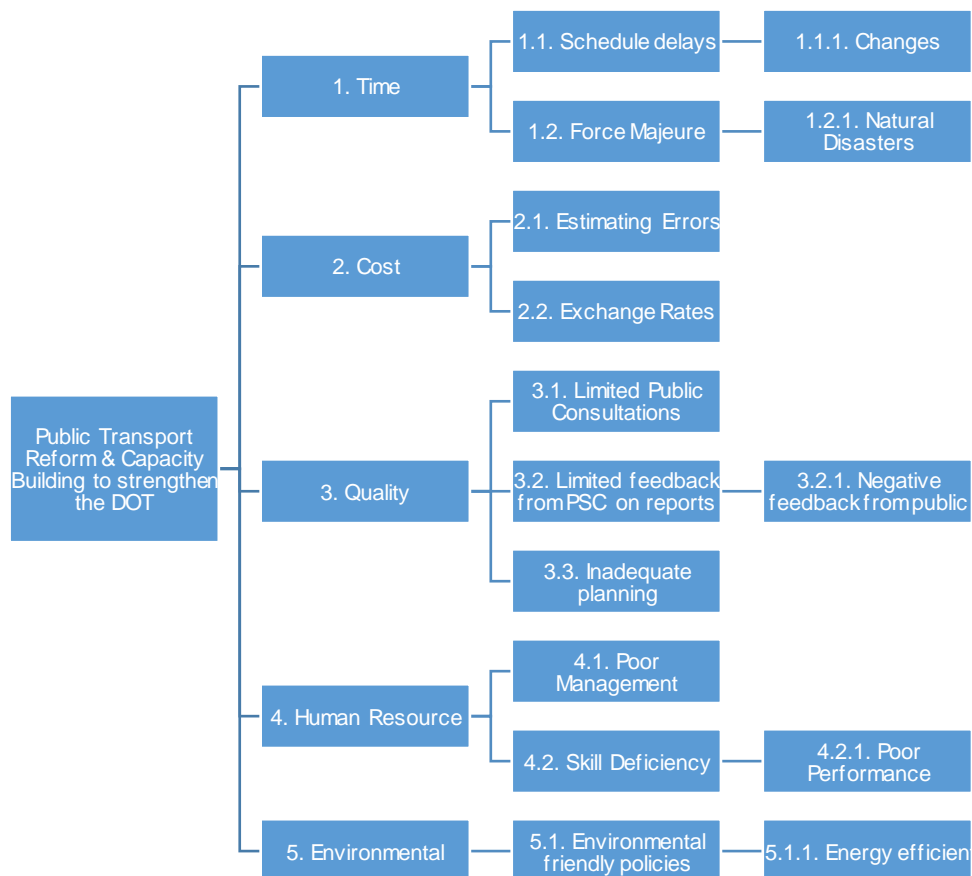


Figure 10: Risk Breakdown Structure (T.Recinos, 2018)

Risk Qualification and Prioritization

In order to determine the severity of the risks identified by the team, a probability and impact factor was assigned to each risk. This process allowed the project manager to prioritize risks based upon the effect they may have on the project. The project manager utilized a probability-impact matrix to facilitate the team in moving each risk to the appropriate place on the chart

Chart 18: Probability-Impact Matrix (T. Recinos, 2018)

		Impact				
Probability		Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Most likely to occur (5)	5	10	15	20	25	
Likely to occur (4)	4	8	12	16	20	
Moderate chance to occur (3)	3	6	9	12	15	
Unlikely to occur (2)	2	4	6	8	10	
Very unlikely to occur (1)	1	2	3	4	5	
Category	Scores					
Low risks	1 to 5					
Moderate risks	6 to 15					
High risks	15 to 25					

The following chart will illustrate the top three high probability and high impact risks to this project which are:

- 1 Schedule Delays- Due to the delay in feedback from reports and incorporation of feedback which can delay each deliverable by 2 weeks
- 2 Limited Public Consultations – Insufficient public consultations can result in public not agreeing with new transport policies and plans to modernize transport system.
- 3 Limited Feedback from PSC members- limited technical feedback provided by the PSC on reviews of reports thus resulting in poor quality

Chart 19: Risk Register (T.Recinos, 2018)

RBS Code	Cause	Risk	Owner	Consequence	Probability	Impact	PxI	Strategy	Contingency Reserve
1.1	Delay in delivery of reports, Delay in dates for incorporation of feedback	Schedule delays	Project Manager	Delay of project	4	5	20	Monitor work in progress, allow PSC a maximum of 10 days feedback	2,000.00
1.2	Natural Disasters: Hurricane, Earthquake, Flooding etc.	Force Majeure	Project Manager	Delay of Project	3	4	12	Monitor the weather and take action in light of bad weather conditions	1,000.00
2.1	Inflation, Local Taxes	Estimating Errors	Executive Director	Low quality deliverables	3	3	9	Request Tax Exemption from the Ministry of Finance	0
2.2	Fluctuation in foreign exchange rates	Exchange Rates	Project Manager	Low quality goods	1	4	4	Use contingency funds in the event that this occurs	0
3.1	Limited sensitization meeting with the General Public to inform them about plans	Limited public consultations	Project Manager	Strikes against project	4	5	20	Perform Inspections, verify stakeholders attendance	1,000.00
3.2	Unresponsive PSC in terms of technical review of deliverable	Limited feedback from PSC members	PSC	Poor quality of reports, delay of project	4	5	20	Liaise with PSC for technical review of documents 10 days to review	3,000.00
3.3	Limited availability to meet with key stakeholders,	Inadequate planning	Project Manager	Project delays and losses	3	5	15	Make appointments 2 weeks prior to meeting date. Issue a reminder 2 days before meeting.	2,000.00
4.1	Poorly defined roles and responsibilities and unrealistic goals	Poor Management	Project Manager	Demotivated staff, resulting in poor performance	4	4	16	Create a team environment, where everyone works to achieve same goal.	1,000.00
4.2	Unqualified staff	Skill deficiency	Project Manager	Poor performance of staff, poor quality in deliverables	2	5	10	Transference, contract a communication specialist	0
5.1	Limited or no environmental policy to modernize transport system	Limited environmental friendly policies	Transport Specialist	Strikes from NGO's and environmental organizations	1	4	4	Avoidance, Do sensitivity study early in the project	0

Risk Monitoring

The most likely and greatest impact risks have been added to the project plan to ensure that they are monitored during the time the project is exposed to each risk. The status of each risk will be discussed during the bi-weekly project team meeting. However, only risks that fall within the current time period will be discussed. Risk monitoring will be a continuous process throughout the project lifecycle. As risks approach on the project schedule, the project manager will provide the necessary status updates which include the risk status, identification of trigger conditions, and the documentation of the results of the risk response.

Risk Mitigation and Avoidance

The project manager will be responsible to lead the project team in developing responses to each identified risk. The identification of any new risk will result in a team meeting to develop avoidance and mitigation strategies. This will ensure that there is an effective monitoring and an adequate response strategy

The risks will then be presented at the PSC meeting to decide what actions need to be taken. The risk register will then be updated to include new risks and mitigation strategies.

Contingency

Contingency reserve funds are used to manage identified risks. The projects risks highlighted in the risk register require minimum funds; thus, the DPPD has estimated contingency funds for the project at \$10,000.00. Given that the focus of the project is more technical, and a few delays are foreseen with the Reform process a time contingency of 35 days has been established. This will allow the project team to successfully complete the project in a more efficient manner. Noteworthy is that the project manager is responsible for the management of contingency reserves.

Management Reserve

It is the decision of the DPPD that no management reserves will be assigned to the project. The decision is made on the basis that the project is a technical project and must operate within the schedule and budget constraints.

Disclaimer Note:

A quantitative risk analysis was not conducted because the project is based mostly on technical deliverables. Given the scope of the project it was noted that only a qualitative risk analysis was required to ensure that the deliverables meet the project specifications and is of acceptable quality.

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

4.9. Project Procurement Management

The *PMBOK[®] Guide* defines Project Procurement Management (PPM) as the processes necessary to purchase or acquire products, services or results needed from outside the project team (Project Management Institute, 2013, p. 355). The organization can be either the buyer or seller of the products, services or results of a project. In this case, the project will only be the buyer of products and services.

There are essentially two different types of procurements, one in which the company is responsible for the particular product or service under a legal contract. This PPM includes contract management responsibilities that issue specific tasks to various team members. PPM can also include responsibility of the contracts in which the buyer that is hired for this particular project is performing the task for a certain seller; this contract is placed between the one providing a service and the particular team that will be responsible for completion of this project (Project Management Knowledge, 2018)

PPM is different for every project; what distinguishes project procurement from other procurements are the series of procurement activities carried out during the execution of a project. This project will be using IDB's procurement policies following the GN2350-9 policy for procurement of goods, works and services. The purpose of the GN2350-9 is to define the Bank's policies and explain procedures that include: selecting, contracting, and monitoring consultants required for projects that are financed in whole or in part by the Bank or by funds administered by the Bank and executed by beneficiaries. The policy includes the different procurement methods that can be used for the selection of consultants along with each respective template. For this reason, the procurement management plan will not include project procurement templates as they can be obtained via the following link: <http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=774394>

Noteworthy is that project will be supervised ex-ante, which means that before finalizing any procurement process the IDB's no-objection letter will be required.

4.9.1. Procurement Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Procurement Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Procurement Management Approach

The project will contract a Procurement/Administrative Officer to provide procurement expertise to the project. However, the Project Manager will provide oversight and management to all procurement activities under this project. The Project Manager will work with the project team to identify all items that require procurement for the successful completion of the project. The Procurement/Administrative officer will be responsible for the procurement process and will advise the project manager and the bank on the status of procurement process.

Procurement Policy

The GN2350-9 was the document applicable upon the signing of the TC. This document defines the IDB governing policies and procedures that are applicable for selecting and contracting consultants for loans and technical assistance operations. Therefore, the project team will be responsible to download all procurement documents and templates via the following link:
<http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=774394>

Procurement Plan

The following procurement items and/or services have been determined to be essential for project completion and success. The plan below highlights the methods that will be used to successfully complete the procurement process.

Chart 20: Procurement Plan (T. Recinos, 2018)

No. Ref.	Category and contract description	Quantity (units - days, months, etc)	Approximate cost (US\$)	Procurement method	Ex-ante or ex-post revision	Source of funding		Prequalifying (Yes/No)	Estimated dates	
						IDB %	Local (GOB) %		Procurement Publication	Contract duration
1	GOODS AND NON-CONSULTING SERVICES									
1	Office Rental Space	24 months	24,000.00	DC	ex-ante	0%	100%	No	Jun-18	24 months
2	Utilities (internet; cable, telephone, electricity, water)	24 months	24,000.00	SSS	ex-ante	0%	100%	No	Jun-18	24 months
3	Meeting costs	24 months	12,500.00	SSS	ex-ante	36%	64%	No	Jun-18	24 months
4	Vehicle	1.0	30,000.00	NCB	ex-ante	0%	100%	No	Jun-18	24 months
5	Fuel	24 months	12,000.00	SSS	ex-ante	0%	100%	No	Jun-18	24 months
6	Computers	18.0	12,600.00	NCB	ex-ante	100%	0%	No	Jul-18	1 time
7	Tablets	6.0	1,500.00	PC	ex-ante	100%	0%	No	Jun-19	1 time
8	Breathalyzers	7.0	1,050.00	PC	ex-ante	100%	0%	No	Jun-19	1 time
9	Ticketing System	6.0	12,000.00	NCB	ex-ante	100%	0%	No	Dec-19	1 time
10	MiFi	6.0	2,850.00	SSS	ex-ante	100%	0%	No	Dec-19	1 time
2	CONSULTING SERVICES									
9	Project Manager	24 months	72,000.0	QCNI	ex-ante	100%	0%	No	Jun-18	24 months
10	Administrative/Procurement	24 months	36,000.0	QCNI	ex-ante	100%	0%	No	Aug-18	24 months
11	Policy Analyst	18 months	54,000.0	QCNI		100%	0%		Aug-18	18 months
12	Transport Specialist	18 months	54,000.0	QCNI	ex-ante	100%	0%	No	Aug-18	18 months
13	Communication Strategy	3 months	14,500.0	QCBS	ex-ante	100%	0%	No	Sep-19	8 months
3	Other services									
14	Cleaning and Office Maintenance	24 months	12,000.00	DC	ex-ante	0%	100%	No	Feb-16	24 months
15	Miscellaneous office expenses	24 months	12,000.00	SSS	ex-ante	0%	100%	No	Feb-16	24 months
4	Contingency	1.0	10,000.0			100%	0%	YES		
	TOTAL		387,000.0							

4.10 Stakeholder Management

David Cleland stated that the management of a project's "stakeholders" means that the project is explicitly described in terms of the individuals and institutions who share a stake or an interest in the project. Thus, the project team members, subcontractors, suppliers, and customers are invariably relevant. Management must also consider others who have an interest in the project and, by definition, are also stakeholders. These stakeholders are outside the authority of the project manager and often present serious management problems (Cleland, 1986).

In contrast, *PMBOK[®] Guide*, describes Project Stakeholder Management as the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholders expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (Project Management Institute, 2013). Given the scope of this project, consultation with stakeholders is vital for its successful implementation. It is a requirement to engage with stakeholders at every step of the way, especially to retrieve opinions and recommendations gearing on the way forward to modernize and reform the transport system in Belize. The project will focus on continuous communication with stakeholders to understand their needs and expectations while, addressing issues as they occur, managing conflict interests and fostering appropriate stakeholder engagement in project decisions and activities.

The Stakeholder Management Plan developed for this project identifies and documents the approach to take in order to increase support and decrease negative impacts of stakeholders throughout the life of the project. It also identifies the key stakeholders along with the level of power and influence they have on the project as they document the strategies which will be used to manage the stakeholders, according to their power and interest in the project.

4.10.1. Stakeholder Management Plan



**Office of the Prime Minister
Department of Public Private Dialogue**

Stakeholder Management Plan

Project: *“Public Transport Reform and Capacity Building to Strengthen the Department of Transport”*

Introduction

The Stakeholder Management Plan will be used to identify and classify project stakeholders; determine stakeholder power, interest, and influence; analyze the management approach and communication methodology and control stakeholder engagement for the project. This will allow the project team to identify the appropriate focus for each stakeholder and gain support at an early stage.

Early identification and communication with stakeholders is crucial to ensure the success of the project. Some stakeholders may have interests which may be positively or negatively affected. By initiating early and frequent communication and stakeholder management, the project team can more effectively manage and balance these interests while accomplishing all project tasks.

Identify Stakeholders

This is the process of identifying the people, groups and organizations that could impact or be impacted by a decision, activity or outcome of the project. For this project, a Stakeholders Register will be used to identify the people, groups, and organizations that have any kind of interest or involvement in the project. The register will highlight stakeholder’s name, title, role, interest, requirement, expectation, and type of influence, etc.

Stakeholders have varying levels of responsibility and authority when participating on a project. In this project, the involvement of stakeholders ranges from minimal contribution to a strong level of support.

As previously mentioned, we know that the project's main stakeholders are the Inter-American Development Bank (SPONSOR) and the Government of Belize (BENEFICIARY) as well as the Department of Public Private Dialogue, at the Office of the Prime Minister, being the executing agency and acting as the Project Management Office, overseeing project activities.

The other main beneficiary is the Project Steering Committee who comprises of both public and private sector members. Their main role is decision-making, monitoring progress, and the approval of key deliverables. The committee comprises of one representative from the following organizations:

- The Department of Public-Private Sector Dialogue (Chair)
- Ministry of Transport and National Emergency Management Office
- Ministry of Economic Development, Petroleum, Investment, Trade and Commerce
- Ministry of Labour, Local Government and Rural Development
- Ministry of Finance and Natural Resources
- Central Information Technology Office
- Belize Infrastructure Limited
- Belize Chamber of Commerce and Industry
- Belize Transport Board
- Public Transport Association

Other stakeholders include: the Attorney's General Office, the Non-Government Organizations (NGO), Bus Operators, Taxi Operators, and suppliers.

Chart 21: Stakeholders Register (T. Recinos, 2018)

Public Transport Reform & Capacity Building to strengthen the Department of Transport Stakeholder Register							
ID	Stakeholder	Functional Area	Roles & Responsibilities	Main Expectations	Major Requirements	Influence/ Impact	Additional Comments
1	IDB	Sponsor	Funding of project and ensuring bank policies requirements are being met.	Successful implementation of project	Maintain IDB policies.	HIGH/ HIGH	Ex-ante supervisor
2	GOB- DPPD	Beneficiary	Executing agency responsible for overseeing the project	Successful implementation of project	Compliance with IDB and GOB regulations	HIGH/ HIGH	
3	PSC	Administrative	Decision Making and Managing the project closely	Quality deliverables that will modernize Transport System	Within the scope, cost and schedule of project	HIGH/ HIGH	Public-Private Sector
4	DOT	Planning	Department responsible for the transport system in Belize	Policies and Training are as needed to date; safe, reliable and accessible Transportation	Relevant to current situation and manageable	HIGH/ MEDIUM	
5	Attorney General	Reform Process	Approval of policies prior to Parliament	Compliance with GOB legislative regulations	Compliance with GOB legislative regulations	MEDIUM/ MEDIUM	

6	Bus Owners Operators	Planning & Operational	Responsible for movement of goods and people - Intercity	Modernization of Transport System	Within the cost constraints of Bus Owners	MEDIUM/HIGH	
7	Taxi Operators	Planning & Operational	Responsible for movement of goods and people – Towns/Villages	Modernization of Transport System	Within the cost constraints of Taxi Operators	MEDIUM/HIGH	
8	General Public	Operational	People using the public transport system	Safe, Reliable and Accessible Transport System	Within the cost constraints of users	LOW/HIGH	
9	NGO's	Operational	Ensuring that policies are environmental friendly.	Green Policies	Consideration to the environment in drafting policies	LOW/MEDIUM	
10	Suppliers	Operational	Suppliers for IT Equipment and Office Supplies	Transparent Procurement Process	Transparent Procurement Process	LOW/LOW	

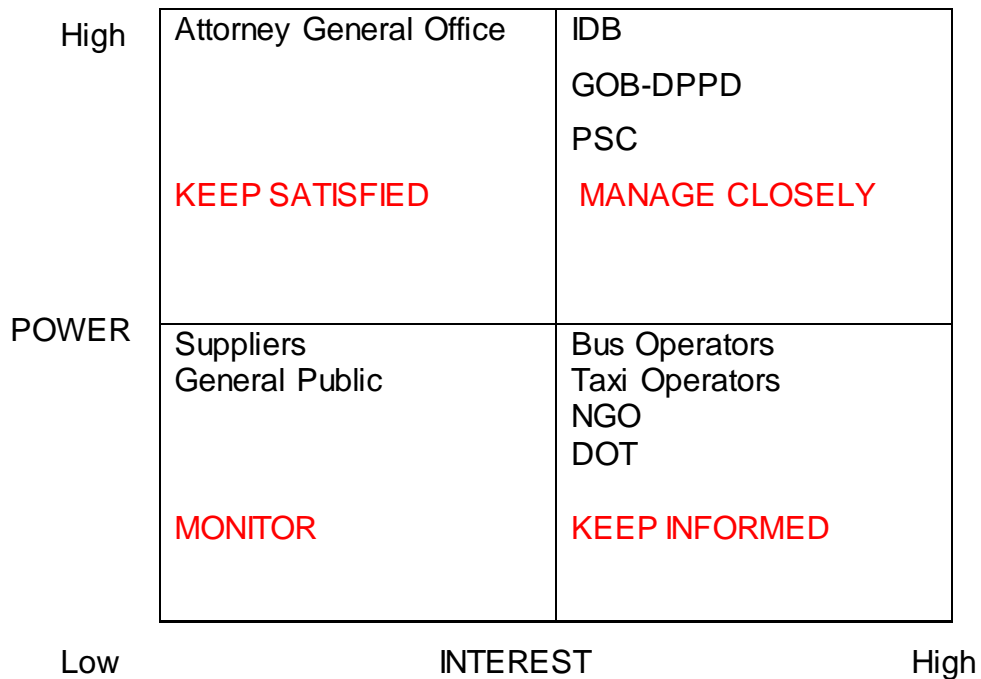


Figure 11: Power Interest Grid (T. Recinos, 2018)

Manage Stakeholder Engagement

Engagement means to help build better relationships with the stakeholders, which ultimately results in improved business planning and performance. In order to manage stakeholder engagement, the Project Manager must communicate and work with stakeholders to meet their needs and expectations and address any new issue as it occurs.

For this project, the project manager will ensure that the policy analyst and the transport specialist are making contact with the different stakeholders and that their input is reflected in the minutes of meetings and project deliverables.

The figure below describes the stakeholder engagement approach that has been adapted for the project execution.

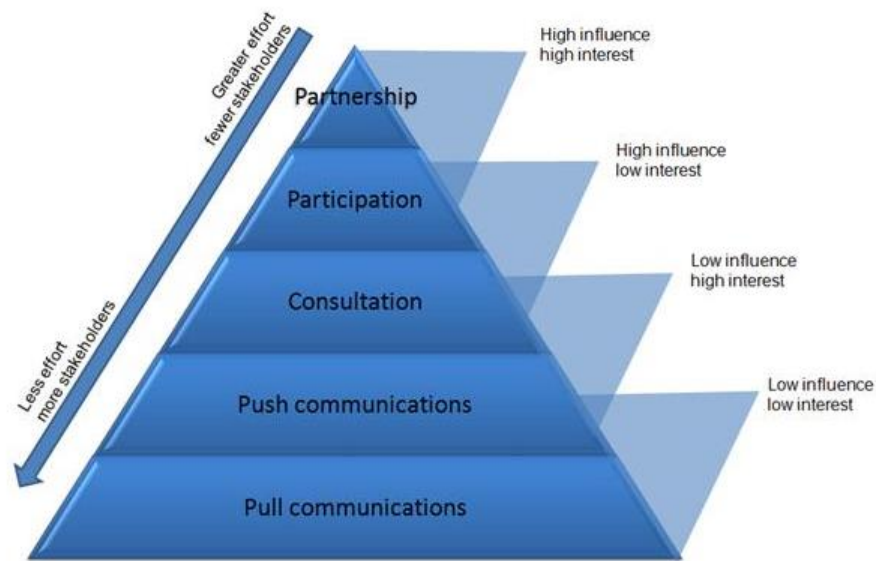


Figure 12: Stakeholder Engagement Approach (Murphy, 2008)

In relation to the above, the approaches that have been adapted for the successful stakeholder engagement process is as follows:

- Partnership- Shared accountability and responsibility. Two-way engagement joint learning, decision making and actions
- Participation- Part of the team, engaged in delivering tasks or with responsibility for a particular area/activity. Two-way engagement within limits of responsibility.
- Consultation- Involved, but not responsible and not necessarily able to influence outside of consultation boundaries. Limited two-way engagement: organization asks questions, stakeholders answer.
- Push communications- One-way engagement. Organization may broadcast information to all stakeholders or target particular stakeholder groups using various channels e.g. email, letter, webcasts, podcasts, videos, leaflets.
- Pull communications- One-way engagement. Information is made available, and stakeholders choose whether to engage with it e.g. web-pages, or construction hoardings.

Control Stakeholder Engagement

Controlling the stakeholder engagement is more than just responding to their concerns, but anticipating different project requirements and making sure that the manage stakeholder plan is maintained. This will improve the efficacy of the stakeholder engagement activities as the project life cycle continues to evolve due to the different changes of the environment and project requirements.

The control stakeholder engagement ensures the commitment of the stakeholders during the entire stage of the project. It also ensures that their expectations are met as well as anticipate any future problems so that that they can be addressed during the project's lifecycle.

It is important to take note that the stakeholders have a high influence during the implementation of the project as well as during its progression. For this reason, the control-stakeholder engagement process is very important management as it keeps the stakeholders involved with the life cycle of the project.

Sponsor Acceptance

Approved by the Project Sponsor:

<Project Sponsor Name; Project Sponsor Title>

Date: _____

5. CONCLUSIONS

The Project Management Plan will serve as a road map to guide the DPPD in the execution of the project named: *Public Transport Reform and Capacity Building to Strengthen the Department of Transport*. The purpose of the plan is to assist the DPPD in ensuring that there is a proper plan for executing the strategic goals of the said project. The plan will then guide the project team to ensure that the right people do the right things, at the right time. This will also ensure that the team is following the planned project processes throughout the project lifecycle.

The first step of the Project Management Plan was developing a Project Charter. The Project Charter acts as a statement of objectives for the project upon the approval of both the sponsor and the executing agency. This statement details the project goals, roles and responsibilities, main stakeholders, and illustrates an indicative budget and milestone schedule.

Secondly, The Scope Management Plan is the baseline to guide and measure the project until closing. This is a major input of the Project Management Plan process, as it enables the project manager to allocate the right amount of work necessary to complete the project within the project schedule and cost. This plan consists of the requirement documentations, key stakeholders, and scope statement. The scope statement provides the documented basis for making all project decisions. In addition, this statement explains the boundaries of the project, establishes the responsibilities of each member of the team, and set up procedures for how work that is completed will be verified and approved.

Project scheduling, moreover, plays a crucial role in ensuring project success. It helps to keep projects on track, set realistic periods, assign resources appropriately and manage quality to decrease product errors (Duggan, 2018). Similarly, this project schedule will guide the project team through a realistic time frame for execution of project activities and will assist in keeping costs down to allow the team to operate according to the budget.

The cost management plan will assist the project manager to monitor the project costs and will provide the basis for decisions to control any unbudgeted cost that may arise. For this project, cost control is critical given that the budget is a bit tight with IDB funding \$283,000.00 and GOB funding \$120,000.00 inclusive of contingency. With tools like Smart-Stream and QuickBooks the project team will be able to stay on track and automate simple calculations for reports.

Quality Management is vital to the project as most of the activities are technical processes. Therefore, the Quality Management Plan defines the standards required for the project to be successful and how to achieve those standards. In short, it determines the project requirements, control process, metrics and control measurements. Also important is that the plan's benchmark determines who is responsible for meeting the standards, as well as which stakeholder has the authority to confirm that standards are in compliance.

As we know, the most important resource this project has is its people since it is evident that the scope of the project heavily relies on the expertise of its staff. The Human Resource Management places focus on the roles and responsibilities of each project member. The plan also considers the staffing management by taking into account the resource calendars, trainings and performance appraisals.

In terms of project communication, the project team does not have the skills required to execute a communication management plan. Therefore, the procurement/administrative officer will be responsible to contract a communication expert for a period of eight months to conduct the project's communication. The draft version of the Terms of Reference for this consultancy has been prepared highlighting the key objectives.

The Risk Management Plan will assist the project manager to properly manage and mitigate risks to avoid them from becoming an issue later on in the project. The RBS will assist in identifying all the known risks that the project team sees as

an issue. The Risk Register then specifies the causes of these risks, the owner and their probability of occurrence. The plan also includes actions to take for monitoring and mitigating these risks. However, in the event that these risks become a reality a contingency fund of \$10,000.00 is set aside along with contingency time of 35 days.

As per Procurement Management Plan, the GN2350-9 procurement policy will serve as the guide for all project procurement. Given that the TC was signed under this banking policy, the GOB must comply with all processes. In addition, the IDB will be responsible to supervise project ex-ante.

Stakeholders' involvement is imperial for the successful implementation of this project, thus, the Stakeholder Management Plan will identify all project stakeholders along with their information needs and level of interest. This plan will allow the project manager to get to know the stakeholders and to understand their unique communication needs at various points in the project. This will allow the project manager to establish a sound relationship and help stakeholders understand how their work is contributing to successfully meeting project objectives.

In conclusion, each one of these management plans will contribute to better project management and will assist the team to deliver real value against the business opportunity. The DPPD will be able to gain much more knowledge and be more prepared to execute the *Public Transport Reform and Capacity Building to Strengthen the Department of Transport* project through proper planning and preparedness for executing strategic goals.

6. RECOMMENDATIONS

In developing, the Project Management Plans for the project “*Public Transport Reform and Capacity Building to Strengthen the Department of Transport*” the student makes the following recommendations.

1. The DPPD should develop formal project management steps or at minimum use the *PMBOK*[®] *Guide* as a main source to ensure that the PEU follows the project management steps for its successful implementation.
2. Given the tight schedule of the project, the Project Manager must embrace the power of scheduling tasks and be diligent in guarding against scope creep. Bearing in mind that with scope creep, a series of small changes may occur, none of which appear to affect the project individually, but can accumulate, and have a significant overall impact on the project. Therefore, the project manager must always be on top of every activity as it is almost impossible to maintain Critical Paths without regular tracking.
3. The Project Manager must establish a suitable amount of control over the budget and exercise strict cost supervision given that the project counts on a small amount of contingency funds and no management reserve.
4. With response time for feedback being one of the highest risks, it is recommended that the Project Steering Committee be actively engaged in every step of the project in order to receive and establish commitment and avoid any delays.

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8. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project Name:
November 13, 2017	Project Management Plan for the project “ <i>Public Transport Reform and Capacity Building to strengthen the Department of Transport</i> ”
Knowledge Areas / Processes	Application Area (Sector / Activity)
<p>Knowledge areas: Scope Management, Time Management, Cost Management, Quality Management, Integration Management, Communication Management, Human Resource Management, Procurement Management, Risk Management, Stakeholder Management</p> <p>Process groups: Initiation, Planning, Monitoring & Controlling, Closing</p>	Transportation, Public Policy
Start date	Finish date
November 13, 2017	July 6, 2018
Project Objectives (general and specific)	
<p>General Objective: To create a Project Management Plan for the project “<i>Public Transport Reform and Capacity Building to strengthen the Department of Transport</i>”. This management plan will provide the framework to ensure that the administration of the project is carried out consistently and in line with the organization’s policy and procedures.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To create a Project Charter that formally authorizes the project 2. To develop a Scope Management Plan that includes all work required to successfully execute the project. 3. To develop a Time Management Plan to ensure dates are in par with scope requirement and ultimately the development and management of the project schedule 4. To develop a Cost Management Plan for developing and managing the project budget. 5. To develop a Quality Management Plan to identify necessary project requirements for approval within time, cost and scope constraints. 6. To develop a Human Resource Management Plan that will guide how the project Human Resources will be procured, staffed, managed and eventually released. 7. To develop a Communication Management Plan to ensure there is an efficient and effective communication of project information to key stakeholders. 8. To develop a Risk Management Plan to identify and examine risks, minimizing the chance of occurrence. 9. To develop a Procurement Management Plan to identify what, when, how, budget of necessary goods, services and works are required.. 10. To develop a Stakeholder Management plan to identify and support all the project stakeholders to ensure effective stakeholder engagement. 	

Project purpose or justification (merit and expected results)

The Government of Belize has acknowledged that the transportation system in Belize is not aligned to serve the development vision of the country. They are aware that Public Transport in particular has important challenges to be resolved and there isn't a robust institutional framework for this.

The purpose of such a document is to provide a comprehensive baseline of what has to be achieved by the project, how it is to be achieved, who will be involved, how it will be reported and measured and how information will be communicated. It should be used as a reference for any decision that is made on the project and for clarification of unclear areas.

The Final Graduation Project will directly benefit the Department of Public Private Dialogue- Office of the Prime Minister with all the required documents for the execution of the project "Public Transport Reform and Strengthening of the Department Transport. In addition, it will also benefit the Ministry of Transport & NEMO as they will also have access to all the documents produced.

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

The Project Management Plan for the project "Public Transport Reform and Capacity building to strengthen the Department of Transport will include the Management Plan and all of the subsidiary documents such as: Project Charter, Scope Management Plan, Time Management Plan, Cost Management Plan, Quality Management Plan, Human Resource Management Plan, Communication Management Plan, Risk Management Plan, Procurement Management Plan, and Stakeholder Management Plan.

Assumptions

- Scope: The Project "Capacity Building to support the Ministry of Transport with the Public Transportation Reform" is approved as a Final Graduation Project.
- Time: The project can be completed within the Final Graduation Project time period.
- Quality: The courses thought by UCI-GSPM are sufficient for project manager to complete the Final Graduation Project. In addition, assumption exists that the project manager has full comprehension of requirements.
- Human Resource: UCI lecturers, academic assistant and tutors are available to provide support when necessary.
- Stakeholders: Stakeholders are willing to participate and provide the required data for successful planning.

Constraints

- Time: The student has a full-time job and limited time to focus on the Final Graduation Project.
- Scope: It's the development of a new project so data may be limited.
- Quality: Online scenario doesn't allow quick response from lecturer, assistant or tutor.
- Cost: There is no budget allocation to conduct the study.


Preliminary risks

- If project manager doesn't grasp all concept presented by tutor, the quality of project is compromised.
- If support from Tutor and Lecturer are not provided promptly, the schedule can be affected.
- If submissions are late, grades standing are forfeited.

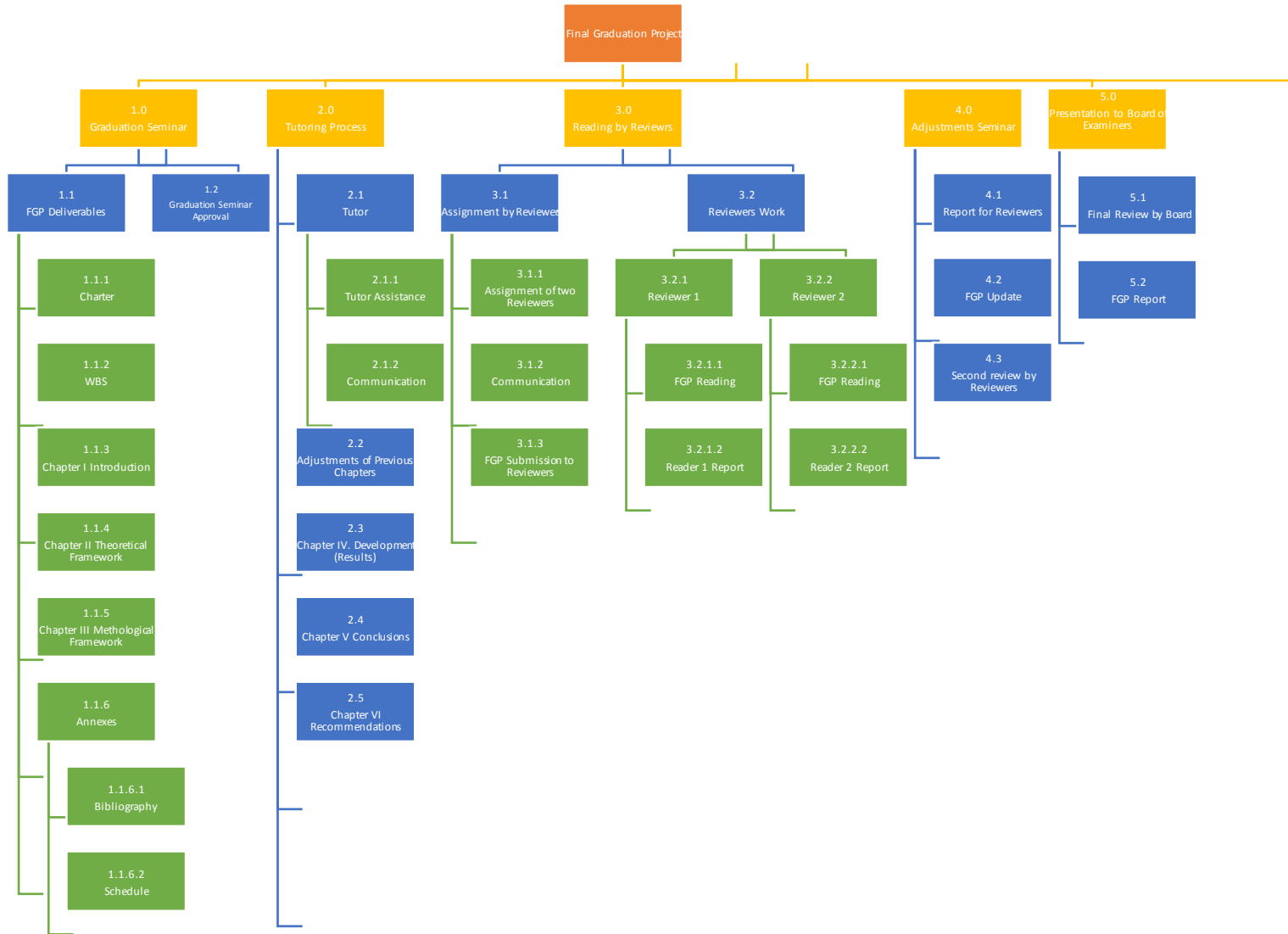
Budget

Budget will constitute of financial resources required to print, bind and ship Final Graduation Project to UCI-GSPM, Costa Rica.

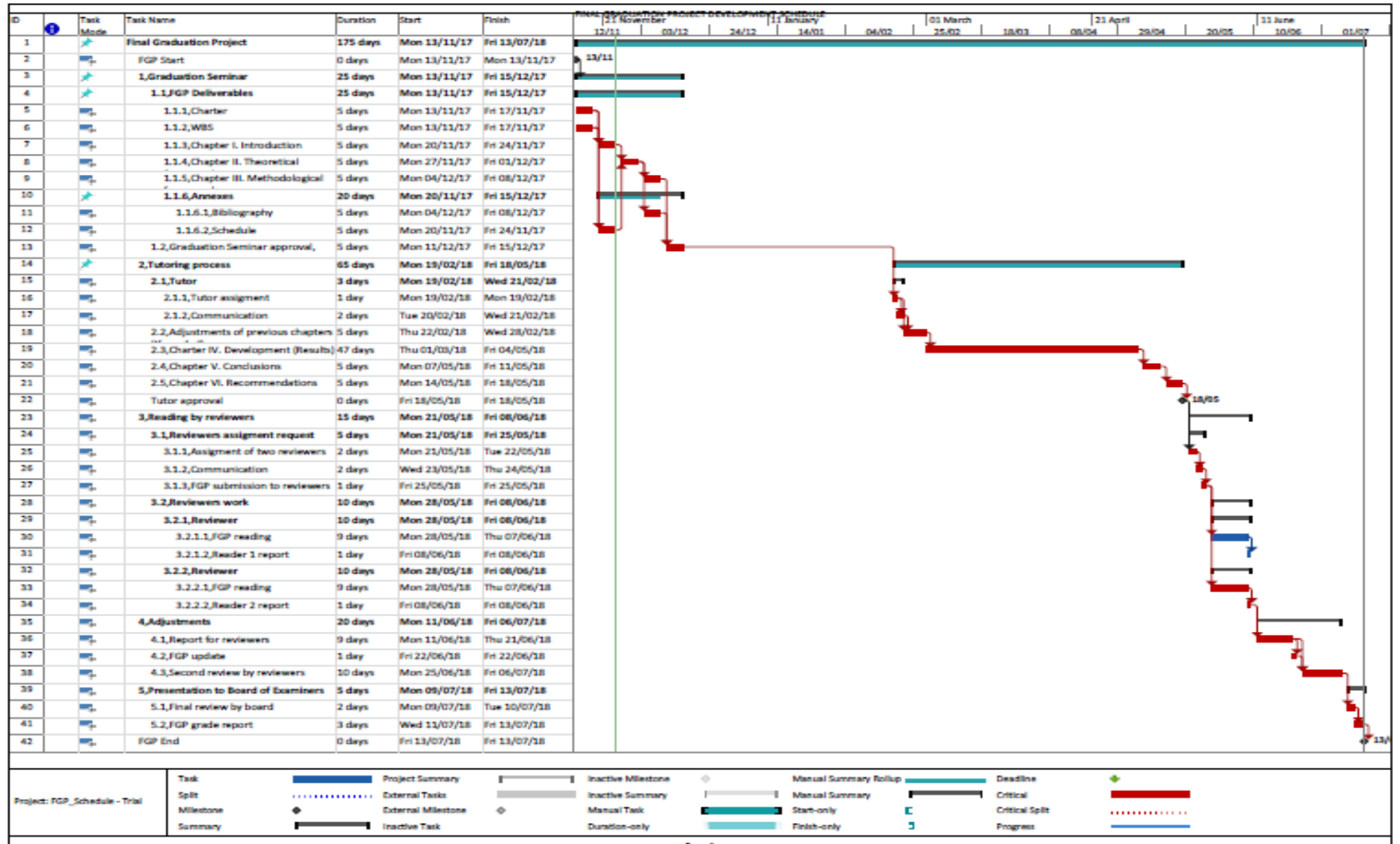
Milestones and dates		
Milestone	Start date	End date
FGP Seminar	November 13, 2017	December 17, 2017
Tubring Process	February 19, 2018	May 18, 2018
Reading by Reviewers	May 21, 2018	June 8, 2018
Adjustments to Reviewers Feedback	June 11, 2018	July 6, 2018
Presentation to Board	July 9, 2018	July 13, 2018

Relevant historical information	
<p>The Executing agency for the Public Transport Reform & Capacity Building for the strengthening of the Ministry of Transport & NEMO is the Office of the Prime Minister (OPM) through the Department of Public Private Sector Dialogue (DPPD). The DPPD is responsible to assist the Economic Development Council (EDC) in executing its mandate which is to: ¹ strengthen the collaboration between public and private sectors through meaningful dialogue that leads to positive outcomes facilitating economic development and ² to advise on and help develop reforms that improves doing business, enhance the public sector processes and enhance confidence of doing business in Belize. The DPPD has been the executing agency for the development of the National Transportation Master Plan and is highlighted as the ideal institution for implementation of actions given the experience. In addition to the Master Plan, the DPPD office has successfully implemented a Building Tax Reform and Trade & License Reform in 2017 which were projects funded by Compete Caribbean-IDB.</p> <p>The National Transportation Master plan will serve a guide for this project. All works of PEU will be guided and supported by a Steering Committee, led by the DPPD-OPM, which will be constituted by high level representatives of the Ministry of Finance, Ministry of Economic Development, Ministry of Works and Transport, Ministry of Trade and Investment, and Association of Bus Operators amongst other relevant agencies, as well as local authorities.</p>	
Stakeholders	
<p>Direct stakeholders:</p> <ul style="list-style-type: none"> - UCI-GSPM Academic Assistant - UCI-GSPM Lecturer - UCI-GSPM Tutor - UCI-GSPM Reviewers - Board of Examiners <p>Indirect stakeholders:</p> <ul style="list-style-type: none"> - OPM-DPPD Unit - Ministry of Transport & NEMO - Ministry of Economic Development 	
<p>Project Manager: Tracey Recinos</p>	<p>Signature: </p>
<p>Authorized by:</p>	<p>Signature:</p>

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



Appendix 4: Linguist Certification**SACRED HEART COLLEGE
JUNIOR COLLEGE DIVISION**

P.O. BOX 163, SAN IGNACIO, CAYO, BELIZE. PHONE: (501) 824 - 2102; FAX: 824 - 3759

May 03, 2018

To Whom It May Concern:

**RE: CERTIFICATION OF ENGLISH LANGUAGE PROFICIENCY FOR TRACEY
RECINOS' FINAL GRADUATION PROJECT**

I, Natalie Williams, a lecturer of English at Sacred Heart Junior College, and a bearer of Master in Education degree from The University of North Carolina at Wilmington with honours of summa cum laude verify that the above-mentioned scholar, Tracey Recinos possesses the level of advanced proficiency in the English language. She can participate successfully in her Master in Project Management program at la Universidad para la Cooperacion Internacional.

Sincerely,

Natalie Williams

Natalie Williams, M.Ed.
Lecturer of English
General Studies Department

The University of North Carolina at Wilmington



To whomsoever these presents may come

Greeting

Ye it knowm that on the recommendation of the Faculty, the Trustees of the University
by virtue of the authority vested in them do hereby confer upon

Natalie Ann Williams

the Degree of

Master of Education

with all the rights and privileges therunto appertaining

In witness whereof and as evidence that all requirements prescribed for the degree
have been fulfilled this Diploma is granted at Wilmington on the
twelfth day of December, two thousand thirteen

Robin Howe
Chairman Board of Governors University of North Carolina

Thomas W. Ross
President University of North Carolina

Wendy S. McGehee
Chairman Board of Trustees

Gregory L. Miller
Chancellor