

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

Proposal of a Methodological Guide for the Management of Projects executed by
the Destination Planning Unit of the Belize Tourism Board

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This Final Graduation Project was approved by the University as partial fulfillment of the requirements to opt for the Master in Project Management (MPM) Degree.

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DEDICATION

This Final Graduation Project (FGP) is primarily dedicated to my parents, Edward Douglas Evelyn, Deborah Ann Samuels, my sister and niece Brianna and Aubree Evelyn. I also dedicate the completion of my FGP to my immediate family and close friends. All have greatly assisted in the successful completion of my FGP via their continuous encouragement, unwavering support, and, most importantly, their love.

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I would first like to praise and thank God, our Almighty Father. Without His love, guidance and blessings, I would not have been able to complete the document. Secondly, I would like to thank my family for their infinite support throughout the completion of my MPM. Without them I would not have made it.

I would also like to thank the professors, tutors, and advisors of Universidad para la Cooperacion Internacional (UCI) for their support and assistance throughout my time at the university. I must also acknowledge the supportive colleagues I met namely: Shamene Parker, Arlett Arana, and Amira Pelayo. Each has been a source of motivation throughout the completion of my FGP.

Finally, I would like to acknowledge the unwavering support and motivation from my BTB family, specifically the Destination Planning, Cruise & Hospitality units.

ABSTRACT

The objective of this document, the Final Graduation Project (FGP), is to develop a Project Management Methodology, based on PMI Principles, for the enhanced execution of tourism-based Projects by the Destination Planning Unit within the Belize Tourism Board (BTB) to improve project execution efforts. The DP unit of the BTB is responsible for the execution of various tourism projects within the country of Belize. The DP unit lacks a comprehensive framework on how to plan, manage and execute the projects assigned to it. The development of a project management methodology aims to address the problem at hand.

The final product of the FGP consists of a completed project management methodology. In addition, the final deliverable of the FGP includes deliverables such as development of templates and frameworks for the DP unit. Reference to the guidelines of the Project Management Book of Knowledge 6th edition are essential to the development of the project management methodology.

This project identified the critical need for a Project Management Methodology for the DP unit of the BTB. The unit is mandated to ensuring projects are completed in an acceptable manner and, as such, the completion of the FGP to develop a Project management methodology is critical. The Project should be completed with the initial plan to develop the necessary frameworks and conduct analytical reviews and designs to assist the unit in effective and efficient Project management and execution.

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ABBREVIATIONS AND ACRONYMS

- BTB- Belize Tourism Board
- BZD- Belize Dollars/Currency
- DMCC- Dangriga Monitoring & Coordinating Committee
- DOF- Director of Finance
- DOT- Director of Tourism
- DP- Destination Planning Unit
- DPPMM- Destination Planning Project Management Methodology
- DTC-Dangriga Town Council
- FGP-Final Graduation Project
- HR- Human Resource & Administration
- MOU- Memorandum of Understanding
- MTCA- Ministry of Tourism & Civil Aviation
- NICH- National Institute of Culture & History
- NSTMP- National Sustainable Tourism Management Plan
- PMBOK- Project Management Book of Knowledge (6th edition)
- PMP- Project Management Plan
- QA- Quality Assurance
- SOW- Statement of Work
- UCI-Universidad para la Cooperacion Internacional

EXECUTIVE SUMMARY

This final graduation project describes the development and proposal of a project management methodology for the DP unit within the Belize Tourism Board. The project aims to enhance the effectiveness and efficiency of project management within the unit. The DP unit was developed to assist in the development and planning of tourism related projects and initiatives throughout the country of Belize. To successfully complete such projects, the DP unit is tasked with the planning, implementation, management, and execution of various tourism projects identified countrywide. Over the last year, the magnitude of projects managed and executed by the Belize Tourism Board's DP Unit has increased significantly. With the increase in projects, the unit has been faced with great difficulties in executing and monitoring these projects due to the absence of a structured management process. The absence of such a methodology resulted in numerous project delays and other project related risks. Thus, the need to develop a project management methodology has been recognized.

The justification for the research was to develop and propose a project management methodology to test the benefits of adopting a project management methodology. Preliminary research on the benefits of adopting a methodology included the enhanced, efficient, and structured management and execution of a project. Research results justified the development and proposal of a thorough and comprehensive project management methodology as beneficial to the DP unit.

Objectives were formulated to guide the development of the project management methodology. The project development is guided by the general objective to develop a Project Management Methodology, based on PMI Principles, for the enhanced execution of tourism-based Projects by the Destination Planning Unit within the Belize Tourism Board (BTB) to improve project execution efforts. In addition to the main objective, seven (7) specific objectives were also used as a guide which included: to assess the Belize Tourism Board's current project management practices within the Destination Planning Unit to determine its weaknesses and strengths; to assess the current organizational structure, skill set, administrative procedures, and process flows of both the Destination Planning Unit and the Belize Tourism Board to better understand its operations and increase efficiency in project management; to develop a framework for all projects, managed and executed by the DP unit, using the newly developed Project management methodology; to conduct research and compare various project management methodologies to identify the best methodology for the Destination Planning Unit; to conduct research on various Green Procurement principles that could be incorporated into the project management methodology of the Destination Planning Unit that are effective for the

tourism industry; to develop and identify best practices to be used by the DP unit an effort to strengthen the skill set, organization structure, and process flow of the Destination Planning regarding project management; to test the final developed Project Management methodology on a sample project executed by the Destination Planning Unit to verify the efficiency and accuracy of the developed methodology.

The FGP objectives were achieved using both qualitative and quantitative research, inclusive of surveys & questionnaires, interviews. Systematic reviews and observational methods were used to carry out the necessary research. Surveys & reviews, interviews and observational method were executed with the BTB management staff and DP unit to determine the needs of the unit, gather feedback and suggestions, and communicate to stakeholders the development of the project management methodology. Systematic reviews were also used to gather, identify, and analyze pertinent information on project management templates, frameworks, and methodologies.

The completed FGP proved successful, and the general objective to develop a project management methodology for the DP Unit was achieved. Assessments conducted on the DP unit and the BTB proved that the DDP unit has competent employees capable of implementing and following project management practices outlined by PMI, and the unit has access to the necessary resources. However, the absence of a structured PM methodology and the lack of Project Management principles were revealed during the assessment. Green procurement has been incorporated into BTB's policies and, by extension, the DP unit must follow such policies. PM templates and plans were completed to enhance the efficiency and productivity of the DP unit. The Dangriga Cultural Trail Project aided in the successful testing of the developed DPPMM.

Recommendations included the adoption and implementation of the framework presented via the FGP. Execution of the DPPMM Implementation plan is highly recommended. The incorporation of the PM templates, plans, process flows, and strategies within the DP unit is also recommended to enhance the output of the DP unit.

INTRODUCTION

Background

The Belize Tourism Board (BTB) is a statutory body within the Ministry of Tourism and Civil Aviation (MTCA) in Belize. The BTB is responsible for the marketing, managing, and development of the tourism sector/industry within Belize. In an effort to achieve and execute the responsibilities of the BTB, various departments and units were developed. One such department developed was the 'Destination Planning & Development Unit' (DP). This unit was developed to assist in the development and planning of tourism related projects and initiatives countrywide. In addition, the DP unit is tasked with the planning, implementation, management, and execution of various tourism projects identified countrywide. Projects executed by the DP unit include the installation of signage, heritage and cultural trail development, construction of artisan craft markets, and construction of polyclinics to name a few. Such projects aim to develop and enhance tourism destinations in an effort to increase the tourist experience.

According to the Project Management Book of Knowledge (PMBOK) (2017) a project management methodology is defined as "a framework of standards, conventions, processes, best practices, terminologies, and guidelines that are accepted as project management industry standards." Presently, the DP unit does not have a structured process in fulfilling its various project deliverables. The BTB, including its DP unit, has a reputation of excellence and prides itself in achieving success in all aspects relating to tourism. As such, the need for a project management methodology was deemed necessary in order to effectively manage and successfully execute its various projects.

As a pillar within the tourism industry in Belize, the BTB prides itself on the continued development and enhancement of improving the tourism industry through the DP

unit. In an effort to maintain both the BTB and DP's reputation of excellence, the following Final Graduation Project (FGP) is aimed at developing a project management methodology to enhance and improve the project management framework within the DP unit. The development of a project management methodology will contribute greatly to the effective planning, implementation, and management of projects executed by the DP unit.

Statement of the problem

The magnitude of projects managed by Belize Tourism Board's DP Unit has increased significantly within the last year; the team is facing great difficulties in executing and monitoring these projects due to the absence of a structured management process. Thus, the need to develop a project management methodology has been recognized. With the absence of a structured management process, the following challenges have been experienced by the unit:

- Project delays;
- Low performance of the DP unit due to project management ignorance;
- Increased exposure to project risks;
- Incomplete Projects and
- Cost overruns.

Purpose

Belize's tourism sector has witnessed impressive growth in recent years with overnight tourist arrivals registering double digit annual growth rates since 2016 (Chow, 2019). Because of this emergence, the number of projects within the DP Unit increased significantly. Throughout its four (4) years of existence, the Unit has not developed or established a structured set of guidelines for the execution of its projects. This influx in projects has forced the Management team of the Belize Tourism Board (BTB) to design and implement a project management methodology to aid in better project execution.

The primary purpose of this FGP is to develop a project management methodology incorporating the relevant knowledge areas and processes outlined in the PMBOK Guide – Sixth Edition. The proposed project management methodology will serve as a guide in the planning and execution of all projects by the DP Unit for the standardization of all templates, processes, and procedures. A project management methodology will greatly benefit the Unit in achieving its objectives in the delivery of successful projects. Below are some expected benefits:

- To enhance the productivity, efficiency, and quality of projects produced by the DP Unit.
- To improve project management practices by establishing a project management methodology for project execution with the DP Unit.
- To ensure transparency, accountability in project execution within the DP Unit.
- To minimize project delays and avoid inconsistencies in execution procedures.
- To educate and train DP Unit team members in effective project management.
- To ensure the project is executed as outlined in the project management methodology and keep in line with the project management principles.

General Objective

To develop a Project Management Methodology, based on PMI Principles, for the enhanced execution of tourism-based Projects by the Destination Planning Unit within the Belize Tourism Board (BTB) to improve project execution efforts.

Specific Objectives

1. To assess the Belize Tourism Board's current project management practices within the Destination Planning Unit to determine its weaknesses and strengths.

2. To assess the current organizational structure, skill set, administrative procedures, and process flows of both the Destination Planning Unit and the Belize Tourism Board to better understand its operations and increase efficiency in project management.
3. To conduct research and compare various project management methodologies to identify the best methodology for the Destination Planning Unit.
4. To develop a framework for all projects managed and executed by the DP unit using the newly developed Project management methodology.
5. To develop and identify best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the Destination Planning unit regarding project management.
6. To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.
7. To test and describe the final developed Project Management methodology on a sample project executed by the Destination Planning Unit to verify the efficiency and accuracy of the developed methodology.

THEORETICAL FRAMEWORK

Company/Enterprise framework

The Belize Tourism Board (BTB) is a statutory body in Belize. According to the Statutory Act of Belize, a statutory body is defined as “a body established under any enactment to perform public function that does not include a town council, city council or village council” (Statutory body Act, 2017, p. 301). Statutory bodies are created in an effort to assist the national ministries. Of the eight (8) statutory bodies in Belize, the BTB is the most flamboyant. The BTB, by creation, plays a key role within Belize's tourism industry and is guided by the Laws of Belize.

2.1.1 Company/Enterprise background

Designed to be “a leading and governing body, focused on steady advancement in the overall Belize Tourism Experience, the Belize Tourism Board was created” (BTB, n.d). The Belize Tourism Board (BTB) is the governing body and strategic partner in marketing the Belize tourism product, implementing tourism policies, and ensuring socioeconomic growth of Belize through prudent, transparent, and effective governance. While marketing and brand enhancement remain the core functions of the BTB, the key aspects of product development and capacity building are also critical to the success of Belize as a destination. The DP unit oversees product development to enhance the guest experience. The BTB was developed to develop and execute strategies to improve, enhance and deliver Belize as a sustainable and successful tourism product. Since the task of enhancing visitors' experience is critical to the success of Belize, the BTB and the DP unit use the three pillars from the Sustainable Tourism Master Plan: Marketing & Branding, Product Development and Capacity Building as its framework. From these pillars, four perspectives have been developed, namely: Financial, Customer, Internal Process and Learning and Growth (BTB, n.d). Various departments have been developed to execute the functions of the BTB, including the DP unit. Falling under the pillar of Product Development. The

DP unit is also linked to the perspectives of internal process and learning and growth. The goal for the BTB is to ensure the country will be an internationally recognized destination due to its unique, safe experience that leaves those who visit with a longing to return. The BTB considers the significance of its mandate and maintains a commitment to ensure that it meets the requirements under the National Sustainable Tourism Master Plan (NSTMP) and under the Belize Tourism Board Act, Chapter 275 of the Laws of Belize, Revised Edition 2011 (BTB, 2019).

2.1.2 Mission and Vision Statements

The Destination Planning Unit does not have an independent mission or vision statement. Instead, the department is governed by both the mission and vision of the Belize Tourism Board (BTB). The completion of the FGP will be developed to complement both the mission and vision. The project management methodology will bring the DP unit closer to its mission of collaborating with stakeholders to include innovative strategies to enhance the tourism product. The methodology will incorporate the mission. The vision, inclusive of prudent, transparent, and effective governance, is similar to the vision of the methodology. The FGP will ensure the DP unit has a methodology to ensure prudent, transparent and effective project management. The mission and vision will act as a foundation to ensure the FGP is developed in accordance with the values and principles of the BTB.

BTB Mission: To collaborate with partners and stakeholders in executing innovative strategies to market, develop, and enhance the Belize Tourism Product.

BTB Vision: To become a progressive institution fostering responsible development of the tourism industry for the socio-economic growth of Belize through prudent, transparent, and effective governance.

2.1.3 Organizational Structure

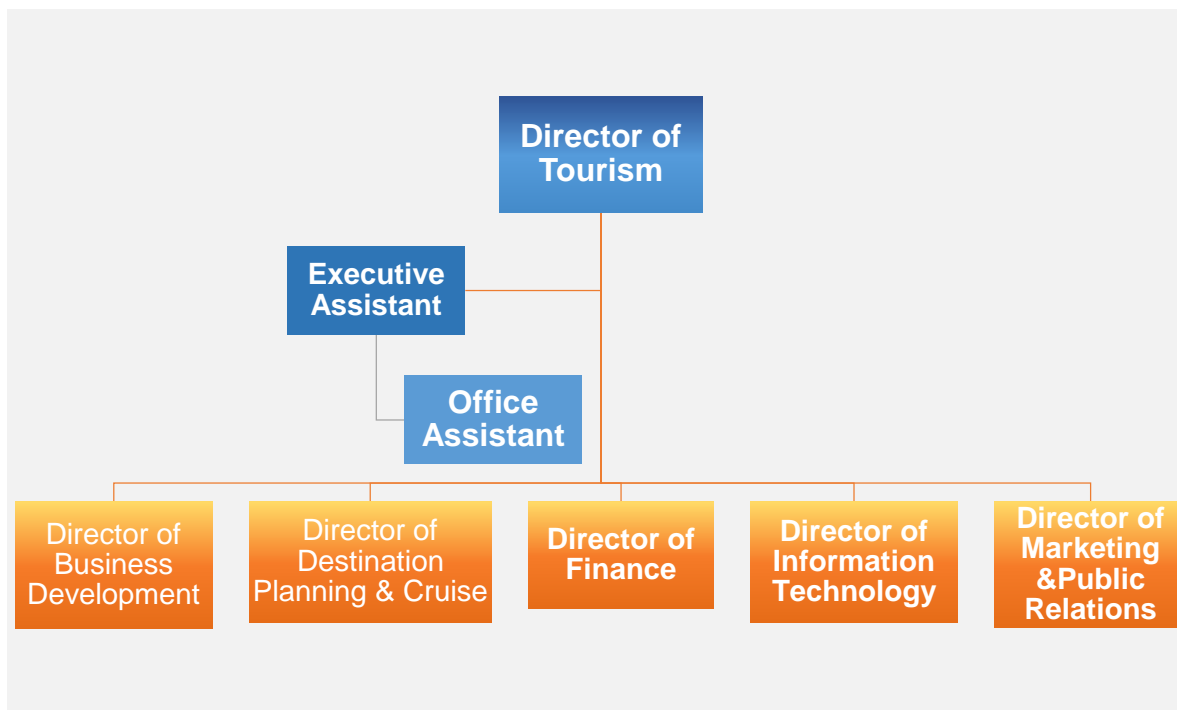


Figure 1: BTB Organizational Structure Chart (BTB Website)

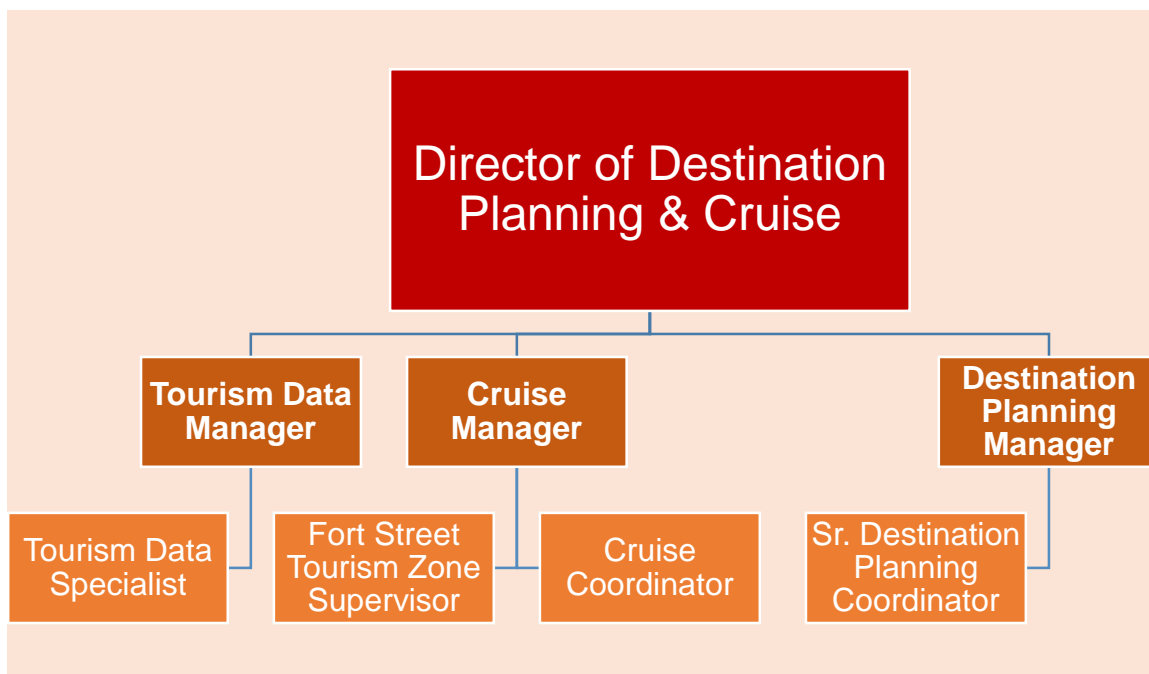


Figure 2: DP Unit Organizational Structure Chart (BTB Website)

According to the BTB's website, the fundamental functions of the Belize Tourism Board (BTB) "is to provide leadership and support to tourism agencies, accommodations, tourism related businesses and the general public. These roles are fulfilled through the strategic units of the organization, under the leadership of the Director of Tourism" (BTB, n.d). Its internal machinery and external affiliations are strategically designed to meet the organization's mandate. The BTB utilizes a combination of both a hierarchical and functional organizational structure. It is hierarchal because the BTB follows a chain of command starting from the upper tier (executive management) to a lower tier (coordinators & officers) as seen in Figures 1 and 2. The functional organizational structure is also utilized as functions/roles are divided by work type. In addition, it is based on levels of hierarchy that include different departments, under the direction of designated leaders. Within the BTB organizational structure, there are 6 departments often referred to as the six (6) strategic units (shown in Figure 1). Its director and managers, usually following their own protocols, head each department.

Of the six (6) strategic units, the FGP is focused on the Destination Planning & Cruise Unit. As such, only the DP strategic unit was shown as the FGP is focused on that unit. Prior to the Covid pandemic, the unit was comprised of 5 members, including the director. However, Covid led to a staff reduction leaving only 3 members. The DP unit will work closely with all other 5 strategic units, especially in development of project management knowledge areas and processes.

2.1.4 Products Offered

The BTB is tasked with performing functions aimed at developing and managing the tourism industry within Belize. As a tourism body, the products of the BTB are designed at enhancing and promoting tourism within the country, mainly through marketing and destination planning and development. The DP unit is responsible for the creation and development of a range of products & services in all the six (6)

districts. Such development, through various projects, is in an effort to enhance the visitor experience and increase the national economic benefit. The DP unit of the BTB offers both products and services aimed at tourism development. The main products are comprised of various projects aimed at destination development to improve tourist experience. In regards to the development of the FGP, focus is placed on the Destination Planning (DP) unit. Currently, the DP unit develops projects for the enhancement of current tourism sites and activities as well as the development of new ones and the efficient planning, management, and execution of all products for sustainability and compliance to enhance the guest experience. The development of projects is divided into 6 categories as shown in Chart 1 below:

Chart 1: DP Unit Products Offered (Evelyn, 2020)

Destination Planning Tourism Product					
Cultural	Nature Based	Sun & Beach	Cruise	Nautical	Leisure & Entertainment
Heritage Sites/Experiences	Eco Tourism	Luxury & Pristine	Conventional	Private Vessel	Shopping
Mayan Sites	Hiking	Sport & Fly Fishing	Docking port	Belize Barrier Reef	Free Zones/Duty Free
Museums	Birding	Diving	Tender Port	Protected Reserves	Craft Markets
Houses of Culture	Butterfly Farms	Kayaking/Paddle Board	Pocket Cruise	Island cruising	Concerts
Underground Caves	Cave Tubing	Swimming & Snorkelling		Leased Vessel/Yachting	Festivals
People & Language	National parks	Beach Lounging		Marina	Carnivals/Parades

Destination Planning Tourism Products					
Gastronomy	Botanical Gardens	Parasailing			Nightclubs
Mayan Homestay	Horseback riding	Jet Skiing			
Garifuna Experience	Zip Lining	River Boating			

The above products, based on the 6 product development categories, are highly dependent on effective project management methodology and principles. The DP unit will greatly benefit from the completion of the FGP. Through the development of a project management methodology, the DP unit will be guided by a set of principles, based on the standards of the Project Management Institute (PMI).

Project Management Concepts

According to KnowledgeHut (2020), the constituents of Project Management comprise of the following:

- Understanding the task at hand, resource allocation, budget planning and integration
- Understanding the scope of the project with estimation and effective utilization of time and resources.
- Tackling breakdowns and setbacks in the process and identifying meaningful alternatives to ensure the project is completed as planned without compromising on quality.
- Managing supply chain for cost-effective utilization of stocks.
- Implementing a process of sustained communication with all team members.
- Knowledge management to ensure decisions are taken at an appropriate time.

- Stakeholder management in terms of keeping all interested parties in the loop and sending them updates on project development. It is important to take their inputs and feedback before completing one phase and getting into the next phase (KnowledgeHut, 2020)

The constituents mentioned above distinguish Project Management from other types of management. In addition, the process of the project lifecycle from conception to delivery and project handover is the complete process of projects. In regards to the FGP, the main project concept is the project management methodology. Project management and its concepts involve the development of a detailed strategy of the proposed initiative clearly defining its purpose, goals, budget, timelines, and resources.

2.1.5 Project

A project can be defined in numerous ways. In regards to project management and the Project Management Body of Knowledge (PMBOK), a project is defined as “a temporary endeavor undertaken to create a unique product, service, or result” (PMBOK, 2013, p.1). Projects are founded on the principle of being a “unique product, service, or result (PMBOK, 2017, p.7). The daily operations of the DP unit revolve around multiple projects operating simultaneously. The DP performs numerous ‘temporary endeavors with unique products and services’ relating to tourism. All projects within the DP unit are temporary, and, while the result may be similar, they are still unique in the way they assist in the development of tourism.

2.1.6 Project Management

Project management, according to the PMBOK Guide sixth edition (2017), is described as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (p.10). The PMBOK Guide also states that project management and its processes assist in the successful management of

projects via the appropriate application and integration of relevant project management processes. Application of the 49 project management processes, 5 process groups, and 10 knowledge areas enhance the competency and effectiveness of projects. Overall, the functions of project management are to ensure organizations and individuals properly and effectively execute projects using the developed processes.

Chart 2: Advantages & Disadvantages of Project Management
(Evelyn, 2020)

Project Management Benefits	Project Management Disadvantages
Meeting outlined project objectives	Delayed & missed deadlines
Increasing chances of project success	Poor project quality
Optimizing use of resources	Cost overruns
Satisfying stakeholder needs	Misuse of resources
Minimizing project risks and delays	Failed projects

The above mentioned will be the foundation on which the methodology will be developed for the DP unit. Currently, the DP unit does not have a project management process in place. The development of the FGP, a project management methodology, will allow the DP unit to enhance its project management concepts and enjoy the benefits listed in Chart 2 above.

2.1.7 Project Life Cycle

“The series of phases that a project passes through from its start to its completion” (PMBOK, 2017, p.22) is the definition of a project life cycle. The project life cycle is managed by executing a series of project management activities known as project management processes discussed below.

Jonathan Blake (2002) states that “a project life cycle is intended to “guide a Project Manager through the complete life of a project, from the first formal documentation

of the project's concept to its formal termination, detailing the phases of the project management life cycle and the specific processes to be performed within each phase, and defining the tasks that comprise each process.” The DP unit will modify its current life cycle to align with that of the PMI standard, outlined in Figure 3.

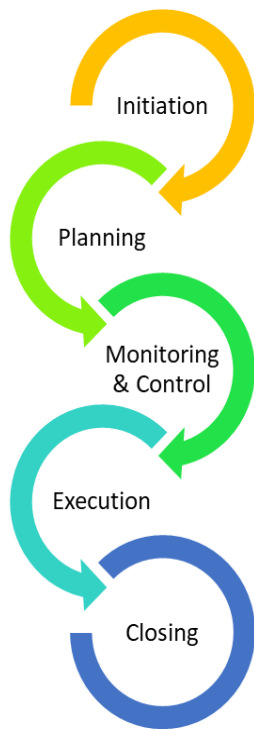


Figure 3: PMBOK Project Life Cycle (Evelyn,2020)

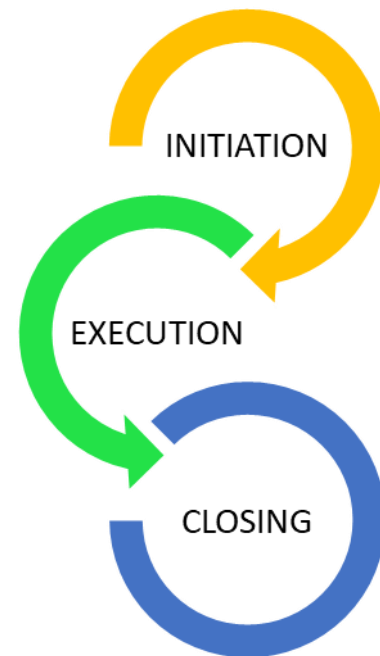


Figure 4: DP Unit Current Project Cycle (Evelyn, 2020)

The current life cycle of the DP unit is incomplete as seen in Figure 4. Due to a lack of principles from the PMBOK Guide, the life cycle of the DP unit includes Initiation, Execution, and Closing. The steps are not comprehensive.

2.1.8 Project management processes

As mentioned above, process groups are a series of project management activities used to manage a project life cycle. However, the PMBOK Guide provides a formal definition as follows: “a logical grouping of project management inputs, tools, and techniques, and outputs.” The project management processes groups include: Initiating, Planning, Executing, Monitoring, Controlling, and Closing outlined in Figure 5 below.

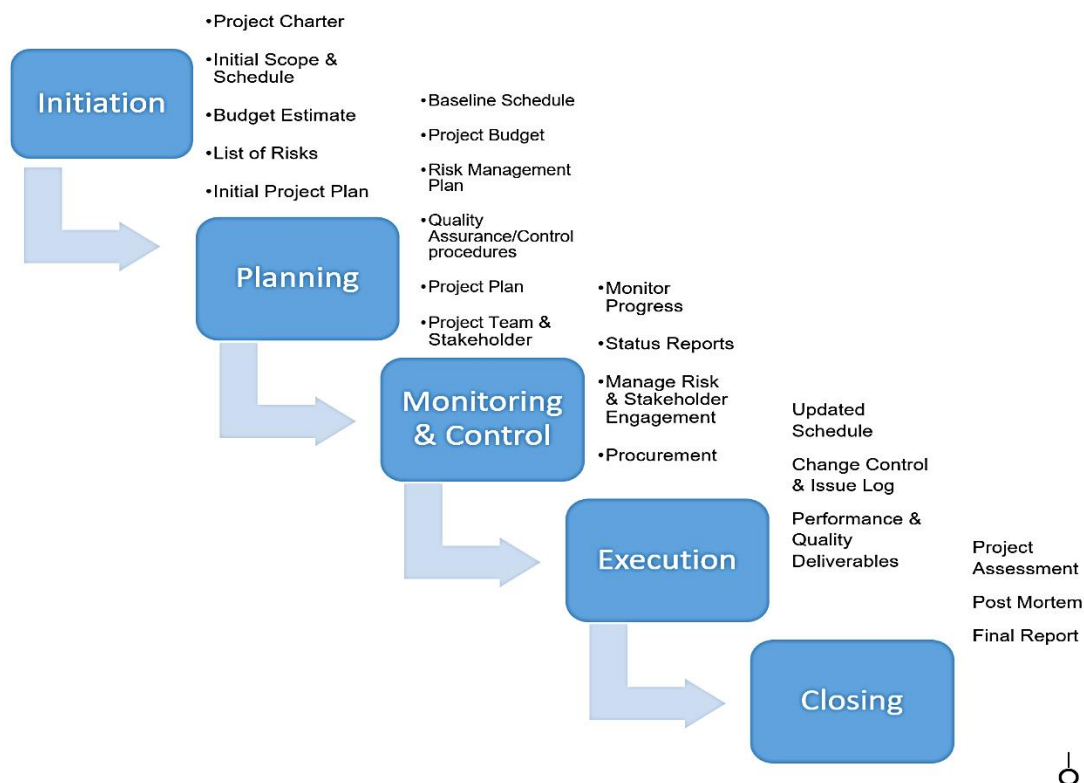


Figure 5: Project Management Process Chart (Evelyn, 2020)

2.1.9 Project Management Knowledge Areas

Project Management Knowledge Areas are the foundation to successful project management. The PMBOK (2017) describes project management as “an identified area of project management defined by its knowledge requirements and described

in terms of its component processes, practices, inputs, tools, and technique” (p.23). Within the PMBOK, there are 10 listed project management knowledge areas. Figure 6 highlights and briefly explains the 10 knowledge areas presented in the PMBOK Guide.



Figure 6: PMBOK Knowledge Areas (University College of London, n.d)

The FGP is aimed at developing a structured project management methodology to enhance the efficiency of the DP unit. The PMBOK knowledge areas are defined below. The knowledge areas to be incorporated into the development of the project management methodology are explained in Chart 3 and Figure 7 below:

Chart 3: PMBOK Knowledge Areas Explained (Chand, 2019)

INTEGRATION MANAGEMENT
Encompasses all the process and activities to identify, define, combine, unify and coordinate all the various project management processes and activities and manage the interdependencies (Chand, 2019). Such principles will be used to assist the DP unit in integrating its processes and develop an integration management plan tailored to suit the needs of the unit.
SCOPE MANAGEMENT
Includes the process of defining what work is required and then making sure all of that work and only that work is done. (Chand, 2019). Project scope management will be developed and managed by both the DP manager and director.
SCHEDULE MANAGEMENT
Includes the processes required to complete the project in a timely manner. (Chand, 2019). Project Schedule management will be developed for each individual Project and Schedule will be approved by director and main stakeholder.
COST MANAGEMENT
Includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs of the project. (Chand, 2019). Project cost management will be incorporated into the methodology as the DP unit requires an enhanced cost management process. Cost management will be intricately linked to yearly strategic planning and budgeting.
QUALITY MANAGEMENT
Involves all the activities involved to determine quality policies, objectives, and procedures in an organization and supports continuous process improvement activities. (Chand, 2019). The development of the quality management plan will mirror the procedures used by the Quality Assurance unit of the BTB.

RESOURCE MANAGEMENT
Involves all the activities related to planning, acquiring, and managing resources (Chand, 2019). The resource management plan will mirror that of the human resource & administration (HR) unit of the BTB as a resource management methodology is already in place.
COMMUNICATION MANAGEMENT
Is the process of developing communications plans and processes based on the existing procedures and stakeholder's needs. The main output of this process is the Communications Management Plan (Chand, 2019). The development of the communication management will be done in close collaboration with the Marketing and Public Relation unit of the BTB as they have a plan in place.
RISK MANAGEMENT
Includes all the processes involved in risk identification, regulation, and mitigation on a project. The objective is to increase the likelihood of positive risks (opportunities) and decrease the likelihood of negative risks (threats) (Chand, 2019).
PROCUREMENT MANAGEMENT
Includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team (Chand, 2019). Project procurement management will be developed following the methodology of the Administration and HR units of the BTB.
STAKEHOLDER MANAGEMENT
Identifies people or organizations that may impact or be impacted by your project and develops strategies to manage their expectations (Chand, 2019). The stakeholder management of the DP unit will be developed to ensure all stakeholders benefit from the stakeholder management plan.

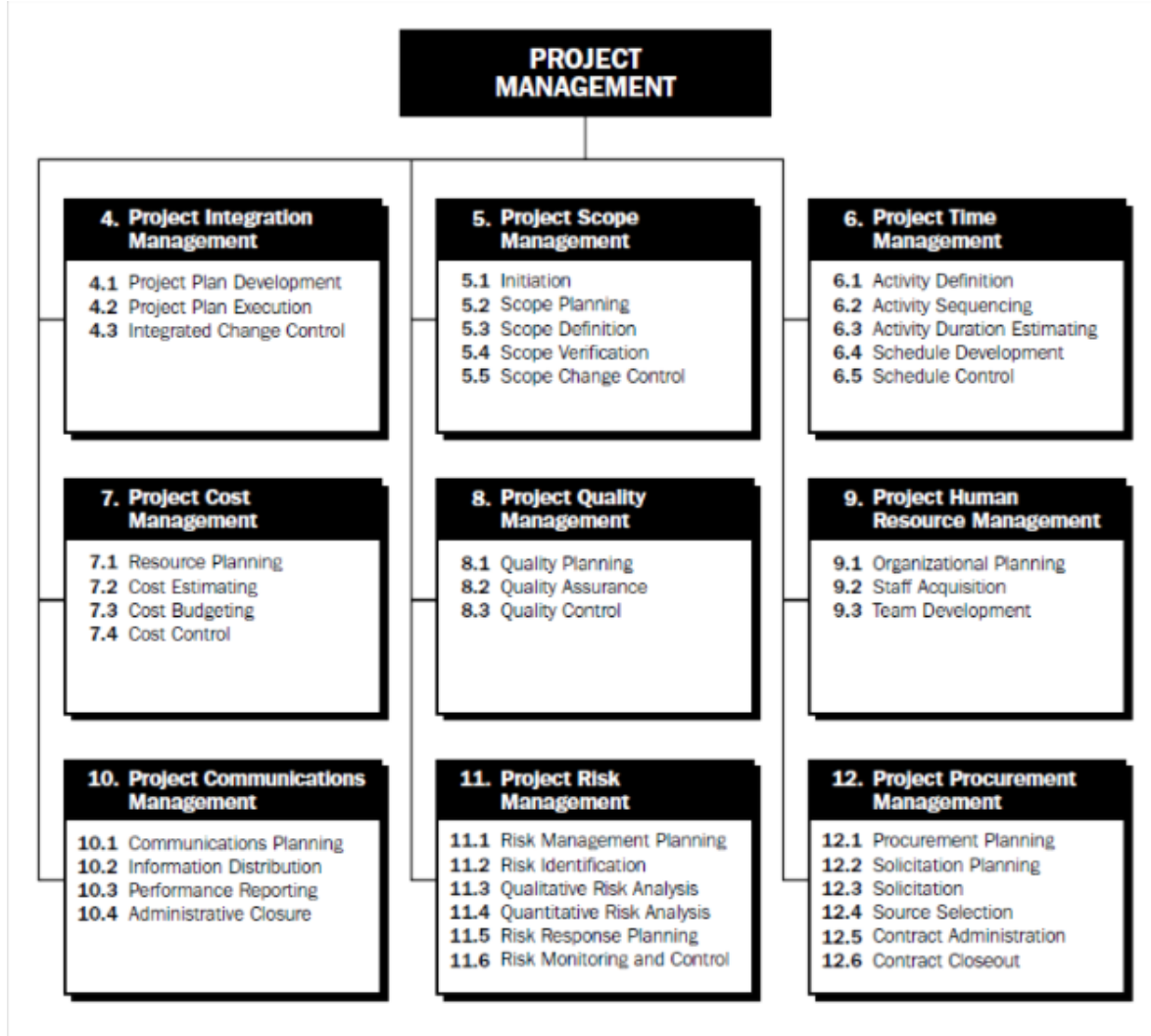


Figure 7: PMBOK Project Management Knowledge Areas Input
(Project Management Wisdom, 2002)

Project Management Methodology

Project management methodology, “a system of practices, techniques, procedures and rules used by those who work in a discipline” (PMBOK, 2017, p.2) is the foundation for the FGP project. The FGP will be developed mirroring the PMBOK Guide as the principle on how the DP unit should develop their own methodology inclusive of policies, procedures and techniques needed to effectively practice and execute project management. Project management methodologies are classified as

good practice to tailor their management needs. Such methodologies can also be developed, purchased, outsourced, or acquired. In the case of this FGP, a methodology will be developed for the DP unit of the BTB. To develop an effective project management methodology. Tailoring is necessary as project management methodologies can be customized to fit the unique needs of temporary projects. The development and adoption of a methodology will offer benefits to the DP unit including efficiency, stability, and successful projects. The purpose of the FGP is to develop a standardized structure that aids the DP unit in their projects. The development of the project management methodology will be done following the steps in Figure 8 below:

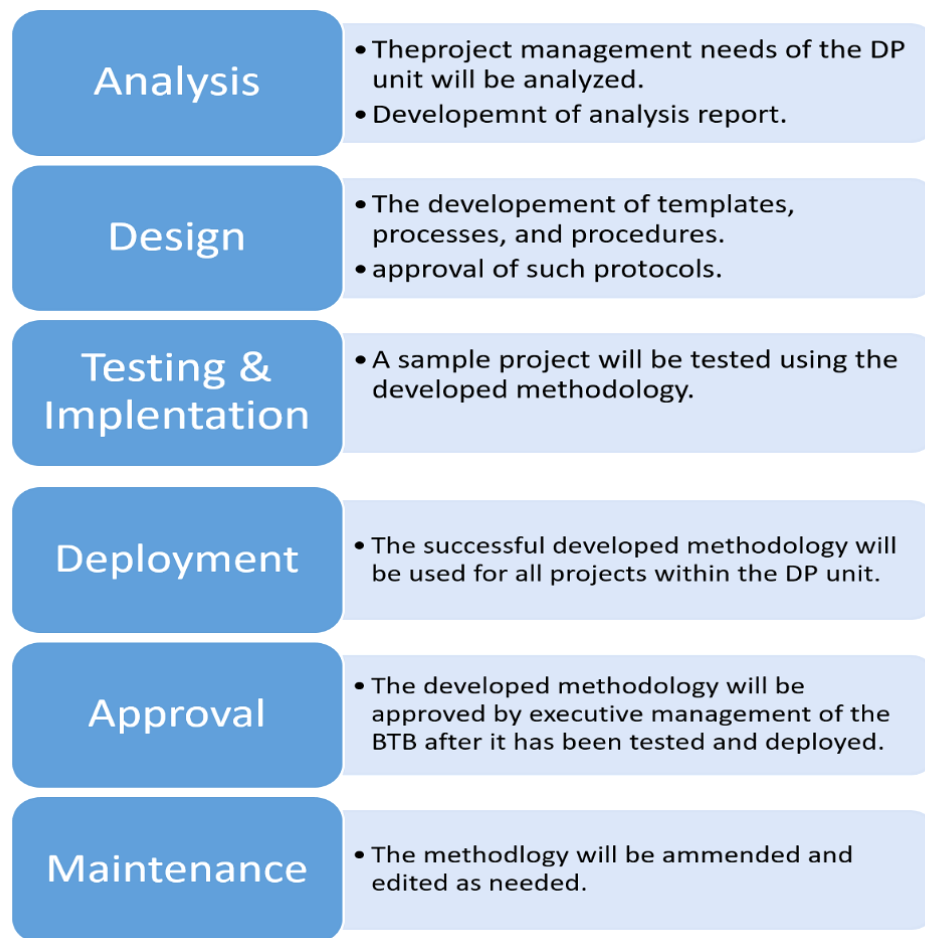


Figure 8: DP Unit Methodology Steps (Evelyn, 2020)

METHODOLOGICAL FRAMEWORK

3.1 Information sources

Deriving from the Latin word information, the noun information derives from the verb 'informare' meaning to inform or "to give form to the mind", "to discipline", "instruct", "teach" (Simon, 2010). Information can be simply defined as "knowledge obtained from investigation, study, or instruction sources" (information, n.d). Information sources aid in receiving information. Information sources can be informally defined as sources from which information is obtained. In addition, information sources can be divided into primary, secondary, and tertiary sources. However, information for the FGP will focus on primary and secondary sources as outlined in Figure 9 below.

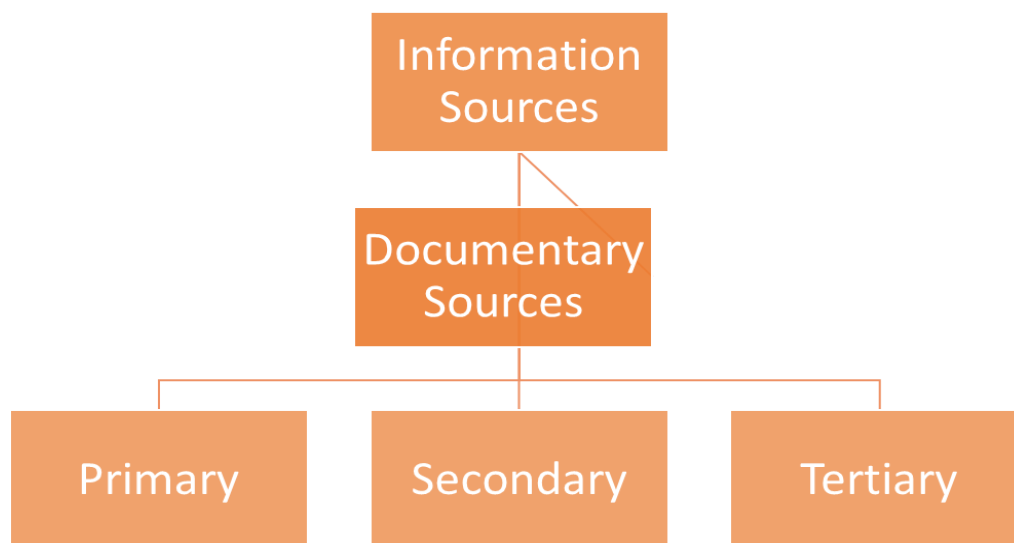


Figure 9: Diagram showing Information Sources (Evelyn, 2020)

3.1.1 Primary sources

According to Library & Information Science Network (2018), primary sources are defined as information retrieved from "first published records of original research and development or description of new application or new interpretation of an old theme

or idea. There are original documents representing unfiltered original ideas.” Primary sources are necessary in all types of research as they allow for accurate research and analysis. Primary documentary sources include:

- Company Files
- Experience/Personal Witness
- Government Documents
- Patents
- Periodicals
- Speeches
- Survey Research
 - Questionnaires
 - Interviews
 - Course Notes
- Recordings
 - Video & Audio Recordings

The development of the FGP will require the use of primary sources. Primary sources to be used in developing a project management methodology for the DP unit of the BTB will include the following:

Survey Research

Interviews- members of the DP unit, BTB management team and stakeholders will be interviewed to retrieve information.

Government Documents (Constitution, Acts, etc.)

Such documents will be used as a primary source of information to obtain accurate and firsthand information regarding the development of framework and background of the FGP.

Company Files

Files of BTB including strategic plans, contracts, budgets, previous projects etc will be used to extract data needed to develop an accurate methodology for the unit.

3.1.2 Secondary sources

According to the Library & Information Science Network (2018), secondary sources are defined as “information which are either compiled from or refer to primary sources of information. The original information having been casually modified selected or reorganized to serve a definite purpose for group of users.” Secondary sources provide a simplified summary, or analysis of information that was originally derived from primary sources (Moritz, 2020). Information retrieved from secondary sources are helpful and useful within all research. Secondary documentary sources include:

- Literature Commentaries (blogs)
- Criticisms of Literature
- Dictionary & Encyclopedia
- Journal Articles
- Textbooks
- Websites

The completion of the FGP will require the use of secondary sources as well. Secondary sources to be used in developing a project management methodology for the DP unit of the BTB will include the following:

Literature Commentaries

The use of literature commentaries, mainly blogs, will be used to get a detailed analysis of a passage or text related to project management methodology.

Dictionary & Encyclopedia

Definitions are necessary in all research. As such, online dictionaries and encyclopedias will be used in the development of the FGP.

Journal Articles

Summarized information is key to any research, and journal articles are great secondary sources. Journal articles will be used to obtain relevant information on project management methodology.

Textbook

The PMBOK Guide 6th edition will be the main textbook used in the completion of the FGP. The PMBOK Guide contains relevant and accurate information.

Websites

Numerous websites will be utilized in retrieving information necessary to the various components of the FGP. The BTB website and the PMI website will be frequently referenced. Chart 4 that follows outlines the various information sources employed for the duration of the FGP.

Chart 4: Information sources (Evelyn, 2020)

Objective	Information sources	
	Primary	Secondary
To assess the Belize Tourism Board's current project management practices within the Destination Planning Unit to determine its weaknesses and strengths.	Company Files Interviews Personal Experience & Knowledge	Websites Criticisms of Literature

Objective	Information Sources	
	Primary	Secondary
To assess the current organizational structure, skill set, administrative procedures, and process flows of the DP Unit and to better understand its operations and increase efficiency in PM.	Company Files Interviews Personal Knowledge & Knowledge	Websites- the BTB and PMI websites mainly. Textbook- PMBOK Guide 6 th Edition
To conduct research and compare various project management methodologies to identify the best methodology type for the DP unit.	Personal Course Notes	Textbook- PMBOK Guide Websites Journal Articles Criticism of Literature Literature Commentaries
To develop a framework for all projects managed and executed by the DP unit using the newly developed PM methodology.	Interviews Personal Knowledge & Experience Company Files	Textbook- PMBOK Guide 6 th Edition Websites Literature Commentaries
To develop and identify best practices to be used by the DP unit, organization structure, and framework of the DP unit regarding project management.	Interviews Company Files Personal Knowledge & Experience	Textbook- PMBOK Guide 6 th Edition Websites Literature Commentaries
To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.	Interviews Personal Knowledge & Experience	Textbook- PMBOK Guide 6 th Edition Websites Journal Articles
To test and describe the final developed PM methodology on a sample project executed by the DP Unit to verify the efficiency and accuracy of the developed methodology.	Interviews Company Files	Textbook- PMBOK Guide 6 th Edition Websites Literature Commentaries Dictionary & Encyclopedia

3.2 Research Methods

Research method is simply the way research is done— the process of collecting data. “Research method also includes the strategies, processes or techniques utilized in the collection of data or evidence for analysis in order to uncover new information or create better understanding of a topic” (University of New Castle Library, 2020). There are two main types of research: Quantitative and Qualitative research methods.

Quantitative Research

McLeod (2019) defines quantitative research method as “the process of collecting and analyzing numerical data for the purpose of constructing graphs and tables.” Such data is used to show patterns and averages relating to the research. In addition, quantitative research data can be used to confirm or reject a hypothesis, by testing causal relationships between variables. In the case of the FGP, quantitative research will be used for gathering numerical and analyzing such data, mainly in the form of questionnaires. Quantitative research methods include questionnaires and experiments.

Qualitative Research

McLeod (2019) defines qualitative research as “the process of collecting and analyzing data which is nonnumeric, such as language. Qualitative data can be collected using diary accounts or in-depth interviews and analyzed using grounded theory or thematic analysis.” Qualitative research is subjective and involves creative and interpretive competency of the researcher. In relation to the FGP, qualitative research methods will be used in the form of interviews, documents, and case studies. The information gathered will be interpreted and used in developing the Project management methodology.

In an effort to develop a Project management methodology for the DP unit, an analysis of the unit must be conducted. To conduct the necessary analysis and obtain the necessary and relevant information multiple research methods will be used. The following research methods will be utilized in the completion of the FGP:

- Surveys & Questionnaires
- Interviews
- Systematic Review
- Observational Method

Surveys & Questionnaires

Survey research methods are procedures in quantitative research in which investigators administer a survey to a sample to describe the attitudes, opinions, behaviors, or characteristics of the sample. Simply defined, a survey is “the process of collecting, analyzing, and interpreting data from various sources” (Tanny, 2018). A survey is intricately linked to questionnaires, as questionnaires are the actual set of questions that the participants respond to. Questionnaires and surveys are used in the following project management processes: collection of requirements, controlling quality, and identifying stakeholders (Arumugam, 2018).

Interviews

According to Easwaramoorthy and Zarinpoush (2006) an interview “is a conversation for gathering information, which involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions. There are 3 types of interviews in research: structured, semi-structured and unstructured. In obtaining data for the development of the FGP semi structured interviews will be used. Semi structured interviews “uses a set of predetermined questions and the respondents answer in their own words. Interviews also help in identifying requirements, risks, project constraints, acceptance criteria, quality needs and expectations (Arumugam, 2018).

The interviewer can probe areas based on the respondent's answers or ask supplementary questions for clarification" (Easwaramoorthy and Zarinpoush, 2006).

Systematic Review

Systematic review "refers to a literature review associated with a clearly formulated research question that uses systematic explicit methods to identify, select, and critically appraise relevant research from previously published studies related to the question at hand" (Baloyi & Jordan, 2016, p.3).

Observational Method

Saul McLeod (2015) describes observational method as "watching and observing what others do." There are three (3) types of observation that fall within the method: controlled, naturalistic, participant. In regards to the FGP, the participant observation will be used. Participant observation is when the researcher is part of the group and is hands on. As a member of the DP unit, I will have hands on experience and can observe the actions of the unit firsthand. The various research method employed during the FGP are outlined in Chart 5 below.

Chart 5: Research Methods (Evelyn, 2020)

Specific Objectives	Research Methods			
	Surveys & Questionnaires	Interviews	Systematic Review	Observational Method
To assess the BTB's current project management practices within the DP Unit to determine its weaknesses and strengths.		Semi structured interviews will be conducted with management & DP units to obtain information.		This method will be used to gather info via observation & knowledge of the current PM practices within the DP unit.
To assess the current organizational structure, skill set, administrative procedures, and process flows of the DP Unit and to better understand its operations and increase efficiency in PM.		Semi structured interviews will be conducted with management team and DP unit team to gather relevant information.		This method will be used to gather via observation firsthand knowledge of the current project management practices within the DP unit.
To conduct research and compare various PMM to identify the best methodology type for the DP Unit.			Research will be reviewed, and data will be analyzed to select a methodology.	

Specific Objectives	Research Methods			
	Surveys & Questionnaires	Interviews	Systematic Review	Observational Method
To develop a framework for all projects managed and executed by the DP unit using the newly developed PPM.			Research will be reviewed, and data will be analyzed to develop a framework.	
To develop and identify best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the DP unit regarding	Questionnaires will be used to gather information. Data will be compiled and analyzed to be used to develop recommendations.	Semi structured interviews will be conducted with management team and DP unit team to gather relevant information.	Research will be reviewed, and data will be analyzed and compared to develop recommendations.	
To develop PM templates, process flows, procedures, and techniques to be used by the DP unit.			Research will be reviewed, and data will be analyzed to develop project documents.	
To test and describe developed PMM on a sample project executed by the DP Unit to verify the efficiency and accuracy of the developed methodology.	Questionnaires will be shared with the DP unit to obtain information. Data will be analyzed, and feedback shared with relevant stakeholders.	Semi structured interviews will be conducted with management team and DP unit team to gather feedback.		Information will be gathered via observation and knowledge of the current project management practices within the DP unit..

3.3 Tools

Data collection tools refer to devices and/or instruments used to collect data, such as a paper questionnaire or computer-assisted interviewing system. Case Studies, Checklists, Interviews, Observation sometimes, and Surveys or Questionnaires are all tools used to collect data (Formplus, 2020). Tools to be used in the development of the FGP include:

- Expert Judgement
- Analytical Techniques
- Interactive Communications via Consultations & Meetings

Expert Judgement

Defined as “judgment provided based upon expertise in an application area, knowledge area, discipline, industry, etc. as appropriate for the activity performed. Such expertise may be provided by any group or individual with specialized education, knowledge, experience, skill, or training (PMI, 2013, p. 538). Expert judgment is a popular tool/technique used within project management. Expert judgment is used among 28 of the 47 project management processes listed in the PMBOK Guide 6th edition.

Analytical Techniques

Analytical techniques are methods that analyze problems, fact or status in order to accurately forecast potential outcomes while factoring in project variables. Such tools are often used to solve specific issues in a particular task. Analytical tools are more specific and used to analyze specific data.

Interactive Communication via Consultations & Meetings

Interactive communication is an exchange of ideas where both participants, whether human, machine or art form, are active and can influence one another. It is a

dynamic, two-way flow of information. Consultation includes gathering feedback on the information proposed. Consultation has various levels of input ranging from online surveys, verbal conversations, meetings, etc. Consultations allow stakeholders the opportunity to give feedback to be considered in the decision-making process (Last, 2019).

Chart 6 Tools (Evelyn, 2020)

Objectives	Tools
To assess the BTB's current project management practices within the DP Unit to determine its weaknesses and strengths.	Expert Judgement Interactive Communication Analytical Techniques
To assess the current organizational structure, skill set, administrative procedures, and process flows of the DP Unit to understand its PM needs in order to develop a PMM aimed increasing efficiency in project management.	Expert Judgement Interactive Communication Analytical Techniques
To conduct research and compare various project management methodologies to identify the best methodology type for the DP Unit.	Analytical Techniques Expert Judgement
To develop and propose a framework for all projects managed and executed by the DP unit using the newly developed PMM.	Analytical Technique Expert Judgment
To develop and identify best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the DP unit regarding.	Expert Judgement Interactive Communication
To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.	Expert Judgement Interactive Communication
To test and describe the final developed PMM on a sample project executed by the DP Unit to verify the efficiency and accuracy of the developed methodology.	Interactive Communication Analytical Techniques Expert Judgement

3.4 Assumptions and Constraints

Assumptions and constraints are often paired together. According to the PMBOK Guide (2017), an assumption is defined as “a factor in planning process that is considered to be true, real or certain often without any proof or demonstration” (p.127). Assumptions are necessary in all projects as they allow for preparation of risks. In regards to the FGP, the assumptions will be listed in the chart below. Constraints, “general restrictions that limit the project or portfolio in a particular domain”, are possible setbacks of the Project (Kissflow, 2020). Outlined in Chart 7 are the Assumptions and Constraints that relate to the completion of the FGP.

Chart 7: Assumptions & Constraints (Evelyn, 2020)

To assess the BTB's current project management practices within the DP Unit to determine its weaknesses and strengths.	
ASSUMPTIONS: Relevant information will be readily available and accessible. BTB & DP staff members will be willing to participate in the various interviews and discussions.	CONSTRAINTS: <u>Time</u> - The completion of the FGP is limited to 90 days. Successfully fulfilling all the specific objectives may pose difficulty. <u>Resources</u> - Access to resources & information may pose difficulty as information may be limited. <u>Cost</u> - Inability to access the necessary funds outlined in the budget may result in delay of the FGP.
To assess the current organizational structure, skill set, administrative procedures, and process flows of the DP Unit to understand its PM needs in order to develop a PMM aimed increasing efficiency in project management.	
ASSUMPTIONS: Relevant information will be readily available and accessible. BTB & DP staff members will be willing to participate in the various interviews and discussions.	CONSTRAINTS: <u>Time</u> - The completion of the FGP is limited to 90 days. Successfully fulfilling all the specific objectives may pose difficulty. <u>Resources</u> - Access to resources & information may pose difficulty as information may be limited. <u>Quality</u> - As a full time employee, the author of the FGP may have limited time and may affect the quality of the FGP.

To conduct research and compare various project management methodologies to identify the best methodology type for the Destination Planning Unit.

ASSUMPTIONS:

Relevant information will be readily available and accessible.

BTB & DP staff members will be willing to participate in the various interviews and discussions.

CONSTRAINTS:

Time- The completion of the FGP is limited to 90 days.

Successfully fulfilling all the specific objectives may pose difficulty.

Resources- Access to resources & information may pose difficulty as information may be limited.

Cost- Inability to access the necessary funds outlined in the budget may result in delay of the FGP.

To develop a framework for all projects managed and executed by the DP unit using the newly developed Project management methodology.

ASSUMPTIONS:

Relevant information will be readily available and accessible.

Quick responses and unlimited assistance from tutor.

BTB & DP staff members will be willing to participate in the various interviews and discussions.

CONSTRAINTS:

Time- The completion of the FGP is limited to 90 days.

Successfully fulfilling all the specific objectives may pose difficulty.

Resources- Access to resources & information may pose difficulty as information may be limited.

Cost- Inability to access the necessary funds outlined in the budget may result in delay of the FGP.

Quality- As a full time employee, the author of the FGP may have limited time available and this may affect the quality of the FGP.

To develop best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the DP unit regarding project management.

ASSUMPTIONS:

Relevant information will be readily available and accessible.

Quick responses and unlimited assistance from tutor.

BTB & DP staff members will be willing to participate in the various interviews and discussions.

CONSTRAINTS:

Time- The completion of the FGP is limited to 90 days.

Fulfilling all the specific objectives may pose difficulty.

Resources- Access to resources & information may pose difficulty as information may be limited.

Cost- Inability to access the necessary funds outlined in the budget may result in delay of the FGP.

Quality- As a full time employee, the author of the FGP may have limited time and this may affect the quality of the FGP.

To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.	
ASSUMPTIONS: Relevant information will be readily available and accessible. Quick responses and unlimited assistance from tutor. BTB & DP staff members will be willing to participate in the various interviews and discussions.	CONSTRAINTS: <u>Time-</u> The completion of the FGP is limited to 90 days. Successfully fulfilling all the specific objectives may pose difficulty. <u>Resources-</u> Access to resources & information may pose difficulty as information may be limited. <u>Quality-</u> As a full time employee, the author of the FGP may have limited time available and this may affect the quality of the FGP.
To test and describe the final developed Project Management methodology on a sample project executed by the Destination Planning Unit to verify the efficiency and accuracy of the developed methodology.	
ASSUMPTIONS: Relevant information will be readily available and accessible. Project scope will not altered. BTB & DP staff members will be willing to participate.	CONSTRAINTS: <u>Time-</u> The completion of the FGP is limited to 90 days. Successfully fulfilling all the specific objectives may pose difficulty. <u>Resources-</u> Access to resources & information may pose difficulty as information may be limited. <u>Cost-</u> Inability to access the necessary funds outlined in the budget may result in delay of the FGP.

3.5 Deliverables

A deliverable is “a project management term that's traditionally used to describe unique, verifiable, quantifiable goods or services that must be provided upon the completion of a process, phase, or project. Deliverables can be tangible or intangible in nature” (Bloomethal, 2019). The following deliverables as outlined in Chart 8 will be used within the FGP:

Status Quo Report

A status quo report can be defined as “the compilation of information and issues in a compressed manner in order to produce a reporting working document” (Status quo report, n.d).

Framework

Frameworks will be a deliverable produced at various phases of the FGP. A framework is defined as “a set of guidelines and processes that are drawn from global experience in many varied sectors and industries” (PMBOK, 2017, p.45). Frameworks can be generic and, as a result, can be applied for general use on all types of projects.

Methodology

Methodology is defined as “a system of practices, techniques, procedures and rules used by those who work in a discipline” (PMBOK, 2017, p.2).

Project Templates

According to Project Management Insights a project template “is a pattern, model, or guide for the creation of some kind of project. In addition, project templates allow you to create and configure new projects quickly, enforce organizational standards, and facilitate process improvement.”

Design Review

Design review “refers to a specific management technique that is used primarily for the purposes of conducting a thorough evaluation of a proposed design in hopes of determining whether or not that current proposed design will, in fact, meet the project requirements set forth by the customer. The design review also can be (and should be) conducted to decide as to whether the proposed design will be fully functional and, after functioning successfully, can be adequately maintained for a minimum and predetermined period” (Alby, n.d). All deliverables related to the project are evidenced in Chart 8 below.

Chart 8: Deliverables (Evelyn, 2020)

Objectives	Deliverables
To assess the BTB's current project management practices within the DP Unit to determine its weaknesses and strengths.	Status Quo Report on the assessment of the project management needs.
To assess the current organizational structure, skill set, administrative procedures, and process flows of the DP Unit to understand its PM needs to develop a PMM aimed increasing efficiency in project management.	Status Quo Report on the assessment of the organizational needs of the BTB.
To conduct research and compare various PMM to identify the best methodology for the DP Unit.	Proposed list of best project management methodology to be adapted by the DP unit.
To develop and propose a framework for all projects managed and executed by the DP unit using the newly developed PMM.	Proposed framework on project management for the DP unit.
To develop and identify best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the DP unit regarding PM.	Proposed list of best practices to enhance and strengthen the project management practices of the Destination Planning unit.
To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.	Project templates to facilitate the project management of the DP unit.
To test and describe the final developed PMM on a sample project executed by the DP Unit to verify the efficiency and accuracy of the developed methodology.	Implementation of the developed Methodology on a sample project with the DP unit.

4 RESULTS

4.1 Status Quo Report: BTB Project Management Practices Assessment

To ensure accountability and avoid copyright infringements, official approval was received from the director of the DP unit. Information and documents were acquired from various sources within the BTB to complete the status quo reports. Chart 9 below provides a list of the sources used to acquire information for the status quo reports.

Chart 9: List of Information Sources (Evelyn, 2021)

Source	Responsibility
Destination Planning Director	Head of DP unit Approves all projects via signature
Destination Planning Manager	Project Lead Develops Budget
Destination Planning General Drive	Storage of all DP files, templates, process flows, etc

To assess and identify the problems within the Belize Tourism Board's current project management practices and procedures within the Destination Planning Unit, a series of interviews were conducted, and a review of the DP unit's process flows, and other project related procedures were reviewed. The following staff members were interviewed:

1. Destination Planning Director
2. Destination Planning Manager
3. Senior Destination Planning Coordinator

The following files were reviewed:

1. Destination Planning Project Process Flow (Appendix 4)
2. Destination Planning Strategic Plan 2019-2022

DP Project Process Flow:

Review of the Destination Planning's process flow, Appendix 4, for projects resulted in the following findings:

Framework & Structure: The process flow used by the DP unit lacked structure and principles. The process flow was basic and simply outlined steps that should be taken. The process flow had no clear structure and did not incorporate a great deal of the project management knowledge areas or principles.

Methodology: The project management practices of the DP unit were lacking as well. Analysis of the situation resulted in the fact that the DP unit did not have an effective project management methodology in place.

Insufficient Templates: Review of the DP unit files showed a lack of templates and process flows related to project management. Lack of such, has resulted in delays with planning and proper documentation of various projects executed by the team. Multiple team members on a need's basis randomly develop templates. This practice results in differing versions of templates and process flows. This practice results in confusion and does not allow for uniformity and structure when managing projects. Additional templates and process flows need to be developed to ensure accountability and efficiency in the management of projects.

Destination Planning Unit Strategic Plan 2019 -2022:

Review of the Destination Planning's strategic plan 2019-2022 resulted in the following findings:

Budget Based: The strategic planning of the DP unit is focused mostly on budget. Projects are developed and executed based on the budget for the respective fiscal year. Observations revealed that such a process must be changed as projects must

be planned properly using the 5 step project management life cycle- initiation, planning, execution, monitoring & control, and closure. The project management life cycle must be the basis on which projects are developed and not the yearly budget as is the current practice of the BTB's DP unit. This may affect the success of projects as all elements and principles of project management are not considered when developing the strategic plan.

Information acquired and files reviewed revealed that the DP unit of the BTB requires the implementation of project management practices and procedures to execute its project mandate. The fact that the DP unit is young, and its team members are inexperienced in the field of project management are the main contributing factors for such an analysis and conclusion. The increase in the number of projects and project size are also additional reasons as to why the DP unit requires additional project management procedures. The notes and findings of the interviews and research conducted are included in Appendix 6.

4.2 Status Quo Report: BTB Organizational Structure, Skill Set, Administrative Procedure Assessment

To assess the current organizational structure, skill set, administrative procedures, and process flows of the Destination Planning Unit a series of interviews were conducted along with a review of the DP unit's process flows. The following staff members were interviewed to gather additional knowledge on the current organizational needs of the DP Unit. The following staff members were interviewed:

1. Destination Planning Director
2. Destination Planning Manager
3. Senior Destination Planning Coordinator
4. HR Coordinator

The following files were also reviewed:

1. Destination Planning Project Process Flow
2. Destination Planning Training Manual 2021

Project Plan Process Flow

Tourism based projects are firstly identified on an assessment and needs basis. The BTB along with its various stakeholders conduct countrywide assessments to identify possible areas of development, particularly aimed at tourism development and enhancement. Assessment reports are, then, developed and submitted to the DP Director, and successful projects are, then, submitted to the Director of Tourism for final approval.

Upon approval, members of the DP unit incorporate approved projects into the DP yearly strategic plan. Projects are, then, divided among the DP team members, to commence project planning. It is important to note that each team member is free to customize, plan, monitor and execute projects. Templates and procedures are in place; however, the team members may use their discretion on how they proceed. The budget is the only constant among all projects. DP team members must stay within the budget, as the DP director, finance department, and the director of tourism must approve budgets, as evidenced in Figure 10.

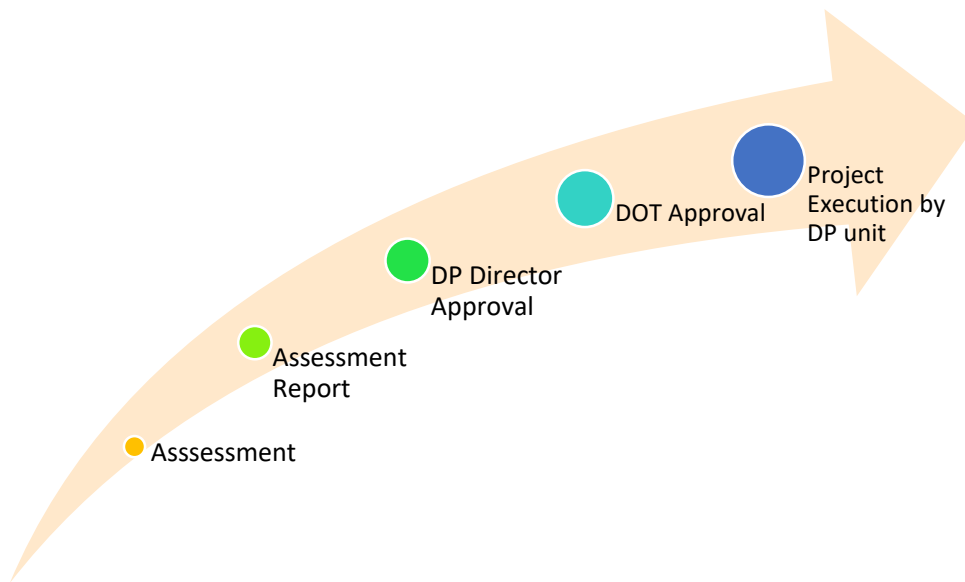


Figure 10: DP Project Planning Process (Evelyn, 2021)

Status Quo Report: Administrative Procedures

The BTB has a set of administrative procedures that must be adhered to by all departments and units within the organization. In the case of the DP unit, the procurement and financial procedures are most pressing. Administrative procedures that must be adhered to by the DP unit in regard to project execution include the following:

- All reports must be approved via a signature from the DOT.
- Bids must be sent out via email and a comparison matrix must be developed to compare and justify the successful bid. A minimum of three (3) quotations must be obtained and included in the comparison matrix. In the event a supplier is preferred based on previous and continuous business, a

justification may be submitted. Similar procedure must be done for instances where only one supplier produces such a good or service within the country.

- Comparison matrix is submitted to DP Director for approval.
- Budget is, then, entered in the SAP software for approval by DP Director and finance department.

Issues Identified

Lack of formal Project Management Training

The DP unit is mandated to initiate and execute various tourism-based projects. However, through interviews conducted and revision of past project documents used by the DP unit, it was identified that there are areas of weaknesses. The team does not follow formal project management principles or guidelines. Instead, team members manage projects on an adhoc basis. A thorough project management plan is not followed, and critical steps are often omitted.

Filing & Documentation of Project Documents

The BTB does not have a mandatory filing system in place. As such, all departments, and units, including the DP unit, are free to file documents in an adhoc fashion. Unfortunately, such an absence, creates inconsistencies and even delays when managing and executing a project. Lack of a filing system creates issues such as misplacement of files, lack of verification, lack of control and monitoring of access to files, inability to quickly locate and access project files when needed and most importantly delays in projects. Inability to access and locate accurate and verified files may cause delayed Project reports, communication reports to stakeholders and disrupt the overall flow of information needed to successfully execute the Project at hand.

4.3 Project Management Methodology Research

Project management methodologies vary in their functions. Development of a project management methodology requires the examination of the needs and functions of the organization. The project management methodology of the Destination Planning (DP) Unit was selected based on the needs of the unit. A review and comparison of suitable project management methodologies was conducted via research, and the best one was selected. In addition, the selected project management methodology was developed using the PMI PMBOK process. Figure 11 illustrates the comparison conducted and the decision to incorporate a hybrid agile waterfall project management methodology for the DP unit. A brief analysis was drafted comparing the two project management methodologies.

DP Project Management Characteristics:			
1. Flexibility regarding scope changes and budget 2. Continuous stakeholder involvement and communication 3. Establishment of a functioning Project Manager 4. Methodology must incorporate the DP linear sequential process flow 5. Multiple projects being executed simultaneously 6. Breakdown of project into deliverables and phases			
	AGILE CHARACTERISTICS		WATERFALL CHARACTERISTICS
X	Allows requirement changes at any time throughout project cycle		Restricts scope and deliverable changes once project commences
X	Continuous stakeholder involvement		Minimal stakeholder involvement
	Requires entire team to manage the project	X	Requires a full time Project Manager
	Incremental iterative approach	X	Linear & sequential approach
X	Focuses on numerous small projects		Focus on a single large project
	Divides project into sprints	X	Divides project into phases

Figure 11: DP Project Management Methodology Characteristics Comparison (Evelyn, 2021)

A single project management methodology would not effectively address the needs of the DP unit. Therefore, both the AGILE and WATERFALL project management methodologies were selected for the development of the DPPMM. Figure 11 outlines the required project management methodology characteristics of the DP unit based on best practices and compares them to the agile and waterfall methodologies. The needs and characteristics of the DP unit are unique and require creative measures. As a result, the combination of both the Agile and Waterfall methodologies better suits this project. The waterfall approach can be used for application design, planning, and requirements definition, while the Agile method can be used for development and testing. The Agile method, which is more flexible, is best suited for development and testing as it allows for changes to be made throughout the Project life cycle.

The Agile-Waterfall Method, or 'Agifall' as its commonly known, is essentially a combination of Agile and Waterfall characteristics. In an Agifall project, the development phase takes on more of an Agile approach, with more information delivered up front and less of a need to wait for the completion of previous phases to move to the next one. There is still extensive planning, research, and strategy behind the method, like in the Waterfall, but there is more flexibility and adoption of change, such as the one in Agile.

The Agile methodology complements the DP project life cycle as it allows for changes at various points which is highly probable within the DP unit. The DP unit benefits from the agile project management methodology due to its flexibility, velocity and adaptability characteristics. The waterfall project management methodology complements the DP unit due to its sequential order. The DPPMM process flow follows the sequential characteristic of the waterfall method. Approvals must be granted before proceeding to the subsequent stage of the project. The waterfall principle of finishing the project in its entirety on schedule as compared to completing

the individual milestones listed is similar to that of the DP unit mandate when executing projects.

The manner in which the agile and waterfall project management methodologies affects the project management framework structure, project life cycle, templates and project management practices of the DP unit are described below:

Project Management Framework: The agile project management methodology allows the PM framework to be designed in a manner that allows for flexibility. The framework of the DP unit will be developed on a system that is flexible, convenient, and most importantly stakeholder friendly. The waterfall approach can be used for application design, planning, and requirements definition, while the Agile method can be used for development and testing. The Agile method, which is more flexible, is best suited for development and testing as it allows for changes to be made. In regards to the DP unit, the needs and suggestions of the stakeholders varies and constantly change. As such, the development phase of the project must allow for flexibility. Research from the Association for Project Management concludes that the agile project management methodology focuses on the vision of the project and the ability to adapt to changing conditions. This is necessary for the tourism related projects executed and managed by the DP unit. The DP unit must have a vision for the project and must be able to adapt to conditions. Hence, the combination of both the Agile and Waterfall methodologies. The use of the hybrid agile waterfall methodologies is based on the quote from Douglas Hughey “plan with waterfall, execute with agile and speed up the process” (Waterfall Approach, 2009).

Project Life Cycle: The agile project management methodology affects the project life cycle of the DP unit based on its circular cycle structure, which will benefit the testing, development and execution stages. As result, the project team will have the flexibility to revisit such phases of the project life cycle without jeopardizing the

project. The waterfall methodology linear concept will benefit in the design, planning and requirements stages. The DP unit must receive approval from the respective directors before proceeding to another phase and this follows the waterfall linear structure. This will ensure the quality of the project deliverable is not compromised. However, if changes need to be made, requests can be made for approval. This is where the flexibility of the agile methodology is considered.

Process Flow & Templates: The project management templates developed for the DP unit mostly mirror the waterfall methodology as the templates follow a sequential order. Specific templates such as the DP strategic plan, interoffice memo, and process flows are to ensure the requirements, design/vision, and development of the project is done properly. Templates relating to testing and development, such as the roles & responsibility and the task/deliverable tracker mirror the agile methodology as it allows for flexibility in the event changes are required.

Project Management Practices: The DP unit had minimal project management practices in place. The adoption of both the agile and waterfall project management methodologies allows the DP unit to have an effective project management methodology that blends two methodologies together. The PM practices being adopted by the DP unit is reflected in the DPPMM document being developed. The agile and waterfall process cycles, outlined in Figure 12, highlights the differences between the two methodologies. In addition, the differences between the two methodologies allows for the creation of the agile waterfall hybrid methodology that best suits the needs of the DP unit based on the following:

- The DP unit process cycle is linear and follows the waterfall model, but requires flexibility to revisit stages and make changes as necessary.
- The DP unit is a small high functioning team, but also requires upfront planning (strategic planning) and documentation (internal memos). A combination of both the agile and waterfall characteristics.

- The DP unit requires both stakeholder/customer involvement and project manager involvement in regards to project completion.

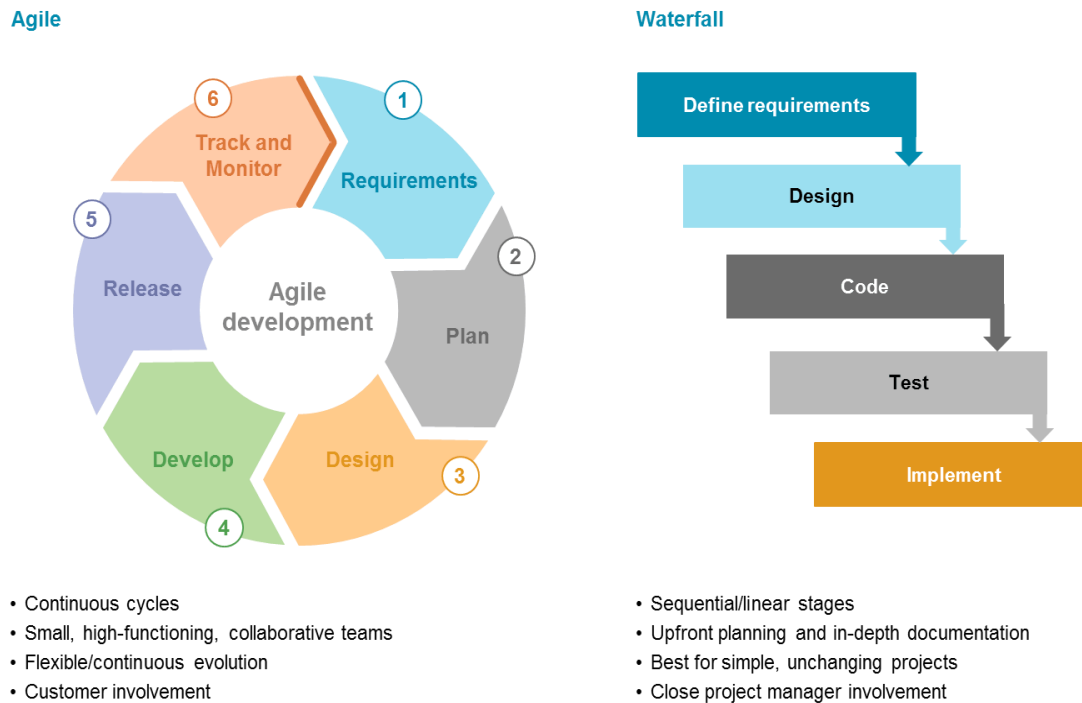


Figure 12: Agile & Waterfall Process Cycle Comparison

The DP unit will not be incorporating the agile sprint nor artifact documentation within the Destination Planning Project Management Methodology. Such agile documentation is classified under the agile scrum project management methodology. As mentioned, the DPPMM will be developed via a combination of both the agile and waterfall methodologies. In terms of backlog, the DP strategic plan acts in similar fashion to the agile backlog. Both the strategic plan and backlog function as “a decision making artifact that helps estimate, refine, and prioritize everything that might be completed in future” (Karlsson, 2021).

4.4 Project Management Methodology Framework: Destination Planning Unit

The Project Management Methodology developed for the DP unit of the BTB is inclusive of principles from the PMBOK as well as procedures already in place as stated in interviews conducted and files reviewed.

The DP unit Project Management Methodology (DPPMM), illustrated in Figure 12 will be an inclusive document that incorporates and facilitates the following

- Both the BTB hierarchical structure and the DP project procedures and the relationship between the two regarding the implementation and execution of projects.
- Encourages the incorporation of project management principles and procedures described in the PMBOK Guide within the project management practices of the DP unit.
- Encourages the DP team to follow a structured communication process, especially in regards to approvals and reports.
- Encourages the development and adherence to a unified and autonomous project management process.

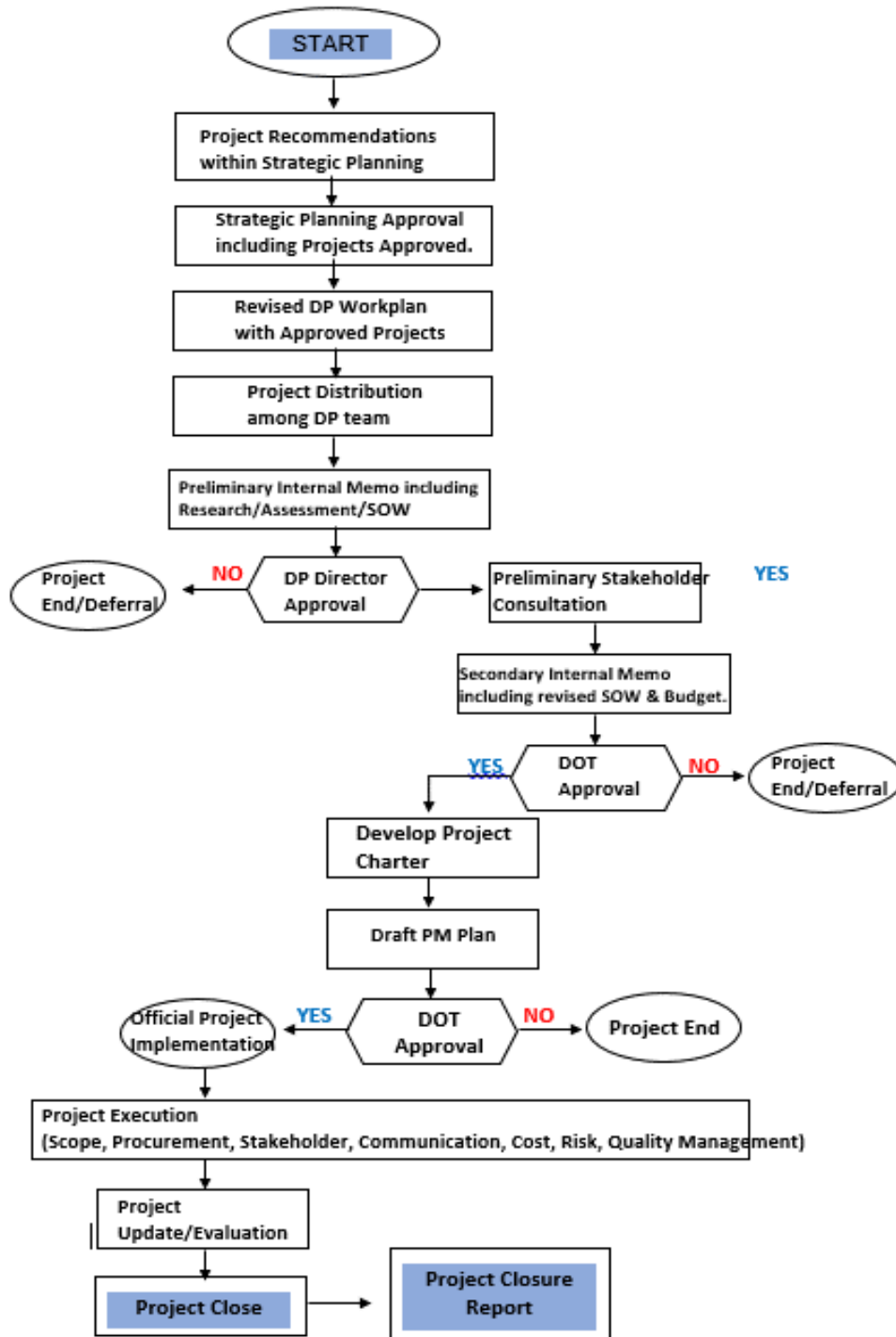


Figure 13: DPPMM Process Flow/Framework (Evelyn, 2021)

4.4.1 DPPMM Narrative

The following is a thorough and detailed description and explanation of the DPPMM developed and illustrated in Figure 13:

Shape and Symbols

The DPPMM is illustrated in a linear fashion using differing shapes to distinguish critical points within the cycle. Oval shapes are the beginning processes, pentagon shapes signify approval points, and rectangular shapes are processes.

Project Recommendation within Strategic Planning

The DP unit develops its project list based on recommendations, assessments, government initiatives, public-private partnerships, and consultations. As a statutory board, the BTB works closely with the Ministry of Tourism (MOT), other government and non-government entities as well as private stakeholders to develop tourism destinations countrywide. The projects discussed are, then, incorporated into the DP strategic planning for the upcoming fiscal year and presented to the BTB executive management and BOD for final recommendations and approvals.

DP Strategic Planning Approval

Project proposals and recommendations are discussed at the executive level, and decisions on whether to proceed, postpone or eliminate projects are finalized. Official decisions are, then, shared with the DP director and, subsequently, with the DP staff. Conversations regarding project proposals are carried out year-round. However, the discussion and approval process occur at the end of each fiscal year to be carried out the following fiscal year. Special exceptions are made for critical projects that require urgent attention, and these projects are treated as 'special projects' and supersede all other approved projects.

Revised DP Work Plan and Project Distribution

After approval from the executive management of the BTB and the BOD, the DP unit then revisits both its strategic and work plan and makes the necessary revisions to reflect the approved projects. The DP team, then, distributes the approved projects evenly. The team lead, then, begins the necessary works to implement the project. The DP Director remains the project manager for all projects.

Draft Internal Memo

The first step of project execution is the drafting of the memo to be sent to the DP Director by the respective DP team member leading the project. The draft internal memo is developed using the DP internal memo template. The preliminary internal memo includes preliminary research, assessments, and preliminary cost of the intended project. The future of the project lies in the approval decision of the DP Director.

Non - Approval- If not approved, the DP director will provide reasons for the decision. The project is then postponed or eliminated.

Approval- If approved, the DP director will also provide recommendations and comments for development of the secondary preliminary memo to be sent to the DOT.

Project Charter & Project Management Plan

Project charters are strategically developed at the beginning of each project. The respective DP project lead prepares the official project charter using the DP project charter template. The DP director, then, assumes the role of project manager and begins authorizing actions aimed at implementing and executing the approved project. The information gathered from consultations, assessments, DP strategic planning meetings and SOW will be used to develop the official project charter. In the case of the DP unit, the project manager does not develop the project charter,

but rather assists and approves the completed project charter. As mentioned, the DP project lead develops the project charter.

DOT Official Approval of Project Charter

After all approvals have been received, the DP project lead can officially implement the project as outlined in the project charter. The project will be executed following the project management plan, outlined, and explained in the previous section 4.3. The project management template will also be utilized for implementation and execution of the project(s).

Official Project Implementation & Execution

The completed project charter is, then, submitted to the DOT for final review and approval. The DOT provides comments and offers recommendations, if necessary. Seldom are projects postponed or eliminated at this stage in the process. The subsequent project documents and project management plans can now be designed and completed to effectively execute the project.

Project charters are strategically developed at the beginning of each project. The respective DP project lead prepares the official project charter using the DP project charter template. The DP director, then, assumes the role of project manager and begins authorizing actions aimed at implementing and executing the approved project. The information gathered from consultations, assessments, DP strategic planning meetings and SOW will be used to develop the official project charter. In the case of the DP unit, the project manager does not develop the project charter,

but rather assists and approves the completed project charter. As mentioned, the DP project lead develops the project charter.

Project Progress & Updates

Periodic updates must be given to stakeholders on the progress and status of the project being executed. Such updates will be shared via a memo to stakeholders. Both the DP director and DOT must have approved such memo before distribution.

4.5 Developed Best Practices to be used by DP Unit

The following recommendations are developed in an effort to enhance the Project Management practices of the DP Unit:

Execute Implementation Plan

The FGP outlines the best practices to be used by the DP unit of the BTB to execute the DPPMM implementation plan. The implementation of the developed Project management methodology document will yield great benefits to the projects managed and executed by the unit.

Adopt Project Management Templates & Plans

Best practices to be adopted by the DP unit to implement all Project management templates and plans are outlined in section 4.3 of the FGP.

Adopt & Implement Project Management Methodology

The methodology developed highlights the best practices to be adopted and implemented by the DP unit. The Project was developed primarily for the DP unit, and it was developed based on assessments and evaluations conducted on the unit.

The DPPMM will, therefore, impact the following aspects of the DP unit:

DP Project Framework Structure

The Project Management Methodology developed for the DP unit considers the current process and structure regarding project management in addition to providing necessary revisions to the process and structure of project management. The viability of projects depends on the review and preliminary approval from the DP Director and Director of Tourism. Subsequent revisions of project documents must also be approved by the DOT before projects can be implemented. The final approval is only granted after all necessary plans and supporting documents are submitted, reviewed, and approved.

DP Project Management Practices

The DPPMM is developed to ensure the DP Unit does not falter on its project execution and management causing project delays and other negative impacts. The incorporation of project management practices and procedures in the DPPMM will ensure the DP unit successfully completes all projects and minimizes delays and other project related risks.

DP Project Life Cycle

A project life cycle will be developed for the DP unit to reflect that of the PMBOK Guide. The DP project life cycle will also consider the hierarchical structure of the BTB. The revised project life cycle is illustrated in Figure 14.

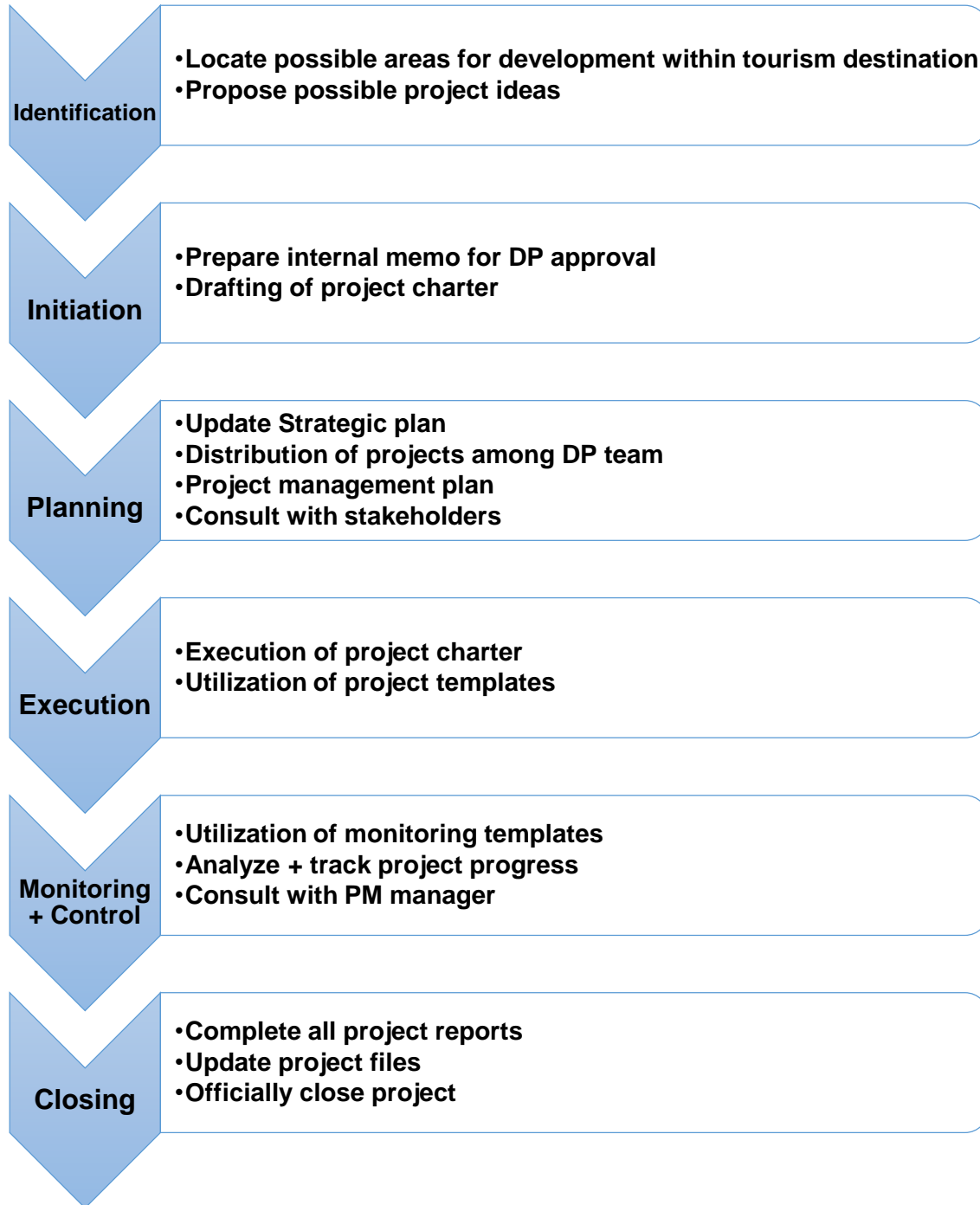


Figure 14: DP Project Life Cycle (Source: Evelyn, 2021)

Considerations

The development and success of the DPPMM is on the basis that the DP unit conforms to all principles, procedures, and templates within the DPPMM. It is also assumed that the DP Director will be the project manager for all projects, ensuring all members of the DP unit adhere to the DPPMM.

4.6 DP Unit Project Management Templates

Strategic Plan Template

The strategic planning template is a customized template used by the DP unit to develop and list its plan for the upcoming fiscal year. Implementation and execution of various projects are the basis of the strategic plan of the DP unit due to the nature of its mandate. The template consists of various categories to facilitate in the development of work plans. The strategic planning template is developed by the DP team and its director and approved by executive management and the DOT. The approved strategic plan template outlined in Chart 11, then, acts as the guide for the DP in terms of its project execution.

Draft Internal Memo

The administration of the BTB requires the development of internal memos to introduce and familiarize management on the works/deliverables being done within each department. The DP team sends draft internal memos to its department director to receive preliminary approval and ensure all necessary documents, plans, and other requirements are included before submission to the DOT.

Statement of Work Template

The SOW is a project document that includes a thorough description of all aspects of the project to be executed. The SOW is a newly added component within the

project management process of the DP unit. The inclusion of the SOW is to ensure all activities, deliverables, budget and most important the schedule of the project is completed and acts as an overall blueprint of the project prior to official implementation and execution. The SOW will be developed by the DP team lead with assistance from team members and final approval by the DP director.

Project Charter

The project charter, “a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides a project manager with the authority to apply organizational resources to project activities” (Malik, 2020), is a critical project document as it outlines the order and management of the entire Project. A Project charter was not being used by the DP unit and has been added. A template was also developed to accommodate the process. The development of the project charter is done by the DP team and will require approval from executive management and the DOT.

Project Management Plan

The project management template will be developed as it will act as an inclusive baseline highlighting the achievements of the projects, stakeholders, and the action plan on how objectives will be completed. The project management plan is to be used as a reference for decision making of the projects executed by the DP unit. More importantly, the document ensures the management of the project is carried out within project management principles.

Stakeholder Management Plan Template

According to Rajesh Jose (2016) Stakeholder management is “the process of managing the expectation of anyone who has an interest in a project or will be affected by it. This is an intuitive principle but a rationalized and planned approach in this knowledge area has become the need of the time; therefore, the new knowledge area of PMBOK is justified”. Stakeholder management is important as it

outline the expectations and issues of every stakeholder in order to provide the successful delivery of a project.

Stakeholder Register

The stakeholder register is a register developed to list all the relevant stakeholders of the Project. The register includes important information including name, contact information, and power/interest levels.

Risk Management Plan Template

The risk management plan is a plan that provides a general description of why risk management is critical to the strategic management of the project and describe the preliminary steps taken to develop the risk management plan.

Roles & Responsibilities/RACI Matrix Template

The roles and responsibilities matrix will be developed using a template. The template will be inclusive of a RACI chart that will differentiate the various type of roles and responsibilities of each stakeholder and team member. The roles of the project team, their responsibilities and the RACI matrix will be incorporated into one template for convenience.

Comparison Matrix Template

The comparison matrix template is a unique and customized template developed and used by all departments within the BTB. The contents of the matrix are customized based on the Project at hand. The matrix template must be used during the procurement process. A minimum of three (3) quotations must be obtained for any product or service over BZD \$500.00. All quotations must be listed and compared with justification for selected supplier. The DOT grants the final approval of successful vendors/suppliers. The comparison matrix is sent within the Project update report or as a standalone document during the procurement process.

Task/Deliverable Tracker

The task/deliverable tracker is a monitoring tool that will be a monitoring tool used by the DP unit to ensure the project deliverable are on schedule and minimize the occurrence of project delays.

Meeting Minutes Template

All communication between stakeholders including internal meetings must be documented via the preparation of a meeting minutes' report. Meeting minutes are a standard practice throughout the BTB and the template devised by the BTB is used within the DP unit.

Issue Log & Lessons Learned Template

An issue log is a newly added project management document being utilized within the DP unit. The issue log is a basic log that allows team members to add issues that occurred throughout the project life cycle. The template developed is straight forward and the information from the log can be used to develop the lessons learned report and for the compilation of the project completion report.

Project Completion & Evaluation Report

The Project completion report is the final document to be prepared by the DP team at the end of each project. The template created is customized to ensure a comprehensive review of the Project. The Project completion report is developed using portions of information from a combination of previously developed Project documents from the DP unit.

4.7 Sample Project: Dangriga Cultural Trail Project

In compliance with the final specific objective, the developed Project management methodology will be tested using a projected previously completed by the DP unit. The following is a test of the DPPMM using the Dangriga Cultural Trail Project.

INTEROFFICE MEMORANDUM

TO: DIRECTOR OF TOURISM – KAREN BEVANS
FROM: DIRECTOR OF DESTINATION PLANNING – NORIKO GAMERO
SUBJECT: DANGRIGA CULTURAL TRAIL
DATE: NOVEMBER 25, 2019

In an effort to enhance and promote cultural tourism and enhance guest experience, satisfaction and visitor spending, the Destination Planning department is partnering with the National Institute of Culture & History (NICH) and the Dangriga Monitoring and Coordinating Committee (MCC) to develop and validate the sites on the Dangriga Cultural Trail which consists of 33 sites. The aim of this project is to provide a safe and structured trail for tourists and locals to follow while learning and experiencing the history and culture in the culture capital of Belize. This will also add to the tourism inventory in the Dangriga Destination and this project is aligned with the Dangriga Tourism Destination Plan.

In 2018, Dangriga hosted 11.3% of total visitors to Belize. A total of 49,777 tourists visited the Dangriga/Stann Creek from January to October 2019. Tourism is on the rise in the Stann Creek and Dangriga destinations. This continued positive trend is very promising as tourism is further expected to continue its positive growth. Therefore, the execution of the Dangriga cultural trail project is aligned with our strategic plan to sustainably plan and develop our tourism destinations.

The cultural trail sites will be located primarily in the town of Dangriga. A total of 30 sites has been selected for the trail; 21 of the 30 sites will have a sign with historical content that has been validated by NICH and the remaining 9 sites needs validation

of the content but the sign will entail the name and picture of the location, but with less text. The project involves the collection, validation and editing of data for the various sites, design of the signs, and installation of the signs at the designated sites. The 30" X 40" vinyl aluminum signs will be coated with UV lamination and supported by aluminum frames and installed 6ft high with galvanized posts and cement foundation. Furthermore, the signs will be embedded with QR Codes so that the way finding map can be downloaded (without internet) and the trail will be more user friendly and easy to follow. Also, the trail will be uploaded to the BTB website for further marketing promotion and ease of access of the trail.

Furthermore, in an effort to support the self-sustainability of this project, a memorandum of understanding will be executed with the Dangriga Town Council (DTC). The DTC will have the authority and responsibility to manage and maintain the trail and signs. Also, the DTC has expressed interest in assisting with labor to install the signs. The entire project is estimated to be completed by April 3, 2020 as outlined below:

The total budget allocated for the completion of the project is BZD \$50,000.00. We will ensure due process in terms of selecting a supplier to print the signs and frames. The total estimated budget for this project is \$38,000 as detailed below:

Activity	Timeline
Project Development	December 2, 2019- December 27, 2019
Field Research & Data Collection and Validation Plan	January 14- January 17, 2019 (4 Days)
Archival Research Report	January 17-January 22, 2020 (5 Days)
Draft of Signage Content	January 23-January 31, 2020 (8 Days)
Graphic Design of Signs Draft	January 17 – January 31, 2020 (14 Days)
Final Review & Edits to Content & Designs	February 1- February 11, 2020 (10 Days)
Final Approval of Content & Graphic Design	February 11- February 14, 2020 (3 Days)
Printing of Signs	February 17- February 25, 2020 (8 Days)
Installation of Signs	February 28-March 11, 2020
Final Site Visit/Inspection	March 17, 2020
Project Inauguration	March 27,2020
Project Close	April 1, 2020

Item	Description	Unit Cost	Total Cost (BZ\$)
Signage	34 Signs - 30"x40" UV Aluminum	\$ 365.00	\$ 12,410.00
CR190061	2" Galvanized Square Tubing Frame with Caps	\$ 282.00	\$ 9,588.00
	Installation	\$ 100.00	\$ 3,400.00
	Total Signage		\$ 25,398.00
Local Travel			
CR190060	Validation of Content in Dangriga:		
	Accommodation - 4 days Field Work	\$ 285.60	\$ 3,427.20
	Per Deim	\$ 25.00	\$ 900.00
	Archival Works in Belmopan:		\$ -
	Per Deim	\$ 25.00	\$ 25.00
	Oversee Installation:		
	Per Deim	\$ 25.00	\$ 50.00
	Total Local Travel		\$ 4,402.20
Stakeholders Consultations			
CR190060	Two Sessions:		
	Accommodation (4 persons)	\$ 285.60	\$ 4,569.60
	Per Deim (4 persons)	\$ 25.00	\$ 600.00
	Snacks	\$ 100.00	\$ 200.00
	Venue	\$ 400.00	\$ 800.00
	Total Stakeholders Consultation		\$ 6,169.60
Miscellaneous			\$ 2,030.20
CR190061			
Total			\$ 38,000.00

Destination Planning and Development Unit is hereby requesting your approval to further proceed with the implementation of this project. If you have any questions or comments in this regard, please feel free to contact me.

Mrs. Karen Bevans
Director of Tourism

Date

*signatures and date are left blank for privacy reasons as internal memos contain sensitive information.

Dangriga Cultural Trail Sites Identified:

1. Heritage Trail Map (3)
2. Chuluhadiwa Monument
3. Gulisi Museum
4. Guerrero House / Pen Cayetano Gallery
5. Drums of our Father/ Y Park
6. Havana Bridge
7. Main Bridge (Commerce/St. Vincent Sts.)
8. Police Station
9. Why Not Island
10. TV Ramos Monument and Park
11. Old Town Pier/ Old Airstrip/Dabuyaba
12. Sacred Heart Church, School and Convent
13. Christ the King Anglican Church
14. Epsworth Methodist Church and School
15. Princess Royal Telemedia Park
16. Town Hall
17. Old Hospital Grounds/Social Security Building
18. Carl Ramos Stadium
19. Dangriga Central Market
20. Garden of Gethsemane Cemetery
21. North Stann Creek River
22. Beach Swimming Area
23. Dangriga Post Office
24. Mr. Jones' Tropical Wood Carving
25. Tuani Garifuna Restaurant
26. Wahima Beach
27. Sabals Cassava Factory
28. Ms. Naomi Cassava Demonstration
29. Wadani Shed/ Bishop Op Martin's (former) Residence
30. John & Charles Westly- Founder of Methodist Church

STATEMENT OF WORK

Dangriga Cultural Trail Project

Chelsea Evelyn

December 3, 2019



PROJECT BACKGROUND

In an effort to enhance and promote cultural tourism and enhance guest experience, satisfaction and visitor spending, the Destination Planning department is partnering with the National Institute of Culture & History (NICH) and the Dangriga Monitoring and Coordinating Committee (MCC) to develop and validate the sites on the Dangriga Cultural Trail which consists of 33 sites. The aim of this project is to provide a safe and structured trail for tourists and locals to follow while learning and experiencing the history and culture in the culture capital of Belize. This will also add to the tourism inventory in the Dangriga Destination and this project is aligned with the Dangriga Tourism Destination Plan. The benefits of the Project include:

- Enhancement of the Tourism Destination Dangriga
- Increased tourism activity within the town

PROJECT SCOPE & REQUIREMENTS

The main deliverables of the project are outlined within Chart 10 below.

Chart 10: Dangriga Cultural Trail Deliverables (Evelyn,2021)

Activity	Timeline
Project Team Initiation	December 2, 2019- December 27, 2019
Field Research for Data Collection and Validation - includes Oral History, Interviews, Site Visits & Securing Permissions to install signs at specific sites.	January 14- January 17, 2019 (4 Days)
Archival Research	January 17-January 22, 2020 (5 Days)
First Draft of Content	January 23-January 31, 2020 (8 Days)
Graphic Design of Signs- Draft	January 17 – 31, 2020 (14 Days)
Final Review & Edits	February 1- 11, 2020 (10 Days)
Final Approval of Content & Graphic Design	February 11- 14, 2020 (3 Days)
Printing of Signs	February 17- 25, 2020 (8 Days)
Installation of Signs	February 28-March 11, 2020

Activity	Timeline
Final Site Visit/Inspection	March 17, 2020
Project Inauguration	March 27,2020
Project Close	April 1, 2020

PROJECT DURATION ESTIMATES

The activities of the Dangriga Cultural Trail Project were all estimated over the project lifecycle of four months, details of which are available in Chart 11.

Chart 11: Dangriga Cultural Trail Project Duration Estimate (Evelyn, 2021)

Activity	Estimated Duration
Project Team Initiation	December 2, 2019- 27, 2019
Field Research for Data Collection and Validation.	January 14- 17, 2019 (4 Days)
Archival Research	January 17-22 2020 (5 Days)
First Draft of Content	January 23-31, 2020 (9 Days)
Graphic Design of Signs- Draft	January 17 –31, 2020 (15 Days)
Final Review & Edits	February 1- 11, 2020 (11 Days)
Final Approval of Content & Graphic Design	February11-14, 2020 (4 Days)
Printing of Signs	February 20-28, 2020 (8 Days)
Installation of Signs	March 13, 2020
Project Inauguration	March 27, 2020
Project Close	April 1, 2020

PROJECT COST ESTIMATES

A preliminary budget is developed using estimates gathered through analogous expertise and/or quotations to request project funding. The cost estimates for the Dangriga Cultural Trail Project is outlined in Chart 12 below.

Chart 12: Dangriga Cultural Trail Cost Estimate (Evelyn,2021)

Description	Estimated Costs	Comments
Printing of Aluminum Signs	\$ 12,410.00	
Galvanized Square Tube Frames	\$ 9,588.00	
Installation of Signs	\$ 3,400.00	
TOTAL	\$ 25,398.00	
Validation Content:		
4 Day Field Work Accomodations	\$ 3,427.20	
Per Diem	\$ 900.00	
Archival Work in Belmopan	\$ 25.00	
Oversee of Installation	\$ 50.00	
TOTAL	\$ 4,402.20	
Consultation Sessions:		
Accomodations	\$ 4,569.60	
Staff Per Diem	\$ 600.00	
Snacks	\$ 200.00	
Venue	\$ 800.00	
TOTAL	\$ 6,169.60	
Miscellaneous Expenses	\$ 2,030.20	
TOTALS	\$ 38,000.00	

PROJECT CHARTER

DANGRIGA CULTURAL TRAIL

*Chelsea Evelyn
December 3, 2019*

Project Charter Change Log

Date	Date	Description of Change	Author
12/03/2019	<1.00>	<i>Original Document</i>	<i>C. Evelyn</i>

Approval Log

Date	Name	Role	Signature



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- Project Milestone Schedule
- Pre Approved Financial Resources
- Key Stakeholder List
- Project Approval Requirements
- Roles & Responsibilities

Project Purpose/Description

In an effort to enhance and promote cultural tourism and enhance guest experience, satisfaction and visitor spending, the Destination Planning department is partnering with the National Institute of Culture & History (NICH) and the Dangriga Monitoring and Coordinating Committee (MCC) to develop and validate the sites on the Dangriga Cultural Trail which consists of 33 sites. The aim of this project is to provide a safe and structured trail for tourists and locals to follow while learning and experiencing the history and culture in the culture capital of Belize. This will also add to the tourism inventory in the Dangriga Destination and this project is aligned with the Dangriga Tourism Destination Plan.

In 2018, Dangriga hosted 11.3% of total visitors to Belize. A total of 49,777 tourists visited the Dangriga/Stann Creek from January to October 2019. Tourism is on the rise in the Stann Creek and Dangriga destinations. This continued positive trend is very promising as tourism is further expected to continue its positive growth.

Therefore, the execution of the Dangriga cultural trail project is aligned with the NSTMP to sustainably plan and develop tourism destinations countrywide. The Dangriga Cultural Trail Project will increase the tourism attractions and activities in Dangriga town.

Project Requirements

The successful completion of the Dangriga Cultural Trail Project will have positive impact on the tourism product and experience in Belize. Belize boast as being rich in culture and heritage and the development of a project such as the Dangriga Cultural Trail will only enhance visitor experience. To execute the project and achieve its objectives, consultations, research, design, and approvals are key requirements that must be fulfilled. A research team will be formed to compile the relevant historic and cultural information needed for the signage. An in-house design duo will also be required to create attractive design layout for the signage. Budget and scope approval will also be required before proceeding. The final approval of all relevant project documents must also be approved by the DOT before executing the Dangriga Cultural Trail Project.

Project Objectives

The project aims to achieve the following objectives:

- Develop the tourism destination of Dangriga.
- Enhance the aesthetics of Dangriga town
- Increase tourism attractions and activities within the destination.
- Increase economic activity within the southern town

Project Assumptions & Constraints

The Dangriga Cultural Trail Project is being executed with the following assumptions:

- Project Funds are readily available
- Project team will have access to all necessary resources

- Project will be executed as outlined in the PMP

The Dangriga Cultural Trail Project is being executed with the following constraints:

- The location of the project location is 102.5 miles away (2-hour drive)
- Most stakeholders are fully employed and time for project may be limited
- Information collection may be difficult

Overall Project Risk

The overall project risk for the Dangriga Cultural Trail Project was the delay in project schedule due to the distance between the project team and the project site seen in Chart 13. Additional potential risks of the project are included above in the assumption and constraint section.

Chart 13: Dangriga Cultural Trail Risk Register (Evelyn, 2021)

Risk ID #	Potential Risks	Constraints	Recommendations
001	<i>Delay in Project schedule</i>	<i>Distance to project site</i>	
002	<i>Research Gaps</i>	<i>Information may not be accessible</i>	<i>Include additional sites as alternatives.</i>

Project Milestone Schedule

The key milestones of the Dangriga Cultural Trail project are outlined in Chart 14 below. The chart highlights the critical milestones of the project.

Chart 14: Dangriga Cultural Trail Project Milestone Schedule (Evelyn, 2021)

ID #	Project Milestone	Projected Completion Date	Owner
001	Project Documents Completion	December 27, 2019	PM
002	Project Document Approvals	December 31, 2019	PM
003	Develop Research Team	December 11, 2019	PM & Project Lead
004	Information Validation	January 22, 2020	NICH
005	Signage Design and Content Approvals	February 9, 2020	DOT
006	Signage Location Approval	February 9, 2020	DTC
007	Signage Installation	March 11, 2020	Vendor/PM
008	Final Inspection	March 23, 2020	Project Team/PM

Preapproved Financial Resources (Budget)

The DPPMM requires preapproval from the DOT regarding the budget. A cost estimate budget seen in Chart 15 was attached to the internal memo sent to the DOT. The cost estimate budget was pre-approved and funding was allocated for the execution of the Dangriga Cultural Trail Project.

Chart 15: Dangriga Cultural Trail Preapproved Budget (Evelyn, 2021)

Name of Project: Dangriga Cultural Trail Project		
Estimated Project Fund: BZD \$38,000.00		
Date: November 29, 2019		Author: Chelsea Evelyn
SIGNAGE		
Description	Estimated Budget	Comments
Printing of Aluminum Signs	\$ 12,410.00	
Galvanized Square Tube Frames	\$ 9,588.00	
Installation of Signs	\$ 3,400.00	
TOTAL	\$ 25,398.00	
CONTENT VALIDATION:		
Description	Estimated Budget	Comments
Field Work Accomodations	\$ 3,427.20	
Per Diem	\$ 900.00	
Archival Work in Belmopan	\$ 25.00	
Oversee of Installation	\$ 50.00	
Signage Design	-	<i>In house by BTB Graphic Designer</i>
TOTAL	\$ 4,402.20	
CONSULTATION SESSIONS:		
Description	Estimated Budget	Comments
Accomodations	\$ 4,569.60	
Staff Per Diem	\$ 600.00	
Snacks	\$ 200.00	
Venue	\$ 800.00	
TOTAL	\$ 6,169.60	
Miscellaneous Expenses	\$ 2,030.20	
TOTAL	\$ 38,000.00	

Key Stakeholder List

The key stakeholders of the Dangriga Cultural Trail Project, along with their power level and power interest, is outlined below in Chart 16 below.

Chart 16: Dangriga Cultural Trail Key Stakeholder List (Evelyn, 2021)


ID #	Stakeholder	Contribution to Project	Power Level	Power Interest	Email	Phone
001	Belize Tourism Board	Sponsor	H	H	info@btb.org	227-2420
002	NICH	Research	L	H	nich@nich.bz	223-4524
003	Dangriga Town Council		L	H	DTC@gmail.com	522-5566
004	DMCC	Assistance	L	L	dmcc@gmail.com	522-3344
005	DP Unit	Project Management	H	H	DPunit@btb.org	227-2420

Project Approval Requirements

Official decisions and approvals regarding projects are made by the DOT. To receive approval, the DP Director must submit an internal memo to the DOT requesting approval. The DOT then reviews the memo and makes a decision. The decision is then shared with the DP director and subsequently with the DP staff. All approvals are granted via the DOT signature and date on the internal memo submitted.

Project Roles & Responsibilities

The roles and responsibilities to be executed by each team member of the DP team including the project manager are outlined in Figure 15. The use of a RACI chart is recommended.



Project Team Roles & Responsibility Matrix

Task/ Deliverable	Director of Tourism (Sponsor)	DP Director (Project Manager)	DP Manager	DP Project Lead	NICH
Project Charter	C	A	R	I	I
SOW	C	A	R	C	I
Approval of Internal Memo	A	R	I	I	I
Archival Research	I	C	I	C	A
Graphic Design	I	R	A	C	C
Content Approval	R	I	C	C	A
Site Inspection	I	R	A	C	C
Project Inauguration	I	A	C	R	C
Project Close	C	A	C	R	I

Figure 15: Dangriga Cultural Trail Project Team Roles & Responsibilities (Evelyn, 2021)

Project Governance

The governance of the Dangriga Cultural Trail Project will be as follows: The sponsor of the Project, the BTB, will be represented by the DOT. The DOT will hold the highest authoritative power within the Project governance. All approvals must be granted by the DOT. The Project Manager is next in authority. All project drafts must be reviewed by the PM before submission to the DOT. The Project lead reports to the Project manager and is the direct supervisor of the Project team and oversees the daily activities of the Project. The project lead submits weekly Project reports to the project manager. The Project lead is the main contact between stakeholders and Project manager. Figure 16 provides a visual representation of the governance of the Dangriga Cultural Trail Project in hierarchical form.

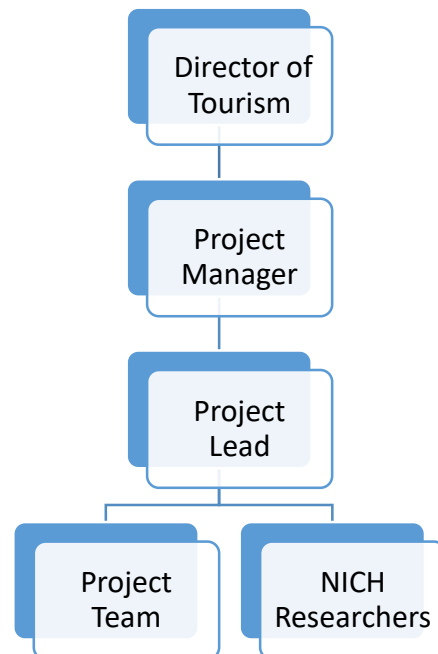


Figure 16: Hierarchical Governance of the Dangriga Cultural Trail Project (Evelyn, 2021)

PROJECT MANAGEMENT PLAN

Dangriga Cultural Trail

Chelsea Evelyn
December 8, 2019

PMP Change Log

Date	Version #	Description of Change	Author
<MM/DD/YYYY>		<i>Incude brief description of changes</i>	<i>First Name Initial & Full Last Name</i>
12/10/2019	<i>1.0</i>		<i>C.Evelyn</i>

PMP Approvals

Position/Role	Name	Signature	Date
Project Manager	Ms. Noriko Gamero	<i>N. Gamero</i>	12/12/2019



Project Details

Project Name & Reference Number: Dangriga Cultural Trail Project

Document ID: DGA/04/2020

Summary/Description of Project:

The Dangriga Cultural Trail Project is being executed to enhance and promote cultural tourism and enhance guest experience, satisfaction, and visitor spending in Dangriga. The Destination Planning department is partnering with the National Institute of Culture & History (NICH) and the Dangriga Monitoring and Coordinating Committee (MCC) to develop and validate the information on historical and cultural sites in Dangriga for the Cultural Trail. The aim of this project is to provide a safe and structured trail for tourists and locals to follow while learning and experiencing the history and culture in the culture capital of Belize. This will also add to the tourism inventory in the Dangriga Destination and this project is aligned with the Dangriga Tourism Destination Plan.

The trail will consist of 29 cultural/historical sites and three (3) way finding map. The aim of the project is to enhance the tourism destination of Dangriga to ensure its competitiveness with its neighboring destinations of Hopkins and Placencia.

Integration Management

Dangriga Cultural Trail Project Team

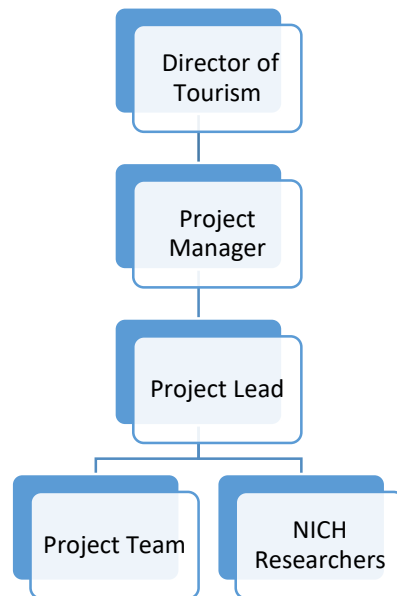


Figure 17: Dangriga Cultural Trail Project Governance (Evelyn, 2021)

Change Request

Necessary changes will be requested by the project manager or DP senior as indicated in the hierarchy of governance in Figure 17.

Necessary changes will be made by drafting an internal memo to the DOT. After approval is granted, the change log is to be updated and the changes are to be made as requested and approved.

The necessary changes will be implemented by the project team as outlined in the approved memo sent to the DOT.

Project Close

The closure of the project will be done in three (3) phases. Phase 1 includes the closing of the research and design component of the project. After research has been completed and designs of the signage approved, the project manager will send an internal memo to the DOT notifying her of the phase 1 one completion. The DOT will then respond via an approval memo. After such, the project manager can then proceed to phase 2, preparation of signage printing and installation. The PM will then give the selected vendor the 'go ahead' to proceed with the printing and installation. The project manager will then send a second internal memo informing him of the phase two completion. The third phase will consist of the project team completing the project closure/evaluation report and complete the lessons learned log. Copies of the closure/evaluation report will be sent to the DOT for final approval of the project. After approval of all three phases from the DOT the project documents can then be filed.

Scope Management

The scope of the project is to develop and enhance the tourism destination of Dangriga by highlighting its history, culture, and heritage via signage. The scope of the Dangriga Cultural Trail Project will be executed in the following manner:

1. Development of a project team to execute the deliverables outlined within the Dangriga Cultural Trail project management plan.
2. Development of a list of cultural and heritage sites for the trail.
3. Conduct research and compile information on the selected cultural and heritage sites.
4. Installation of signage.
5. Project Inauguration

Requirements

Prior to the implementation of the Dangriga Cultural Trail, the DP unit will notify the DP Director and the DOT of their plan to execute the Dangriga Cultural Trail Project. The National Institute of Culture and History (NICH) representatives should be briefed before the planning of the project. Figure 18 outlines the framework.

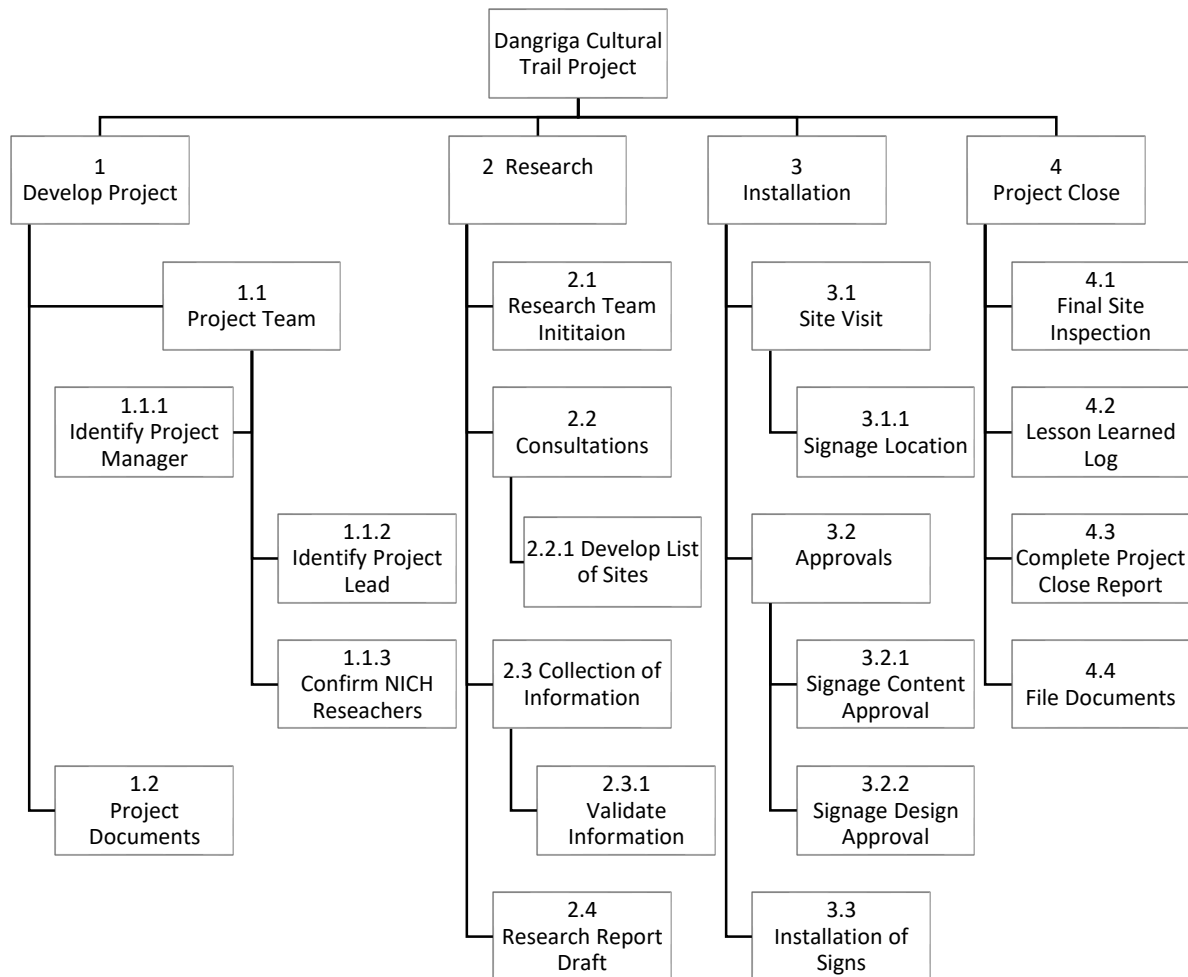


Figure 18: Dangriga Cultural Trail WBS (Evelyn, 2021)

Resource Management

The BTB adopted to the paperless campaign and as a result emails are used for requesting resources. Emails are sent to the HR Administrative Manager to facilitate resource requests. The HR department of the BTB is responsible for keeping digital records of all request made by each unit. As such, the DP unit does not incorporate such inventory records within its DPPMM.

The following is the email that will be sent to the HR administrative manager to request the necessary resources for the Dangriga Cultural Trail Project:

Dear Ms. Stephanie,

On behalf of the DP unit, I am kindly requesting the following in regard to the execution of the Dangriga Cultural Trail Project being executed by the DP unit:

Resource Needed	Quantity	Date(s) Needed	Comments	Availability	Date Received
DP Truck	1	TBD	Truck needed entire month of April.	To be filled out by HR manager.	To be filled out by HR Manager.

Kind Regards,

Chelsea Evelyn

Communication Management

Communication among the DP unit staff, and relevant stakeholders will be conducted via emails, internal memos, and face to face meetings when necessary. External communication, mostly with stakeholders, will be done via email, phone calls and face to face meetings when necessary. In the event of face-to-face

meetings, meeting minutes will be developed. The Communication Strategy is outlined in Chart 17 below:

Chart 17: Dangriga Cultural Trail Communication Strategy (Evelyn, 2021)

Activity	Sender	Receiver/ Stakeholder	Method of Communication	Frequency	Comments
Project Initiation Meeting	Project Manager	Project Team DOT	Face to Face Meeting	As requested by PM	
Research and Design Meetings	NICH Researcher	Project Team	Face to Face Meeting and Email	As new information is available.	
Project Updates	Project Manager	All stakeholders	Email	Monthly	

Stakeholder Management

Figure 19 and Chart 18 outline the stakeholder management of the Dangriga Cultural Trail Project. Below is a Power/Interest Grid illustrating the stakeholder's role.

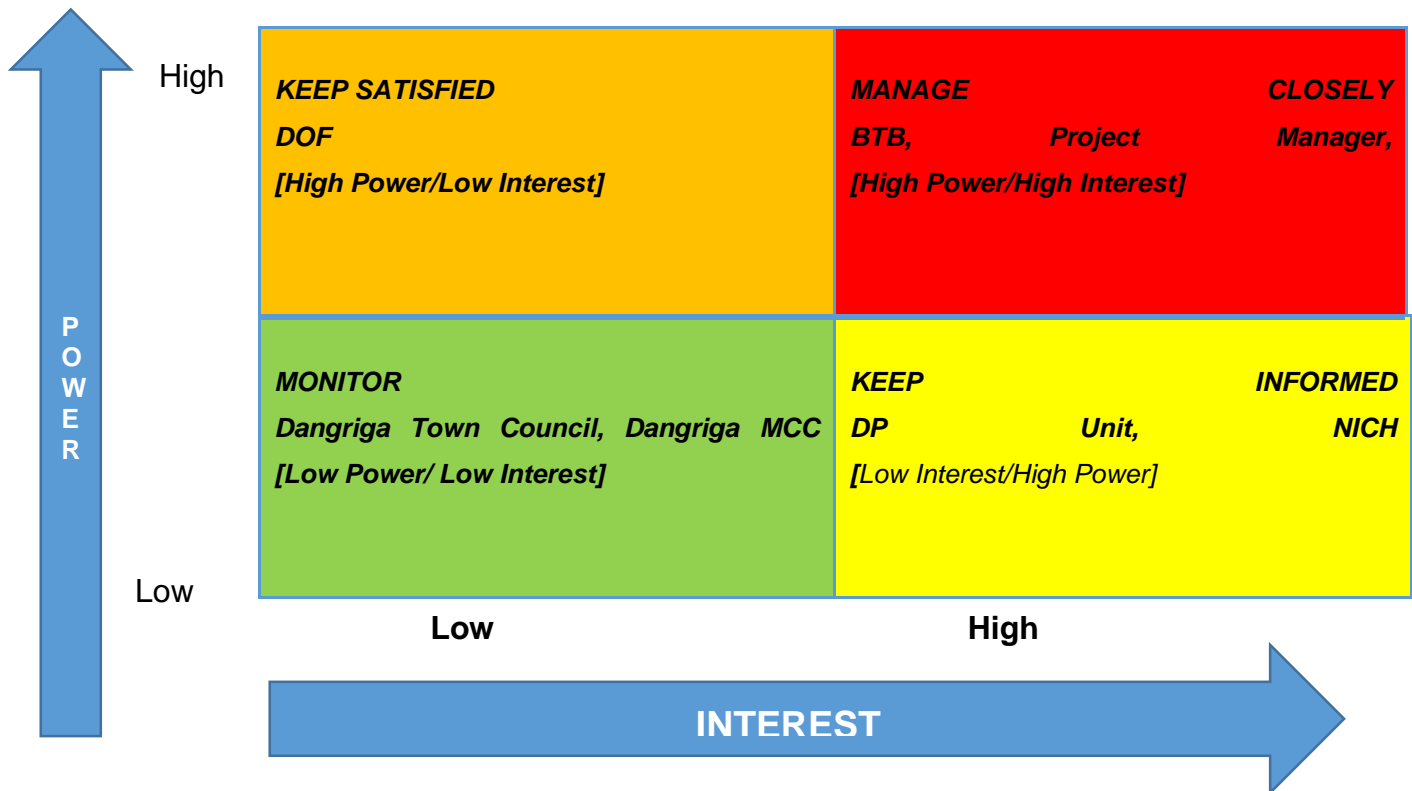


Figure 19: Dangriga Cultural Trail Stakeholder Power/Interest Grid (Evelyn, 2021)

Chart 18: Dangriga Cultural Trail Stakeholder Register (Evelyn,2021)

Dangriga Cultural Trail Stakeholder Register						
ID #	Stakeholder	Position	Contact Info	Responsibility	Power Level	Power Interest
1	BTB	Project Sponsor	227-2420	Provide approvals.	H	H
2	Project Manager	Management	227-2420	Manage project.	H	H
3	BTB DOF	Funding Authority	227-2420	Manage project expenditure.	H	L

ID #	Stakeholder	Position	Contact Info	Responsibility	Power Level	Power Interest
4	DP Unit	Project Lead	227-2420	Provide Logistics & assist PM.	L	H
5	NICH	Researchers	822-3334	Provide successful training.	L	H
6	Dangriga Town Council	Partner	522-0110	Provide technical support.	L	L
7	Dangriga MCC	Partner		Provide assistance.	L	L

Schedule Management

The Dangriga Cultural Trail Project is scheduled to be completed within 4 months as indicated in Chart 35. To assist in the time management of the project the project schedule below will be used as a time management guide. The project schedule will be managed by keeping in line with the developed schedule. The project manager will be responsible deadlines are met as the team will need to provide reports and updates at weekly meetings. Completed tasks must be approved by project manager and will be regarded as completed on the schedule upon approval.

Chart 19: Dangriga Cultural Trail Schedule (Evelyn, 2021)

WBS ID #	Activity	Duration	End Date
1	Project Planning	25 Days	December 27, 2019
1.1	Project Team	5 Days	December 12, 2019
1.1.2	Identify Project Manager	2 Day	December 3,2019
1.1.3	Identify Project Lead	1 Day	December 4, 2019
1.1.4	Confirm NICH Researchers	4 Days	December 11, 2019

WBS ID #	Activity	Duration	End Date
1.2	Complete Project Documents	20 Days	December 27, 2019
2	Research	30 Days	January 31, 2020
2.1	Research Team Initiation	5 Days	January 9,2020
2.2	Consultations	10 Days	January 17, 2020
2.2.1	Develop List of Trail Sites	5 Days	January 10, 2020
2.3	Collection of Information	12 Days	January 20,2020
2.3.1	Validate Information	Ongoing	January 22, 2020
2.4	Signage	20 Days	January 31, 2020
2.4.1	Signage Content Draft	14 Days	January 27, 2020
2.4.2	Signage Design Draft	12 Days	January 27, 2020
3	Installation	12 Days	March 11, 2020
3.1	Site Visit	3 Days	February 8, 2020
3.1.1	Identify Signage Location	2 Days	February 5, 2020
3.2	Approvals	5 Days	February 14, 2020
3.2.1	Signage Location Approval	2 Days	February 7, 2020
3.2.2	Content Approval	2 Days	February 9, 2020
3.2.3	Signage Design Approval	2 Days	February 9, 2020
3.3	Installation of Signs	10 Days	March 11, 2020
3.3.1	Site Visit/Inspection	2 Days	March 17, 2020
4	Project Close	5 Days	April 1, 2020
4.1	Final Inspections	1 Day	March 23, 2020
4.2	Project Inauguration	2 Days	March 27,2020
4.3	Lesson Learned Log	3 Days	March 31,2020
4.4	Project Close Report	5 Days	April 2, 2020
4.5	File Documents	2 Days	April 3, 2020

Cost Management

The budget for the Dangriga Cultural Trail was developed and pre-approved via the DP strategic planning. The total sum of monies allocated for each project is stated within the strategic plan and it is the responsibility of the DP director and manager to develop the project budgets. Budgets are developed based on analogous expertise, quotations, or estimates. A contingency fund is then developed based on the excess funds. However, if additional funds are needed, the DP unit can request, via a memo, for additional funds not taken from the pre-approved strategic planning budget but from the BTB funds. The DP unit will use a running budget via an excel file to keep track of the costs for the project. The finance department will also keep a record of all expenses and payments made via their financial system SAP. Chart 21 below illustrates the template to be used to manage costs of the projects. Funds are released based on entries made in the SAP system. DP Director and the DOF must sign off on all request before payments are made or funds released.

Chart 21: Dangriga Cultural Trail Cost Sheet (Evelyn, 2021)

Item	Approved Budget	Actual Budget	Remaining Balance
SIGNAGE			
Printing of Aluminum Signs	\$ \$ 12,410.00	\$14,718.00	(\$2,308.00)
Galvanized Tube Frames	\$ 9,588.00	\$13,050.00	(\$3,462.00)
Installation of Signs	\$ 3,400.00	\$1,872.76	\$1,528.00
TOTAL	\$ 25,398.00	\$29,640.00	(\$4,242.00)
CONTENT VALIDATION:			
<i>Field Work Accomodations</i>	\$ 3,427.20	\$2,600.47.	\$826.73
<i>Per Diem</i>	\$ 900.00	\$775.00	\$125.00
<i>Archival Work in Belmopan</i>	\$ 25.00	N/A	\$25.00
<i>Oversee of Installation</i>	\$ 50.00	N/A	\$50.00
<i>Signage Design</i>	-	<i>Design will be done in house.</i>	

TOTAL	\$ 4,402.20	\$3,375.47	\$1,026.73
CONSULTATION SESSIONS:			
<i>Accommodations</i>	\$ 4,569.60	\$2,887.87	\$1,681.73
<i>Staff Per Diem</i>	\$ 600.00	\$450.00	\$150.00
<i>Snacks</i>	\$ 200.00	\$88.00	\$112.00
<i>Venue</i>	\$ 800.00	\$300.00	\$500.00
TOTAL	\$ 6,169.60	\$3,725.87	\$2,443.73
Miscellaneous Expenses	\$ 2,030.20	\$1,100.00	\$930.20
TOTALS	\$ 38,000.00	\$37, 841.34	\$158.66

Procurement Management

The resources needed for the Dangriga Cultural Trail Project will be procured using BTB's procurement protocol. As per BTB procurement protocol, three (3) potential vendors will be contacted to submit their quotations. The three quotations will then be reviewed and compared via a comparison matrix. All procurement standards of the BTB must be followed including the green procurement policies in place. The completion of the comparison matrix evidenced in Figure 20 will determine the successful vendor. All procurement requires final approval from the DOT via a memo.

COMPARISON MATRIX
Dangriga Culture Trail Signage

Comparing Features	Quantity	Blue Fly Digital	Slingshot Advertisement	Studio 7 Lab	Comments
30" X 40" Vinyl Aluminum Signs	33	\$16,750.80	\$14,718.00	\$6,105.00	
2" Galvanized Square Tubing w/ Frame Caps	29	\$6,960.00	\$13,050.00	\$4,023.75	
Installation of Signs	33	\$3,366.00	\$4,125.00	\$990.00	
Discounts		\$1,861.20	\$2,776.80		
GST (12.5%)		\$3,384.60	\$3,471.53	\$1,389.85	
TOTAL		<u>\$30,461.40</u>	<u>\$28,462.73</u>	<u>\$12,508.60</u>	
Successful Vendor:	I recommend Slingshot as their quality of work will ensure durability and professionalism. Installation will be done by the Dangriga Town Council as a form of in-kind contribution. BTB will only provide material and they will provide labor and other equipment needed.				

Figure 20: Dangriga Cultural Trail Comparison Matrix (Evelyn, 2021)



1010 MURU Day
 GST#185049
 Belize,
 Ph: (501) 223- 1280
 FAX: (501) -
 Email: blueflydigital@gmail.com

Estimate #: 4682

Page 1 of 1

Created Date:	11/11/2019 3:21:09PM	Prepared For:	Belize Tourism Board
Salesperson:	Melanie Barothy	Contact:	Stephanie Hamilton ,Administrative Services I
Email:	blueflydigital@gmail.com	Office Phone:	(501) 227- 2420
Office Phone:	(501) 223- 1280	Office Fax:	(501) -
Office Fax:	(501) 501-	Email:	Stephanne.Hamilton@belizetourismboard.org
Entered by:	Melanie Barothy	Address:	Northern Hwy Belize.

Description: Full color Aluminum Signs with UV Coating, Metal Frames to suit, and Installation in Dangriga

		Quantity	Unit Price	Subtotal
1	Product: Vinyled Aluminum Description: 33 Single sided Full color Vinyled Aluminum signs 3ft high x 4ft long to carry the artwork supplied by clinet. Sign will carry pre-drilled holes.igns will carry UV Lamination ontop faces. <ul style="list-style-type: none"> ● 33 ea Single Sided 36 in X 48 in Mill .040 Vinyled Aluminum Sign. ● Standard Vinyl Colors are: Tomato Red , Black , Navy Blue , Lemon Yellow . ● Using Application Tape. 	33	\$507.60	\$16,750.80
2	Product: MISC Description: 29 Frames 2" galvanized square tubing frame with ball caps. Primer painted Black measuring 7ft in height and 4 ft in length with 2ft below ground. <ul style="list-style-type: none"> ● 29 Single Sided MISC Signs(s). ● Text: Frames ● Description: 29 Frames 2" galvanized square tubing frame with ball caps. Primer painted Black measuring 7ft in height in length with 2ft below ground. 	29	\$240.00	\$6,960.00
3	Product: Installation Description: Installation of 33 signs as well as 29 Metal Frames to be colorized with Black Rustoleum Paint and carry ball Cap at the top. Frames will be installed in the Stann Creek District (various Locations) with concrete bases.	1	\$3,366.00	\$3,366.00

Notes

Enclosed please find the estimate for the production of 33 Full color Aluminum signs and Metals frames to suit the signs based on your requirements recieved via email. All signs will be installed which is included in the Stann Creek Districts at Various locations and will be supported by concrete bases. A discount has been included in the estimate for you to review as well. Signs will carry the UV Coating to ensure the longevity of the signs whn exposed to the elements. Artwork provided by client must be in a minimum of 300 res/dpi in either a Bitmap, Tiff or Jpeg format. Layouts will be emailed to client prior to production for changes as well as approvals. If you have any questions or concerns please feel free to contact me either via email or at the office numbers listed.

Thank you for allowing us to provide an estimate to you!

Line Item Total:	\$28,938.00
Discounts:	\$1,861.20
Subtotal	\$27,076.80
Taxes:	\$3,384.60
Total:	\$30,461.40

Client Reply Request

- Estimate Accepted "As Is". Please proceed with Order.
 Changes required, please contact me.

Other: _____
 SIGN: _____ Date: / /



Slingshot Advertising & Signs
 Phone: 223-6348
 Email: slingshotads@gmail.com
 #48 Baymen Avenue

Quote

Date	Quote #
2/5/2020	4899

Name / Address
Chelsea Evelyn BTB 64 Regent St. Belize City

Ship To
BTB 64 Regent Street Belize City

Terms	Due Date	Rep	Project
	2/5/2020		

Line #	Qty	Item	Description	Cost	Total
1	33	ALUMUV	0.080" Aluminum Regular Single Sided Sign with UV Lamination: Walk through of Dangriga Town Signs; 48" x 36"	446.00	14,718.00T
2	29	Sign Braces ...	2" Galvanized Square Tubing Sign Frame and Post with Ball Caps, Primer & Painted: 7' high x 4' length with 2' below ground	450.00	13,050.00T
3	33	Installation c...	Installation of thirty three (33) signs at various locations in Dangriga Town	125.00	4,125.00T
4		discount	Discount 10% (on signs & frames only)	-2,776.80	-2,776.80

				Subtotal	\$29,116.20
				Sales Tax (12.5%)	\$3,639.53
				Total	\$32,755.73

Thank You for your time and interest. Please call with any other questions and quotes. All signs are produced on Aluminum blanks (unless specified). Signs are warranted to be free from defects in both workmanship and material. Our obligation shall be to repair or replace any defective goods. All signs sold will conform to international standard unless indicated by the customer to provide the description and specifications. Custom signs shall indicate quantity, horizontal or vertical sign format, letter, color, border, legend and placement (provide artwork or sketch of legend).

Approved by: _____

COST ESTIMATE FOR DANGRIGA TRAIL SIGNS

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
10 Bags	Maya Cement	\$19.50	\$195.00
05	3/8" Steel	\$15.75	\$78.75
-	Ready Mix Cement	\$150.00	\$150.00
03 (x 21 ft)	Galv. Pipe 2" SCH 40	\$150.22	450.67
100	Hex head bolt gf.8/8x3 1/2	\$1.07	\$106.67
100	Nuts 3/8"	\$0.31	\$31.11
200	Flat Washer 3/8"	\$0.09	\$17.78
15	2" End Slip Cap PVC SCH40	\$1.60	\$24.00
37 signs	Labour Cost	\$20.00	\$740.00
		GST	78.78
		TOTAL COST	\$1,872.76



ESTIMATE

Studio7
Belize

BILL TO

BTB

Chelsea Evelyn

Chelsea.Evelyn@belizetourismboard.org

Estimate Number: 102

Estimate Date: February 5, 2020

Expires On: February 5, 2020

Grand Total (BZD): **BZ\$12,508.60**

Items	Quantity	Price	Amount
Sign 1 Sided Aluminum sign 1 Sided with UV coating 4 x 3	33	BZ\$185.00	BZ\$6,105.00
Tubing 2" Galvanized sq Tubing w/ Ball Caps and Primer Painted 7'X4' with an underground of 2'	29	BZ\$138.75	BZ\$4,023.75
Installation Installation in dangriga	33	BZ\$30.00	BZ\$990.00

Subtotal: BZ\$11,118.75

GST 12.5% (198039): BZ\$1,389.85

Total: BZ\$12,508.60

Grand Total (BZD): **BZ\$12,508.60**

Quality Management

The quality of the Dangriga Cultural Trail Project will be assessed by the DP unit participants and approved by the DOT using the quality management template. The project closure/ evaluation report will be used to assist in the quality of the project. The following quality logs will be used to perform quality management:

Control Quality Log

The Control Quality Log as seen in Chart 22 will be the tool used for monitoring and recording results from quality activities and assessing their end product. Performances. Quality control helps ensure a certain level of quality in a product or service. It looks for products or services that do not meet the standards of quality.

Chart 22: Dangriga Cultural Trail Control Quality Log (Evelyn, 2021)

Quality Assurance Log							
ID#	Date	Deliverable	Required Value	Actual Value	Overall Score	Sign Off Approval	Review Date
001	11/12/2019	Signage Content & Design	9/10	8/10	8/10	Project Manager	15/03/2020
002	11/12/2019	Signage Printing	9/10	9/10	9/10	Project Manager	20/03/2020
003	11/12/2019	Installation	9/10	8/10	8/10	Project Manager	26/03/2020

Risk Management

Internal Risk: The main risk of the project is the difficulty in retrieving the necessary historical and cultural information needed for the signage. To minimize such a risk, the DP unit has partnered with the NICH. The NICH is trained in conducting research and has access to historical and cultural information. The lack of information could greatly jeopardize the completion of the project.

External Risk: Cooperation from residents is another risk to the project. The cooperation of the residents is important as their input and assistance is needed. Failure to convince the residents of the positive impact of the project could result in project delay.

The risks associated with the Dangriga Cultural Trail project will be managed using the Agile assessment method: Monitor, Identify, Respond and Assess outlined in Figure 21.

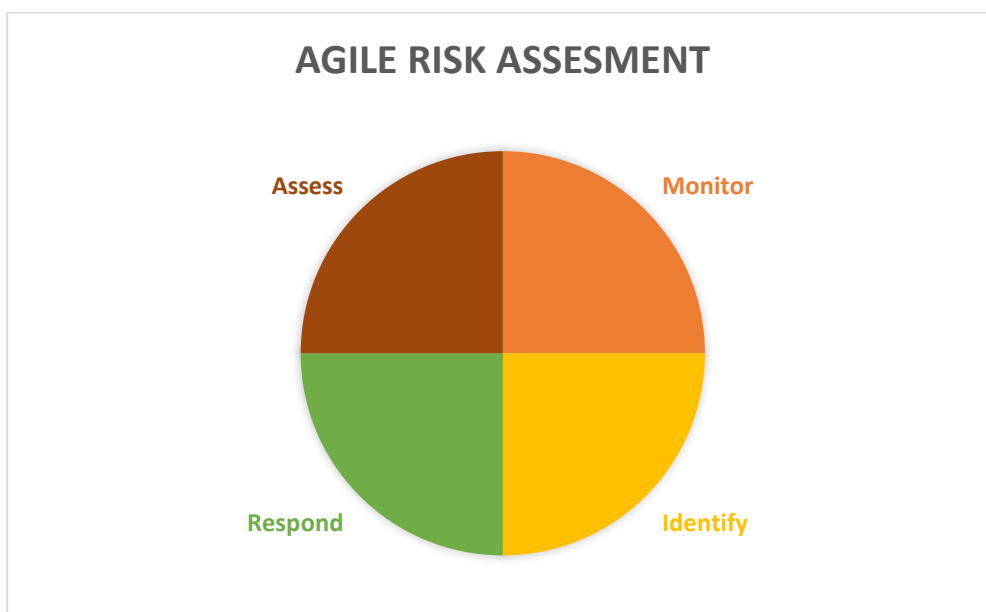


Figure 21: Dangriga Cultural Trail Agile Risk Assessment (Evelyn, 2021)

The use of a risk reform as seen in Figure 22 will also be utilized by the DP unit to manage and document the risks of the Dangriga Cultural Trail Project.

Dangriga Cultural Trail Project Risk Report Form				
Risk ID #	Risk Description	Deliverables Impacted	Cause of Risk	Response
001	Inability to obtain Information	Final Draft of Signage Content	Lack of information availability	Use information from the Dangriga History Book
002	Delay in Project Schedule	All subsequent deliverables	Change in schedule	Ensure schedule management is enforced. Leave contingency days.
003	Access to Funding	Outsourced deliverables	Delay in access to funds from SAP system	Ensure request for funds is done in a timely manner
004	Inclimate Weather	Signage installation	Weather	Ensure installation days are in accordance with weather forecast
005	Covid 19	Project Inauguration	Covid-19 Pandemic restrictions	Postpone Inauguration
Reported by: C. Evelyn		Date: March 24, 2020		

Figure 22: Dangriga Cultural Trail Risk Report Form (Evelyn, 2021)

STAKEHOLDER MANAGEMENT PLAN

DANGRIGA CULTURAL TRAIL PROJECT

Chelsea Evelyn

December 7, 2019

Version #	Date	Description of Change	Author
1.0	<i>03/04/2020</i>	<i>N/A</i>	<i>C. Evelyn</i>



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PURPOSE	
IDENTIFY STAKEHOLDERS	
POWER/INTEREST CLASSIFICATION	
STAKEHOLDER INTERVIEWS	ERROR! BOOKMARK NOT DEFINED.
PLAN STAKEHOLDER MANAGEMENT	
STAKEHOLDER ENGAGEMENT	
MANAGE STAKEHOLDER ENGAGEMENT	
MONITOR STAKEHOLDER ENGAGEMENT	ERROR! BOOKMARK NOT DEFINED.
DEFINED.	
STAKEHOLDER PLAN UPDATES	ERROR! BOOKMARK NOT DEFINED.

PURPOSE

- **Identification of Stakeholders** – The identification of stakeholders for the Dangriga Cultural Trail Project will be done by the DP unit team through brainstorming meetings.
- **Stakeholder Management** – The management of stakeholders will be monitored via a series of meetings between the DOT and project manager with advice from the project lead. Effective strategies will be implemented with reference to the DPPMM.
- **Control of Stakeholder Engagement** – Meetings, task tracker, and use of the Gantt chart will be tools used to control stakeholder engagements.

Identification of Stakeholders

Stakeholders of the Dangriga Cultural Trail Project will be identified using stakeholder analysis in which potential stakeholders and relevant information will be gathered and analyzed.

Identification of stakeholders for the Dangriga Cultural Trail Project will be done in accordance with the requirements and objective of the project. The nature of the project requires the assistance of the NICH, the DTC and the BTB. As such, the parties will be the key stakeholders of the project.

Power/Interest Classification

The Power/Interest Grid outlined in Figure 23 will assist in the categorization of the identified stakeholders.

Below is a Power/Interest Grid sample to be used in the development of the stakeholder analysis register for the Dangriga Cultural Trail Project.

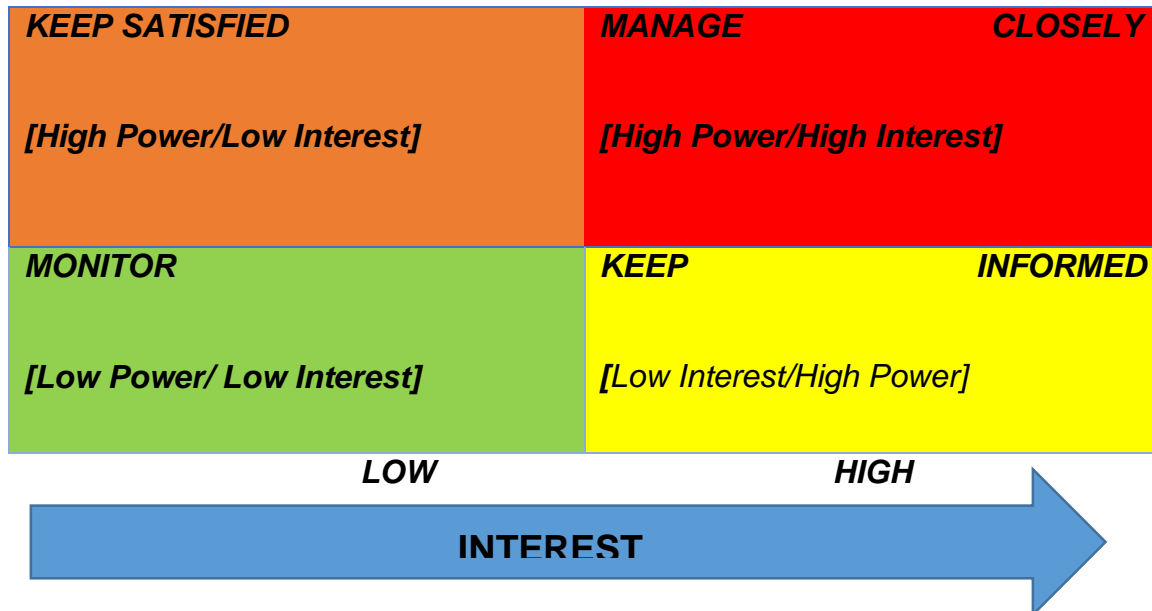


Figure 23: Stakeholder Power/Interest Grid (Evelyn, 2021)

Stakeholder Engagement

The stakeholder engagement assessment matrix evidenced in Figure 24 will be used to assist in monitoring the engagement of the stakeholders of the Dangriga Cultural Trail Project.

To complete the stakeholder engagement assessment matrix, the letter C and D will be used.

C=Current status of stakeholder engagement D= Desired level of stakeholder engagement

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
BTB					C/D
NICH				C/D	
DTC				C/D	
DP Unit					C
Dangriga Residents			C	D	
Dangriga MCC				C/D	

Figure 24: Stakeholder Engagement Assessment Matrix (Evelyn, 2021)


Manage Stakeholder Engagement

The stakeholder communication plan in Chart 23 below is the stakeholder communication strategy that will be used to communicate with stakeholders and ensure they are informed and updated throughout the project lifecycle.

Chart 23: Communication Plan (Evelyn, 2021)

Stakeholder Communication Plan						
Stakeholder(s)	Project Lead	Information to be Shared	Purpose	Method of Communication	Frequency	Comment
NICH	Y. Roberts	Project Updates	Keep informed	Email	Weekly	
DTC	Y. Roberts	Project Updates	Keep informed	Email	Bi-Weekly	
DMCC	Y. Roberts	Project Updates	Keep informed	Email	Monthly	

Figure 25: Dangriga Cultural Trail Stakeholder Register (Evelyn, 2021)

							
DP Stakeholder Register							
ID #	Name	Organization	Phone #	Email	Address	Power Level	Power Interest
001	DOT	BTB	227-2420	dot@btb.org	Regent Street	H	H
002		NICH	822-4455	iscr@nich.bz	Belmopan City	L	H
003	Mayor	DTC	228-0101	mayor@gov.bz	Dangriga Town	L	H
004	PM	DP Unit	227-2420	dpunit@btb.org	Regent Street	H	H
005		Dangriga Residents	N/A	N/A	N/A	L	L
006	President	Dangriga MCC	622-8876	dmcc@gmail.com	Dangriga Town	L	H

RISK MANAGEMENT PLAN

Dangriga Cultural Trail Project

Chelsea Evelyn
December 12, 2019

Version #	Date	Description of Change	Author
1.0	13/12/2019		<i>C.Evelyn</i>

Role	Name	Signature	Date
Project Sponsor	Belize Tourism Board		14/12/2019



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RISK MITIGATION	

INTRODUCTION

The risk management plan is a project document prepared by the project manager and used by the project team to identify potential risks to the project, estimate the impact and the probability of them happening, and then define responses. Risk management tools is also included within the plan. The Dangriga Cultural Trail Risk Management plan will outline and highlight the above mentioned.

RISK MANAGEMENT APPROACH

The Dangriga Cultural Trail risk management plan Provide a detailed description of the approach to be used to manage risks of the project including tools, templates, strategies, etc.

RISK IDENTIFICATION

The DP team will use the following tools to identify risks for the Dangriga Cultural Trail Project:

Meetings:

A series of meetings will be held between both the DP team and project sponsors. The meetings will adopt a risk workshop structure to identify and review qualitative risk analysis. Risk Management Meetings will be conducted as follows:

- Project Manager chairs the risk assessment meetings
- Project team participates in risk assessment meetings and members serve as meeting recorder and timekeeper
- Key stakeholders participate in risk assessment meetings
- Project Sponsor may participate in risk assessment meetings

Quantitative Risk Analysis:

Quantitative analysis will not be used in the risk management or risk identification of the Dangriga Cultural Trail Project.

Qualitative Risk Analysis:

Qualitative risk analysis will be used in the risk management and risk assessment of the Dangriga Cultural Trail Project to identify project risks using a pre-defined rating scale. The risks associated with the Dangriga Cultural Trail Project will be scored based on the probability or likelihood of the risk. The probability of the risk will be determined using tools such as the risk probability and impact diagram and analogous expertise as seen in Figure 26 below.

PROBABILITY	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	IMPACT					

Figure 26: Risk Probability & Impact Matrix (Evelyn, 2021)

Analogous Expertise

The use of analogous expertise via experienced professionals and stakeholders. Risk advice will be compiled and added in the risk register. The expertise will also provide recommendations on how to address risks listed.

The following risk register in Chart 24 outlines the record potential risks of the project.

Chart 24: Risk Register Template (Evelyn, 2021)

RISK REGISTER								
ID #	Date Entered	Risk Description	Impact Description	Impact Level (H,M,L)	Probability Level (H,M,L)	Priority Level (H,M,L)	Mitigation Approach	Owner
001	9/12/2019	Inability to obtain Information	Delay in Project.	H	L	H	Partner with NICH	PM
002	9/12/2019	Project Distance	Delay in Project	M	L	M	Schedule frequent site visits	PM
003	9/12/2019	Funding	Cancellation of project	H	L	L	Postpone project	DOT
004	9/12/2019	Inclimate Weather	Delay in Project	L	L	L	Adjust schedule	PM

Chart 25: Risk Register Level Key (Evelyn, 2021)

<i>Impact, Probability & Priority Level Key</i>			
<i>H</i>	<i>M</i>	<i>L</i>	<i>N</i>
<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>Neutral</i>

RISK MONITORING

Risk monitoring is the process of tracking risk management and ensuring all risks are identified and steps are taken to minimize additional risks and manage the risk that arise within the lifecycle of the Dangriga Cultural Trail. The risks will be monitored using the risk register and the risk register form outlined within the

Dangriga Cultural Trail Project Management Plan. The risk register will be used to closely monitor the listed risks and be prepared in the even the risks materializes. Tracking the risks of the project and identifying new potential risks throughout the life cycle is a key technique that will be used to monitor risks of for the Dangriga Cultural Trail Project.

RISK MITIGATION

The risk mitigation strategy to be used for the Dangriga Cultural Trail Project will include reducing the potential risks of the projects. The reduction of risks will be achieved by closing monitoring the risks listed within the risk register in the PMP. Avoidance and proper planning are the key strategies to be used by the DP unit to mitigate risks of the project. It is important that the DP unit executes its risk monitoring plan. The DP team will follow the avoid, accept, reduce and transfer of risks strategy.


Roles & Responsibilities Matrix

The roles and responsibilities/RACI matrix template seen in Figure 30 is developed to list and highlight the necessary roles and responsibilities of the project team throughout the life cycle of the Dangriga Cultural Trail Project.

The following RACI chart in Figure 27 will be used to compile the roles and responsibilities matrix template below:

R	RESPONSIBLE	Team member is responsible for the successful completion of task/deliverable listed.
A	ACCOUNTABLE	Team member is accountable for all approvals and providing official signatures of task/deliverable listed.
C	CONSULTED	Team member is consulted for suggestions/advice of task/deliverable listed.
I	INFORMED	Team member is informed of task/deliverable progress and the general status of the project.

Figure 27: Dangriga Cultural Trail RACI Chart (Evelyn, 2021)



Stakeholder Roles & Responsibility/RACI Matrix

Task/ Deliverable	Director of Tourism (Sponsor)	DP Director (Project Manager)	Project Members	DP Project Lead	NICH	DTC/DMCC
Field Research	I	A	I	C	R	C
Research Validation	C	A	I	I	R	C
Printing of Sign	I	A	I	I	I	I
Installation of Signs	I	A	I	R	C	C
Site Inspection	I	R	I	A	C	C

Figure 28: Stakeholder Roles & Responsibility/RACI Matrix (Evelyn, 2021)

DP Task/Deliverable Tracker							
Task #	Task Description	Due Date	Start Date	End Date	Task Status	Task Progress	Owner
001	Project Team Initiation	27/12/2019	2/12/2019		Completed	Completed	PM
002	Field Research for Data Collection and Validation	17/01/2020	14/01/2020		Completed	Completed	NICH/BTB
003	Archival Research	22/01/2020	17/01/2020		Completed	Completed	NICH/MCC
004	First Draft of Content	31/01/2020	23/01/2020		Completed	Completed	NICH
005	Graphic Design of Signs- Draft	31/01/2020	17/01/2020		Completed	Completed	BTB
006	Final Review & Edits	11/02/2020	1/02/2020		Completed	Completed	NICH/BTB
007	Final Approval of Content & Graphic Design	14/02/2020	11/02/2020		Completed	Completed	DOT
008	Printing of Signs	28/02/2020	20/02/2020		Completed	Completed	Slingshot
009	Installation of Signs	17/03/2020	13/03/2020		Completed	Completed	DTC
010	Project Inauguration	01/04/2020			Pending	Pending	BTB

Figure 29: Dangriga Cultural Trail Task/Deliverable Tracker

Deliverable Tracker Key:

Completed	Pending
-----------	---------

A series of meetings sessions were held throughout the lifecycle of the project. However, due to privacy restrictions only one (1) meeting minute report is being shared for confidential purposes.

Dangriga Cultural/ Trail Consultation Meeting Report	
Date: Tuesday January 7 th , 2020	Location: Bonefish Hotel Conference Room, Dangriga Town
Reported by: <u>Chelsea Evelyn</u> <u>& Development</u> Coordinator	Position: <u>Senior Destination Planning</u>
<p>Meeting Overview & Agenda:</p> <p>DANGRIGA MCC MEETING AGENDA Time: 6:00pm-9:00pm</p> <hr/> <p>1. Culture Trail Project Update:</p> <ul style="list-style-type: none"> - Confirm 33 sites selected by MCC -18-20 signage with historical contents -Remaining 13-15 sites will be directional only -Dangriga Town Council verbally agreed to do in kind contribution through installation <p>2. Data/Information Collection:</p> <ul style="list-style-type: none"> - 10/33 sites require information. Members may assist in this initiative. Orales interviews. - Data collection will take about 2 months December- February <p>3. Draft Project Timeline:</p>	
<p>Discussion:</p> <p style="padding-left: 40px;">A total of 34 sites have been selected for the cultural trail. Of the 34 sites, 16 will have historical information while the other 16 sites will be more directional signage. 3 sites are outside of the trail. However; they are places of interest that can be visited after the trail tour. Below are the sites:</p> <p><u><i>Heritage Trail Sites and Signage Outline</i></u></p>	

<ul style="list-style-type: none"> • <u>Attached in Appendix</u>
Conclusions: <ul style="list-style-type: none"> • The MCC is in agreement with all the sites selected. • Cultural Trail project scheduled to be completed by end of March 2020.
Follow Up/Way Forward: <ul style="list-style-type: none"> • Validation session set for January 23 and 24, 2020; MCC will assist with getting the Awareness out to local stakeholders so that we can conduct oral interviews with relevant personnel and receive pictures of the sites where necessary. • Liaise with the airstrip and terminal management to advertise the cultural trail digitally. • Ms. Phylcia should email information on content as to the documents for every site that is needed, by ending of the week.
Meeting Attendees:
End of Report. Submitted By: <u>Chelsea Evelyn</u> Approved By: N. Gamero


 Issue Log								
Issue ID #	Date Logged	Description of Issue	Impact Level	Current Status	Comments	Owner	Date Resolved	Corrective Actions Taken
001	16/03/2020	Threat of Covid 19 Pandemic	Medium		Project on paused.	DP Manager	Pending	Inauguration Posponed
002	29/03/2020	Closure of BTB office	Medium		Project on pause.	PM	April 2020	Work from home.

Figure 30: Dangriga Cultural Trail Consultation Meeting Report (Evelyn, 2021)

Dangriga Cultural Trail Project Evaluation/Completion Report

DANGRIGA CULTURAL TRAIL PROJECT

April 2, 2020

*Belize Tourism Board (BTB), National Institute of Culture & History (NICH),
Dangriga Town Council (DTC)*

Include BTB, Partners, & Sponsor Logo



Dedication of Project.



Provide a brief description of project dedication.

If not applicable, leave blank.

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Project Sponsors

Project Start & End Date

Evaluation of Project Objective & Scope

Evaluation of Costs & Budgets

Evaluation of Stakeholders

Evaluation of Project Schedule

Lesson Learned & Future Recommendations

Signatures

GENERAL DATA & PROJECT BACKGROUND

Official Project Name

THE DANGRIGA CULTURAL TRAIL PROJECT

Introduction of Project (Project History & Overview)

The Dangriga Cultural Trail Project is being executed to enhance and promote cultural tourism and enhance guest experience, satisfaction, and visitor spending in Dangriga. The Destination Planning department is partnering with the National Institute of Culture & History (NICH) and the Dangriga Monitoring and Coordinating Committee (MCC) to develop and validate the information on historical and cultural sites in Dangriga for the Cultural Trail. The aim of this project is to provide a safe and structured trail for tourists and locals to follow while learning and experiencing the history and culture in the culture capital of Belize. This will also add to the tourism inventory in the Dangriga Destination and this project is aligned with the Dangriga Tourism Destination Plan.

Project Sponsor

Belize Tourism Board (Sponsor)

National Institute of Culture & History (In Kind Contribution)

Dangriga Town Council (In Kind Contribution)

Start & End Date

Project Start Date: December 2, 2019

Project End Date: March 27, 2020

Evaluation of Project Objectives & Scope

The list of all project objectives must be listed and a thorough individual evaluation must be made for each objective according to Chart 26 below:

Chart 26: Project Objective Evaluation (Evelyn, 2021)

Objective	Achieved (Y/N)	Evaluation	Recommendation
Develop the tourism destination of Dangriga	Y	The completed project is in line with the Dangriga tourism plan and the NSTMP.	Develop a marketing campaign to promote the cultural trail.
Enhance the aesthetics of Dangriga Town	Y		Develop a MOU between the BTB and the DTC for the upkeep of the signs.
Increase tourism attractions and activities within the destination	Y	Tour operators can now include the cultural trail as an activity for southern tours.	Promote and market the trail to tour operators.
Increase revenue within the community	N	Not achieved as Covid 19 pandemic forced a country shut down.	Increased marketing and promotion of the trail.
Increase competitiveness with its developed neighbouring tourism destinations of Hopkins & Placencia.	N	Additional projects must be launched to promote competition among the southern tourism destinations.	Propose additional projects for the tourism destination of Dangriga.

Evaluation of Costs & Budgets

The evaluation of costs and budgets highlighted a savings of \$158.66 between the estimated and actual budgets. The total cost of signage was over budget by \$4,242.00 due to larger size panels and poles requested by DOT. Such a change did not affect the overall budget as savings were made in other areas particularly installation, accommodations, per diem, venue, and miscellaneous expenses.

Overall, the project budget was handled responsibly, and costs were maintained throughout the life of the project evidenced in Figure 31 below.

Description	Estimated Budget	Actual Budget
<i>Printing of Aluminum Signs</i>	\$ 12,410.00	\$14,718.00
<i>Galvanized Square Tube Frames</i>	\$ 9,588.00	\$13,050.00
<i>Installation of Signs</i>	\$ 3,400.00	\$1,872.76
TOTAL	\$ 25,398.00	\$29,640.00
CONTENT VALIDATION:		
<i>4 Day Field Work Accomodations</i>	\$ 3,427.20	\$2,600.47.
<i>Per Diem</i>	\$ 900.00	\$775.00
<i>Archival Work in Belmopan</i>	\$ 25.00	N/A
<i>Oversee of Installation</i>	\$ 50.00	N/A
<i>Signage Design</i>	-	<i>Design will be done in house by BTB Graphic Designer</i>
TOTAL	\$ 4,402.20	\$3,375.47
CONSULTATION SESSIONS:		
<i>Accomodations</i>	\$ 4,569.60	\$2,887.87
<i>Staff Per Diem</i>	\$ 600.00	\$450.00
<i>Snacks</i>	\$ 200.00	\$88.00
<i>Venue</i>	\$ 800.00	\$300.00
TOTAL	\$ 6,169.60	\$3,725.87
<i>Miscellaneous Expenses</i>	\$ 2,030.20	\$1,100.00
TOTALS	\$ 38,000.00	\$37, 841.34

Figure 31: Dangriga Cultural Trail Project Budget Evaluation (Evelyn, 2021)

Evaluation of Stakeholders

The evaluation of stakeholders was via the stakeholder evaluation matrix in Figure 34 below. Each stakeholder was awarded a score based on the category to assess their overall contribution to the project as evidenced in Figures 32, 33, and 34.

BELIZE TOURISM BOARD		
Category	Score	Comment
Active Participation	10/10	
Financial Contribution	9/10	
Technical Contribution	8/10	
Availability & Feedback	9/10	
Dedication to Project	10/10	
Overall contribution	46/50	

Figure 32: BTB Stakeholder Evaluation (Evelyn, 2021)

NATIONAL INSTITUTE OF CULTURE & HISTORY		
Category	Score	Comment
Active Participation	9/10	
Financial Contribution	7/10	
Technical Contribution	9/10	
Availability & Feedback	8/10	
Dedication to Project	9/10	
Overall contribution	42/50	

Figure 33: NICH Stakeholder Evaluation (Evelyn, 2021)

DANGRIGA TOWN COUNCIL		
Category	Score	Comment
Active Participation	7/10	
Financial Contribution	7/10	
Technical Contribution	7/10	
Availability & Feedback	6/10	
Dedication to Project	8/10	
Overall contribution	35/50	

Figure 34: DTC Stakeholder Evaluation (Evelyn, 2021)

DANGRIGA MCC		
Category	Score	Comment
Active Participation	9/10	
Financial Contribution	7/10	
Technical Contribution	7/10	
Availability & Feedback	9/10	
Dedication to Project	9/10	
Overall contribution	41/50	

Figure 35: DMCC Stakeholder Evaluation (Evelyn, 2021)

Evaluation of Project Schedule

Chart 27 below highlights the evaluation of the project schedule. The Dangriga Cultural Trail was completed within schedule despite the rise of the Covid 19 pandemic. The scheduled project inauguration had to be cancelled due to Covid 19 precautions. Majority of the deliverables were started and completed ahead of time except for printing and installation of signs. The nature of the project allowed for activities to be completed simultaneously as much predecessors were not required.

Chart 27: Dangriga Cultural Trail Schedule Evaluation (Evelyn, 2021)


Deliverables	Proposed Schedule	<i>Actual Schedule</i>
Project Team Initiation	December 2, 2019- December 27, 2019	<i>December 10, 2019- December 29, 2019</i>
Field Research & Data Collection and Validation Plan	January 14- January 17, 2019 (4 Days)	<i>January 7, 2020- January 13, 2020</i>
Archival Research Report	January 17-January 22, 2020 (5 Days)	<i>January 17,2020</i>

Deliverables	Proposed Schedule	<i>Actual Schedule</i>
Draft of Signage Content	January 23-January 31, 2020 (8 Days)	<i>January 28,2020</i>
Graphic Design of Signs Draft	January 17 – January 31, 2020 (14 Days)	<i>January 23, 2020</i>
Final Review & Edits to Content & Designs	February 1- February 11, 2020 (10 Days)	<i>February 18, 2020</i>
Final Approval of Content & Graphic Design	February 11- February 14, 2020 (3 Days)	<i>February 20,2020</i>
Printing of Signs	February 17- February 25, 2020 (8 Days)	<i>February 26, 2020</i>
Installation of Signs	February 28-March 11, 2020	<i>March 2, 2020-March 6,2020</i>
Final Site Visit/Inspection	March 17, 2020	<i>March 11, 2020</i>
Project Inauguration	March 27,2020	<i>CANCELLED DUE TO COVID</i>
Project Close	April 1, 2020	<i>March 27, 2020</i>

Lesson Learned & Future Recommendations

The nature of the project allowed for minimal issues to be encountered and as a result minimal lessons were logged as evidenced in Chart 28.

Chart 28: Dangriga Cultural Trail Lesson Learned Log (Evelyn, 2021)

 Lesson Learned Log					
Lesson ID #	Date Logged	Issue Encountered	Action Taken	Lesson(s) Learned	Recommended Preventative Actions
001	January 25, 2020	Finalizing Cultural Sites List	Project Manager made final decision	The importance of authority and project governance	Limit the input from low power level stakeholders.
002	February 12, 2020	Difficulty scheduling meeting.	Meeting held after 6:00 pm to accommodate stakeholders.	Meeting time must be flexible.	Incorporation of zoom meetings into communication strategy plan.
003	March 16, 2020	Covid 19 Pandemic	Cancellation of Inauguration	Unexpected	N/A

Signatures

The affixed signatures below confirm the approval and acceptance of the project closure report.

DP Director/Project Manager

Director of Tourism

DP Manager

DP Project

*Signatures not added for confidential purposes.

CONCLUSIONS

1. The assessment of the BTB current project management practices, conducted by analyzing information received through interviews, relevant documents, and observations resulted in the identification of the following strengths and weaknesses of the DP unit:

Strengths:

- The BTB and by extension the DP unit, has qualified and competent employees that can undergo capacity building training in project management to enhance the current project management practices.
- The BTB has access to the necessary resources (financial & human) to enhance the current project management practices within the organization.
- The DP unit has great leadership that can allow for the necessary changes to be made and necessary practices implemented.

Weaknesses:

- Currently, there is no structured project management methodology in place. A basic process flow is followed.
 - The DP unit has minimal knowledge and experience in professional and structured project management practices as outlined by PMI.
 - The DP unit lacks a project management methodology inclusive of project management templates and processes for the management and execution of projects.
2. Assessments conducted revealed the lack of skill set in the area of project management. Absence regarding the application of project management knowledge areas were negatively affecting the project management of the DP

unit. The process flows and administrative procedures needed revision and such revisions were incorporated within the DPPMM. The DP unit has the potential and a project management methodology will be of great assistance.

3. The development of the Destination Planning Project Management Methodology (DPPMM) was completed using the project management methodologies principles outlined by the PMI. The characteristics of both the Agile and Waterfall (Agifall) project management methodologies were combined to meet the needs of the DP unit. Research and comparisons resulted in the use of a hybrid of the Agile and waterfall project management methodologies. The combination proved successful and would be beneficial to the project management needs of the DP unit.
4. The development of the DPPMM framework was successfully completed incorporating the principles and best practices of the PMI while incorporating the needs of the DP Unit. In addition, the DPPMM framework was also developed with guidance from the DP process flows and the incorporation of both the 'Agile and waterfall project management methodologies.
5. The development of the best practices to be implemented within the DP unit was successful and such practices was developed based on the needs of the unit. The newly developed list of best practices will be effective and beneficial to the successful project management efforts of the DP unit.
6. Various project management templates and process were developed for the DP unit of the BTB. The templates and processes were successfully developed by the author with guidance from the previous process flows and interviews held. The templates will contribute to the aim of achieving the

objective of developing an effective project management methodology.

7. The proposed DPPMM was successfully tested using a sample project previously executed by the DP Unit. The Dangriga Cultural Trail was the project used. The testing of the newly developed methodology on the project proved successful. As a result, the developed DPPMM was successful developed and fulfills the needs of the DP unit in regards to project management.

RECOMMENDATIONS

The following recommendations will be directed to the head of department of the BTB, specifically the DP Director. Recommendations will be forwarded to the director via an official letter. All findings of the FGP will be shared with her and most importantly the recommendations and way forward will be shared. The DP director can then share the recommendations with the Director of Tourism and discuss plans for implementation.

1. Capacity Building & Training- The DP unit requires training in project management. The quality of projects produced and the effort to produce such projects can be improved with project management training. It is recommended that the BTB enrolls its DP unit staff in a project management certification course to increase productivity, efficiency, and quality in the management and execution of projects.
2. Project Management Methodology- The current proposed project management methodology was developed specifically for the DP unit of the BTB. However, it is recommended that the completed methodology be reviewed by the DP director and incorporated into the management and execution of projects by the DP unit. Such a recommendation is being made in hopes of incorporating the necessary project management practices. It is recommended that the developed DPPMM be reviewed, approved and practiced by the DP unit for project management.
3. Template Review- The templates within the proposed project management methodology were customized for the needs of the DP unit. It is recommended that the DP team reviews all templates, make the necessary

edits if needed, and incorporate them into their project management practices.

4. Project Management Implementation- The importance and effectiveness of project management practices should be recognized by the executive management of the BTB. It is recommended that the BTB implements project management practices within all departments and units to ensure effective and successful projects.
5. Effective Resources- The development of the FGP posed challenges in resource availability. It is recommended that the UCI provides students with additional resources specifically with access to project management databases and incorporate video meetings with tutors. Students should have access to all the necessary resources and assistance throughout the completion of their FGP.

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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:
October 27, 2020	Proposal of a Project Management Methodology for the Management of Projects executed by the Destination Planning Unit of the Belize Tourism Board
Knowledge Areas / Processes	Applicacion Area (Sector / Activity)
Knowledge areas: 1. Project Integration Management 2. Project Scope Management 3. Project Schedule Management 4. Project Cost Management 5. Project Quality Management 6. Project Resource Management 7. Project Communication Management 8. Project Risk Management 9. Project Procurement Management 10. Project Stakeholder Management Process groups: 1. Initiation 2. Planning 3. Executing 4. Monitoring 5. Controlling	The application area will focus on management specialization of the Belize Tourism Board's Destination Planning Unit and the sector in which it will be applied is within the tourism industry.
Start date	Finish date
November 1, 2020	April 23, 2021

Project Objectives (general and specific)

General objective:

To develop a Project Management Methodology, based on PMI Principles, for the enhanced execution of tourism-based Projects by the Destination Planning Unit within the Belize Tourism Board (BTB) to improve project execution efforts.

Specific Objectives:

1. To assess the Belize Tourism Board's current project management practices within the Destination Planning Unit to determine its weaknesses and strengths.
2. To assess the current organizational structure, skill set, administrative procedures, and process flows of both the Destination Planning Unit and the Belize Tourism Board to better understand its operations and increase efficiency in project management.
3. To conduct research and compare various project management methodologies to identify the best methodology for the Destination Planning Unit.
4. To develop a framework for all projects managed and executed by the DP unit using the newly developed Project management methodology.
5. To develop best practices to be used by the DP unit to strengthen the skill set, organization structure, and framework of the Destination Planning unit regarding project management.
6. To develop Project Management templates, process flows, procedures, and techniques to be used by the DP unit.
7. To test and describe the final developed Project Management methodology on a sample project executed by the Destination Planning Unit to verify the efficiency and accuracy of the developed methodology.

Project purpose or justification (merit and expected results)

As a requirement for graduation, the Universidad para la Cooperacion Internacaional (UCI) requires the completion of a Final Graduation Project (FGP). In an effort to successfully complete my MPM degree, I have developed the following proposal for my FGP. The project being undertaken includes the development of a Project Management Methodology incorporating Green Procurement to enhance project execution of the Destination Planning Unit within the Belize Tourism Board (BTB). The Destination Planning Unit (DPU) of the Belize Tourism Board (BTB) is tasked with initiating, planning, executing, and implementing various tourism based projects within the entire country of Belize. Currently, the DP Unit of the BTB does not have a standardized methodology to properly manage and execute its various project. The aim of the FGP is to

develop a methodology to improve the project management practices of the DP unit.

As the tourism industry continues to grow in Belize, the need to develop the various tourism destinations also grew. As a result, the DP Unit has an increase in projects. In an effort to enhance the productivity, efficiency, and quality of projects produced by the BTB; there needs to be development of a project management methodology. The development of a project management methodology that incorporates both regenerative development and green procurement practices is needed within the DP Unit. As the world is becoming more advanced, the need to keep up is important. As such, the methodology project is being done to ensure the DP Unit of the BTB is being managed by a thorough and well developed project management methodology.

The benefits of the development of a project management methodology are plenty. Most importantly, improved and enhanced project management practices, guided by regenerative development & green procurement practices, would be benefits enjoyed by the DP Unit. Having an official project management methodology plan approved by the executive management of the BTB would ensure that projects of the DP Unit are managed and executed in a standardized fashion. Transparency, accountability, and efficiency are additional benefits that will be enjoyed by the DP unit as a result of the completed methodology.

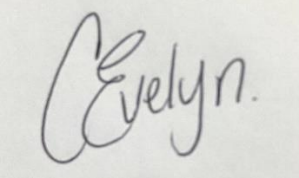
Description of Product or Service to be generated by the Project – Project final deliverables

.At the end of the Final Graduation Project (FGP), it is safe to say that a final product will be generated in the form of a document. The development of a well structured and detailed project management methodology document will be the final product. The description of the final project includes the development of a project management methodology incorporating the relevant knowledge areas and processes outlined in the PMBOK Guide and green procurement practices. The final document will highlight and include a standardized way of executing projects within the destination planning unit of the Belize Tourism Board (BTB) inclusive of templates, processes, procedures, definitions and recommendations.

Deliverables Corresponding to Specific Objectives:

1. Completion of a SWOT analysis highlighting the project management practices of both the Belize Tourism Board (BTB) and the Destination Planning Unit (DP).
2. Compilation of an investigation report highlighting the green procurement practices used by the Belize Tourism Board.
3. Report on BTB's and the DP Unit's current organizational structure and administrative procedures regarding project management.
4. Produce the best project management methodology design plan for the DP Unit.
5. Compilation of green procurement practices and recommendations for best fit for the DP Unit.
6. Development of templates, processes, procedures and definitions customized to meet the project management needs of the destination planning unit.
7. Implement the developed project management methodology guide using a sample project of the destination planning unit.

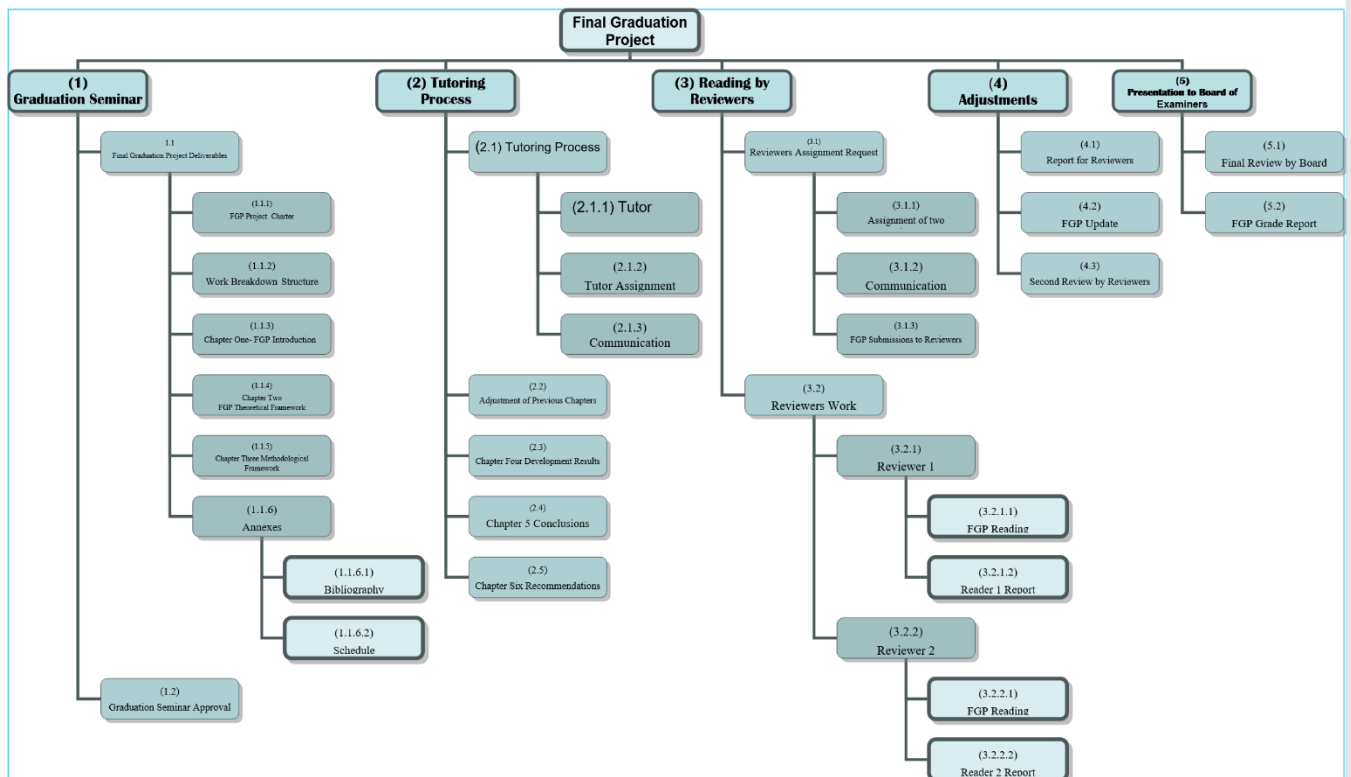
Assumptions			
The project will be completed with the following assumptions:			
1. Relevant information will readily available and accessible.			
2. Quick responses and unlimited assistance from tutor.			
3. There will be no diversions or interruptions in milestone & dates set.			
Constraints			
1. Time- The allotted time estimated for the completion of the Final Graduation Project (FGP) is three months (90 days). With such a limited time span, time will definitely be a constraint. Time management will be key to minimize such a constraint.			
2. Resources- The successful completion of the document requires a great deal of access to resources. Access to such resources and information is a key resource area that may pose difficulty as information can be very limited or access may be denied.			
3. Employment- As a full time employee, time is limited and this may affect the quality of work acquired and produced. Increase chances of lethargy and inability to find energy and time may affect the quality of work produced.			
4. Clarity- Clarity in terms of understanding certain topics, mainly from the PMBOK Guide knowledge and process areas, may be a constraint in the successful completion of the project.			
Preliminary risks			
1. Project Approval- If project topic is not approved or accepted, a new project topic must be developed and time will be lost affecting the quality of the Final Graduation Project.			
2. Successful Completion of Graduation Seminar- If the graduation seminar isn't successfully completed with a passing grade of 70% or more, the student (myself) won't be able to successfully complete the Final Graduation Project (FGP).			
3. Feedback- If timely and accurate feedback is not received from tutor or professors, the project may be delayed and the scope and quality may be affected.			
Budget			
The current estimated budget for the execution of the Final Graduation project (FGP) is as follows:			
1. Philology Review- BZD \$500.00			
2. Research- BZD \$300.00			
3. Stationery & Material Costs- BZD\$350.00			
4. Miscellaneous - BZD \$500.00			
Total- BZD \$1,650.00			
Milestones and dates			
Milestone	Start date	End date	
Completion of Graduation Seminar Course	October 26, 2020	November 27, 2020	
Tutoring Process	November 30, 2020	February 26, 2021	
Reading by Reviewers	March 1, 2021	March 19, 2021	
Adjustments	March 22, 2021	April 16, 2021	

Presentation to Board of Examiners	April 19, 2021	April 23, 2021	
Relevant historical information			
<p>The Belize Tourism Board (BTB) came into existence on April 28, 1990 as a result of the BTB act. was. The creation of a tourism board was as a result of the growing tourism industry and the increase in demand for tourism development. The formation of the Belize Tourism Board was seen as necessary to increase the economy of Belize and increase Gross Domestic Product (GDP) revenue. The Belize Tourism Board operates as a statutory body under the ministry of tourism and civil aviation in Belize. While the MTCA is responsible for the legislation and implementation of policies regarding tourism in Belize, the BTB is responsible for ensuring the quality of the tourism industry. As such, the development of a 'Destination Planning & Development Unit' was initiated to assist in the implementation, management and execution of various tourism projects countrywide. As the industry continues to grow, so does the demand for destination development and the magnitude of projects managed by the destination planning department. The DP unit has been experiencing difficulty in successfully executing projects as their is no standarized methodology in place. In an effort to keep up, the DP unit has engaged in the development of project management process flows, staff training in project management, and out sourcing. However, all efforts have not been effective. As such, the development of a project management methodology would be a first for the department. The successful completion of the FGP, A Project Management Methodology for the Management of Projects executed by the Destination Planning Unit of the Belize Tourism Board, will eliminate the difficulties faced in managing projects of the destination planning unit. The development of the project management methodology is important since tourism continues to play a fundamental role in Belize's GDP growth; this realization is a confirmation of the tourism industry's significance and potential for further sustainable growth and investment.</p>			
Stakeholders			
<p>Direct stakeholders:</p> <ol style="list-style-type: none"> 1. Destination Planning Unit 2. Belize Tourism Board 3. Ministry of Tourism & Civil Aviation (Government of Belize) 4. Chelsea Evelyn (Project Developer) <p>Indirect stakeholders:</p> <ol style="list-style-type: none"> 1. Project Recipients & Destinations 2. Tourism Industry 3. Tourism Stakeholder (Hotels, Restaurants, Gift Shops, etc) 4. Citizens of Belize 			
Project Manager: Chelsea Evelyn			
		Signature:	
Authorized by:		Signature:	

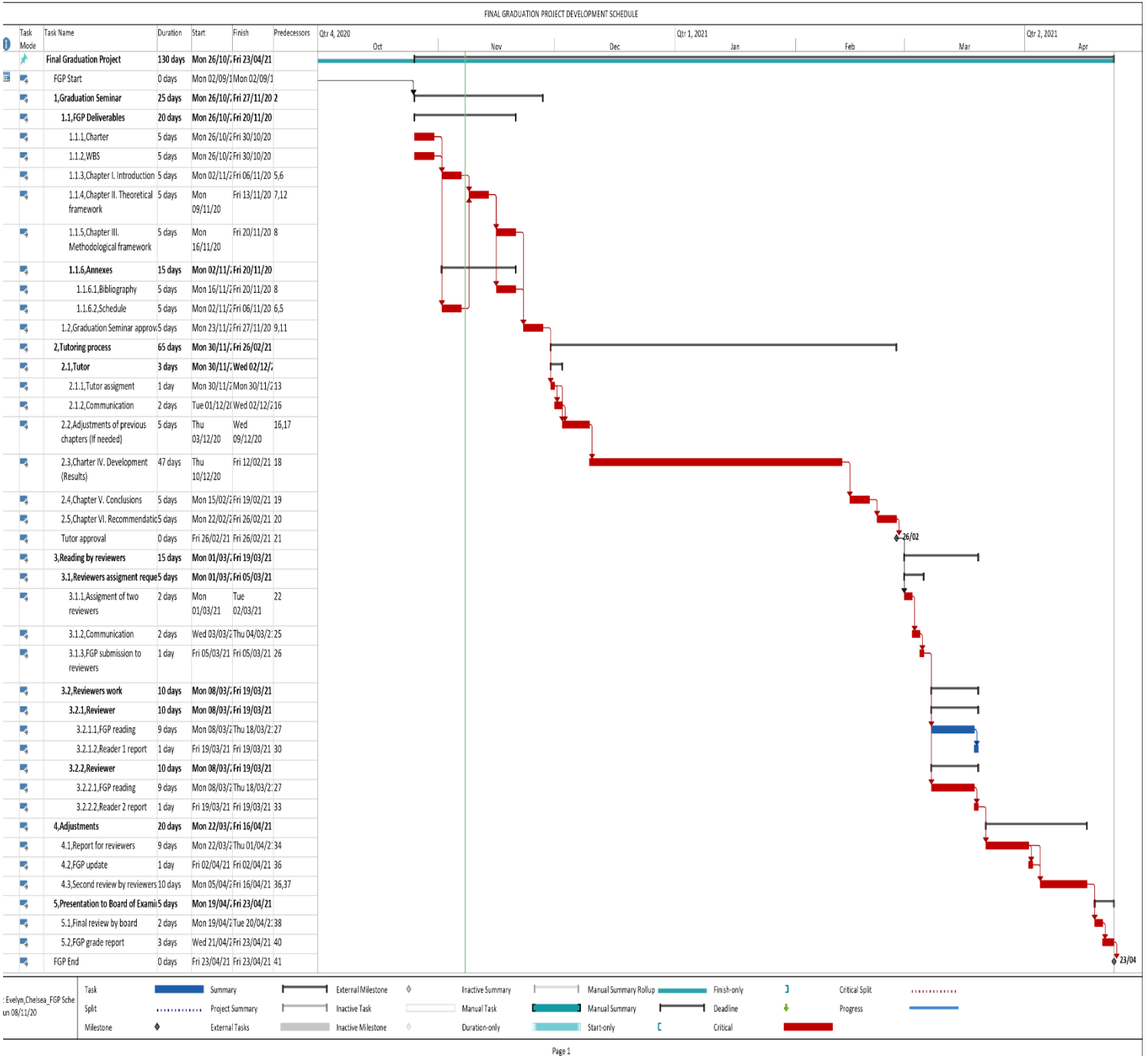
Appendix 2: FGP WBS

FGP Work Breakdown Structure (WBS)

Project Name:	Final Graduation Project: Development of a Project Management Methodology for the Management of Projects executed by the Destination Planning Unit of the Belize Tourism Board
Project Manager:	Chelsea Evelyn
Date:	11/02/2020

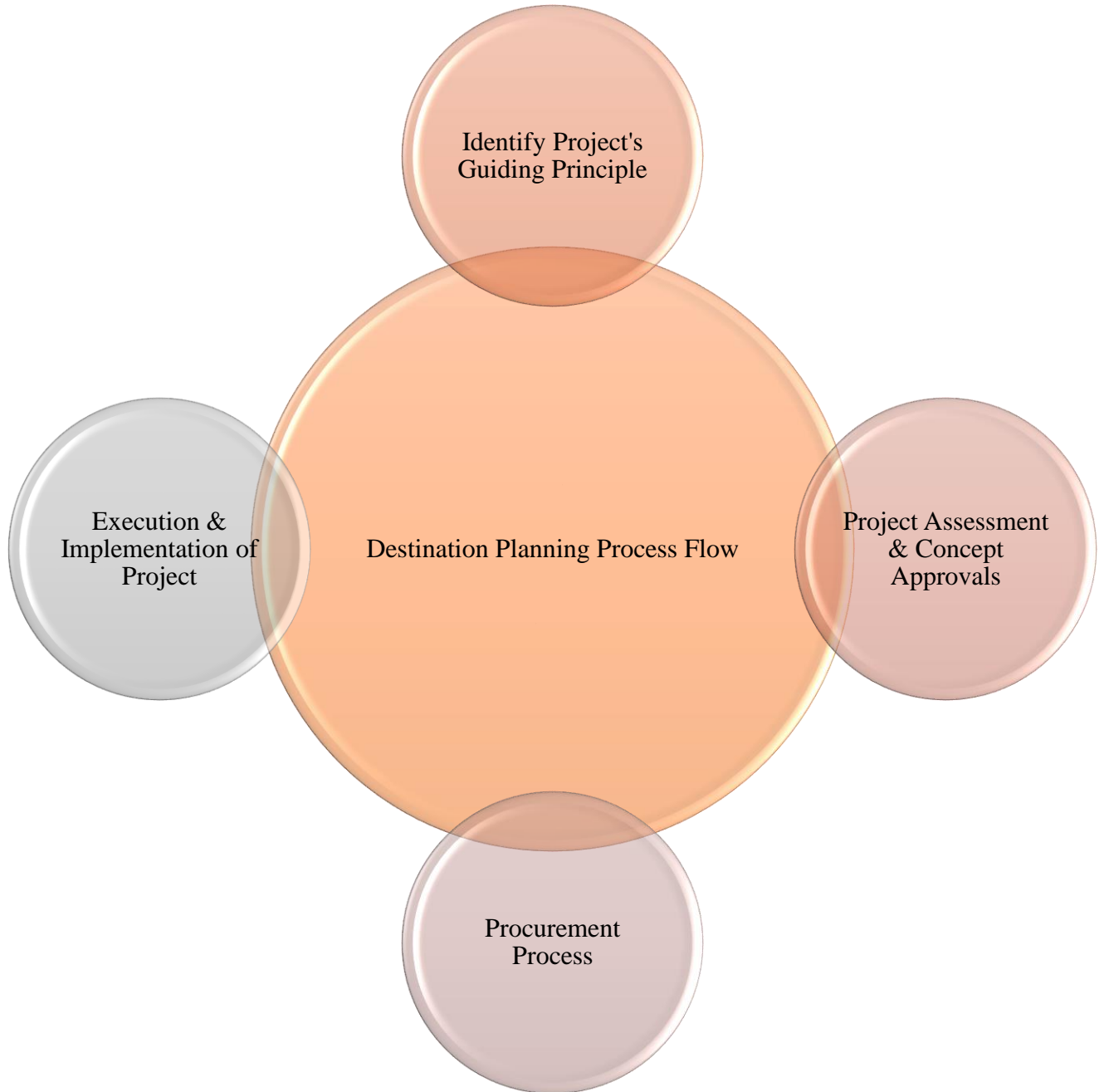


Appendix 3: FGP Schedule



Appendix 4: Destination Planning Unit Process Flow

Destination Planning Projects Process Flow



1. Identify Project and the Guiding Principle that aligns the Project:

- Overall Destinations have their own strengths and weaknesses, each identified in the National Sustainable Tourism Master Plan (NSTMP); which also outlines a vision for growth by 2030. While Belize doesn't have a centralized product development entity for tourism; BTB works alongside stakeholders in efforts for product development to enhance tourism in each destination. These include the 6 products under the NSTMP which have been categorized in a point scale system in the Destination Planning Matrix. Below are some examples of how the projects are selected and entered into the matrix:
 - Identify project from National Tourism Sustainable Masterplan
 - Tourism Development Plans
 - Policies
 - Government led projects (STP, Ministry of Works, Aviation, etc)
 - Stakeholder partnerships
- The matrix analyses feature such as priority, cost, current tourism data such as visits to destinations, revenues produced by destination and feasibility of project and provides a score to prioritize one project over another. However, some projects require much higher budgets or other opportunities such as timing in market demand, etc which can shift a project priority year over year.

2. Project Assessment & Concept Approvals:

- Project assessments are conducted in an effort to:
 - add a new project concept to the Destination Planning Matrix
 - negotiate further an existing concept from the Destination Planning Matrix.
- a) A detailed analysis of the project should be developed via an assessment report that will lead to the development of a project concept. The report includes:
- i. Introduction of Proposed Project
 - ii. Background/Overview of Industry and related projects
 - iii. Situational Analysis
 - iv. Analysis of Tourism Statistics
 - v. Objective of Project
 - vi. Benefits of Project
 - vii. Project Details

- viii. Project Activities
- ix. Timeline
- x. Projected Budget
- xi. Partners
- xii. Recommendation

b) Stakeholder consultation and Data collection

- The success of a project is dependent on the buy in from the community for sustainability. The level of engagements will be dependent on the project concept requirements. For example, some methodologies can be via one or a combination of:
 - one on one interviews;
 - meeting with specific groups such as tour operators, tour guides, hoteliers etc;
 - or meeting with variety of stakeholders.
 - Data can also be collected via surveys both electronic and manual; social media and website promotion
 - Collaborate with the relevant town/city/village councils, in Destinations where there are Monitoring and Coordinating Committees. Local Tourism Committee, BITA, BHA and Ministry of Tourism.

c) The assessment/concept report is to be submitted via Inter-Office Memo to seek approval.

- An interoffice memo is used as an official document throughout various stages of the development and approval process. For example:
 - Preliminary Project Assessment Memo,
 - Memo after stakeholders' consultations and finalizing of concept.
 - Memo for approval to select suppliers and develop contract or memorandum of understanding
 - Memo for final overall budget
- Memo will include details such as:
 - i. Request permission to proceed with project

- ii. Description of project and project details
- iii. Explain the activities and timeline
- iv. Submit Overall Budget for approval as well including rationale for the project and benefits/value of the project.
- v. Assessment report to be attached in the annex 1 and referenced
- vi. Explanation of the process of TOR and Evaluation
- vii. Comparison matrix
- viii. Budget - detailed
- ix. Timeline
- x. Warranty
- xi. Background of supplier
- xii. All supporting documents to be

d) Upon approval – Project is to be included in the Strategic Planning and Budgeting for the upcoming fiscal year or into the Matrix until funding becomes available.

3. Procurement process

- Determine type of procurement process. The procurement process is used to select a vendor for subcontracting a project, or for purchasing products and services that are required for a project. The manager sends the bid/ request for quote to a group of vendors for response and then provides a matrix comparison to analyse cost and quality for recommendations.
 - Every project concept has varying levels of complexity, and different variables will define the procurement process. Below are some types of procurements:
 - Single and Sole source purchase –
 - When the supplier is the only vendor that can supply good or service
 - Only known vendor able to meet the need
 - The basis upon which the agency determined the cost to be fair market price (ascertained from long standing work relationship and has met all quality controls)
 - Multiple suppliers- commonly known as multi-sourcing when the several different vendors are selected to execute the service or products. The price of the service or product is usually low and

doesn't require a tender or bid. It is process to help pinpoint several quotations from different suppliers that can bring the most value and remain competitive. Also used as a strategy to reduce time to obtain best cost and execute the project.

- Tender/ bid – usually refers to the process whereby a government invites bids for large projects that must be submitted within a finite deadline.

a) Tender Bid- Develop Terms of Reference that will include:

- i. Overview of the Project
 - ii. Minimum Requirements
 - iii. Documents that should be submitted by applicant
 - iv. Timeline for submission
 - v. Email address and contact information
 - vi. Business Documents
- Send TOR for bids to list of contractors, architects, etc.
 - Selection of supplier to send out TOR may be from the master list of qualified vendors.
 - Depending on the project and budget, bids may be advertised in the local newspapers.
 - Collection & Evaluation of Bids
 - Ensure all bids are submitted within the timeline
 - Review all bids to ensure they meet all requirements
 - Conduct Reference checks
 - View previous jobs on site visit
 - Verify all other relevant areas
 - Bids that meet all requirements are then qualified to the next step of the evaluation process
 - Comparison Matrix
 - Bids that are qualified are then compared via a Comparison Matrix that will include variable such as:
 - i. Description of Item being compared
 - ii. Quantity
 - iii. Suppliers
 - iv. Cost
 - v. Comments
 - vi. Details from TOR such as warranty, quality of work, work with BTB prior, references

- vii. Recommendation of the supplier to select
 - Develop comparison matrix after all respective quotations have been received.
 - Select a successful vendor and provide a brief justification for such selection.
 - Provide interoffice memo for final approvals from HOD and Director.

- Evaluation Committee
 - If the project is over \$100,000 or the Director of Destination Planning recommends to form a committee then one will be formed to review bid submissions and interview the suppliers.
 - Interview of suppliers are arranged
 - Site Visit to be conducted by committee if necessary
 - Recommendation of supplier to be selected is done via a score card that will be developed specifically for this project.

- Develop & Execute Contract for Supplier:
 - Draft Contract and submit to Director of Destination Planning for review
 - Upon Director's approval, contract is sent to Legal Counsel for review.
 - Upon approval by Legal Counsel, both Director and Legal Counsel initial all pages and submit to Director of Tourism.
 - Director will review and upon approval then will print on special paper and sign.
 - Contract is then sent back to Destination Planning to secure other party/parties signatures

- Memorandum of Understanding for Management of Project:
 - MOU is drafted submitted to Director of Destination Planning for review
 - Upon Director's approval, MOU is sent to Legal Counsel for review.
 - Upon approval by Legal Counsel, both Director and Legal Counsel initial all pages and submit to Director of Tourism.
 - Director will review and if in approval then will print on special paper and sign.
 - MOU is then sent back to Destination Planning to secure other party/parties signatures

4. Execution & Implementation of Project:
- Ground-breaking ceremony may be initiated depending on the type of project.
 - Liaise with Marketing Department to determine the type of launch that will be utilized for example, ceremony, signing of MOU, press release etc.

 - Site Inspections are then conducted
 - a) Review all activities to be completed within the respective phase
 - b) Review contract and design
 - c) Prepare Checklist to conduct the inspection

 - Develop Inspection Reports
 - Report is produced based on site inspection and checklist
 - State if the project is on time as projected
 - State if all works are completed as projected
 - Recommend if Disbursement is to be made
 - Submit report to Director of Destination Planning for approval
 - If Disbursement is approved, then enter payment in SAP and ensure disbursement process is in compliance
 - Completion of Project:
 - Final Inspection is completed with subsequent report submitted
 - Completion Report is Submitted to Director of Tourism
 - Final Disbursement is made
 - Plan and liaise with Public Relation (PR) team for inauguration of project.
 - Press Release
 - Officially close off project with post mortem report.

Appendix 5: Interview Notes

Date of Interview: January 14, 2021

Employee Name: Y. Roberts

Employee Position: Destination Planning & Development Coordinator

Interview Notes

1. To your knowledge, has and does the Destination Planning unit of the Belize Tourism Board incorporate sufficient project management practices and procedures for execution for their various projects? Provide Justifications for your answer.

The DP manager stated that during his time at the BTB and in his capacity of DP manager, the unit has not had a structured project management methodology in place. He mentioned the Destination Planning Unit process flow and how it is considered the DP unit's project management methodology. He also stated that the BTB has different units and departments that fulfill the various project management procedures. For example: the Quality Assurance unit can develop the quality component, the finance department controls the budgets, the HR unit is responsible for resource management, the PR unit would oversee communication and the DP unit would be in charge of other relevant components.

2. In your opinion, has the projects executed by the unit resulted in more successful or failed projects? Why? Kindly Explain.

The DP manager stated that he believes the projects weren't failures but some were just not completed or the scope of the project was changed drastically. Most of the incompleteness and changes in scope were due to lack of planning or having a clear project management plan in place.

3. What capacity building suggestions would you propose to the DP director for project management training for the DP unit team?

The DP manager stated that he would suggest the 6 month project management certificate course offered by the UWI campus in Belize. Some

training in project management software and Microsoft project would also assist the unit in its project management practices.

4. Do you believe a project management methodology will assist and enhance the DP unit in its mandate to oversee projects of the BTB? What would be the greatest benefit?

The DP manager stated that a project management methodology would be the answer to the unit's issues. The methodology would ensure the unit is following a structure. Most importantly, the methodology would come with the necessary plans that must be developed for the project to be successful. The greatest benefit would definitely be the implementation of the plans, specifically the project management plan.

Interview: January 14, 2021

Employee Name: N. Gamero

Employee Position: Destination Planning & Development Director

Interview Notes

1. To your knowledge, has and does the Destination Planning unit of the Belize Tourism Board incorporate sufficient project management practices and procedures for execution for their various projects? Provide Justifications for your answer.

The DP director stated that during her time at the BTB and in her capacity of DP director, she has realized the need for a project management framework and incorporation of efficient project management practices and procedures. The director also mentioned that the DP unit must take the lead in developing a project management framework and presenting it to the executive management so it may be approved and then implemented. She explained that the units within the BTB do not function individually, but rather as one united body. All units play a role in the success of another. To improve the project management practices a framework must be developed with all units.

2. In your opinion, has the projects executed by the unit resulted in more successful or failed projects? Why? Kindly Explain.

The DP director stated that in her honest opinion, there is area for improvement. However, the majority of the projects were successful and those that were postponed were done so with justification. With a developed framework, the success rate of the project will definitely improve.

3. What capacity building suggestions would you propose for project management training for the DP unit team?

The DP director stated again that there is indeed room for improvement and staff development. The DP team is small and does not have a great deal of project management and this can be corrected. Trainings, workshops, certificate programs can be used to train staff. More importantly, it is her belief that experience and firsthand knowledge would also help the team. We learn from mistakes and the lessons learned will ensure mistakes are not repeated but corrected. The development of a project management framework would

greatly _____ assist.

4. Do you believe a project management methodology will assist and enhance the DP unit in its mandate to oversee projects of the BTB? What would be the greatest benefit?

Of course! The DP director completely agreed that a project management methodology would be very much helpful to the DP unit. She stated that a project management methodology is the framework that the DP unit needs. The greatest benefit of the methodology would be the framework structure and the templates. Templates are key in project management and ensure all elements are covered.

Interview: January 14, 2021

Employee Name: C.Evelyn

Employee Position: Senior Destination Planning & Development Coordinator

Interview Notes

1. To your knowledge, has and does the Destination Planning unit of the Belize Tourism Board incorporate sufficient project management practices and procedures for execution for their various projects? Provide Justifications for your answer.

I believe the DP unit has an acceptable rate of successful projects. There is definitely room for improvement. Enhancement is needed particularly in the areas of practices and procedures.

2. In your opinion, has the projects executed by the unit resulted in more successful or failed projects? Why? Kindly Explain.

I believe the DP unit has had a favorable success rate. However, the definition of successful may be questioned. While the project was completed, the manner and procedure to such completion requires improvement.

3. What capacity building suggestions would you propose to the DP director for project management training for the DP unit team?

I would propose project management courses and a writing course aimed at developing plans and documents. Such a course would assist the DP unit in developing project management plans. Subscriptions to software and Microsoft 365-project planner would greatly assist the DP unit as well.

4. Do you believe a project management methodology will assist and enhance the DP unit in its mandate to oversee projects of the BTB? What would be the greatest benefit?

I do believe a project management methodology would greatly assist the project management efforts of the DP unit. A methodology is needed to ensure the DP unit is operating via a structure. The greatest benefits would be accountability, transparency and structure. A methodology would act as a guide to the team.

Appendix 7: Internal Memo

INTEROFFICE MEMORANDUM

TO: DIRECTOR OF TOURISM – KAREN BEVANS
FROM: DIRECTOR OF DESTINATION PLANNING – NORIKO GAMERO
SUBJECT: HOPKINS CULTURAL TRAIL
DATE: JULY 16, 2020

Introduction:

Brief Introduction on the project being proposed and the assessment conducted thus far and its relation to the National Tourism Master Plan and/or the Destination Plan

Detailed description of the project to be executed. All annexes must be included.

Include Brief stakeholder & marketing objective.

**The owners/ management of the completed project should be explained and listed here*

Description:

State estimated completion of project

Appendix

- (1) Include Draft/Estimated Project Timeline*
- (2) Include Draft Budget*
- (3) Include Photos if Applicable.*
- (4) Include Additional Appendix if needed.*

Appendix 8: Statement of Work

STATEMENT OF WORK

<Project Name>

Document Author

Publication Date



PROJECT OVERVIEW

Complete Project Name

Project Manager

Project Team

Project Steering Committee/ Management Body

PROJECT BACKGROUND

Provide a brief description of the project and the purpose of its execution. Benefits can also be included.

PROJECT SCOPE & REQUIREMENTS

Provide a list of all activities/ deliverable of the project.

Provide a list of requirements/resources needed to execute the project.

PROJECT SCHEDULE

Provide a detailed Work Breakdown Structure (WBS).

DURATION ESTIMATES

Provide an approximation of time for each milestone/deliverable of the project. Start and end dates must be included.

PROJECT COST ESTIMATES

Provide a detailed budget of project expenses inclusive of payment schedule.

Appendix 9: Project Charter

PROJECT CHARTER

Project Name

Author

Project Charter change log

Version #	Date	Description of Change	Author
<i><MM/DD/YYYY></i>	<i><0.00></i>	<i>Brief description of changes</i>	<i>First Initial & Full Last Name</i>

Approvals Log

Date	Name	Role	Signature



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project description & deliverables	
Project Assumptions & risks	
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preapproved financial resources (budget).....	
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PROJECT EXIT	
CRITERIA.....	
Project Manager RESPONSIBILITIES	
Project Organization Chart	
Roles and Responsibilities.....	Error! Bookmark not defined.
Appendices.....	

Project Purpose

Describe the main purpose of the project including the tourism issue to be addressed. Describe the incorporation of the National Sustainable Tourism Master Plan (NTSMP) to the project. List and describe the objectives to be achieved at the project. Objectives should follow that of the NSTMP or the DP strategic objectives.

Project Requirements

Describe the goals of the project and the accomplished requirements. This section is to be presented in an executive summary format.

Project Description

Briefly list and explain the goals and objectives to be accomplished by the successful project, the tourism related issues to be addressed, the execution method, and the stakeholders involved. The end product/ deliverables of the project should be listed and explained.

Overall Project Risk

Based on analysis, develop a list with a brief explanation of potential risks and constraints that may be associated with the project. Recommendations for risks listed can also be included in this section.

Summary Milestone Schedule

Provide a list of the proposed preliminary milestones of the project. The chart below can be filled to complete this section.

Project Approval Requirements

Briefly explain and outline who has and grants the final approval of the project. Explains the process of what determines the success of the project and highlight the requirements for approval.

Project Exit Criteria

Provide a detail explanation of the terms that constitutes for the legal and official closure or cancellation of the project by the executing bodies.

Project Roles & Responsibilities

List and explain the roles and responsibilities to be executed by each team member of the DP team including the project manager. The use of a RACI chart is recommended.

Project Governance

With the use of an organizational chart, list the project team, sponsor and relevant stakeholders in a hierarchical form. A brief explanation of how the project will be governed should be included. The official line of authority and power level should be included using a separate diagram. Inclusion of the project sponsor is recommended.

Appendices

List, via visuals, all relevant attachments and documents cited throughout the Project charter.

Appendix 10: Project Management Plan Template

PROJECT MANAGEMENT PLAN

Name of Project

Author
Date Published

PMP Change Log

Version #	Date	Description of Change	Author
<MM/DD/YYYY>	<0.00>	Include brief description of changes	First Name Initial & Full Last Name

PMP Approvals

Position/Role	Name	Signature	Date



Project Details

Project Name & Reference Number:

Document ID:

Summary/Description of Project:

Include a short description of project including the purpose of the project, how it will benefit the BTB and the tourism industry, and why was the project launched.

PMP Log

Include PMP log to track the distribution of the PMP.

Integration Management

Include using a hierarchical diagram.

Project Team

Illustrate the organizational structure of the project governance using a hierarchical chart.

Change Request

Describe and explain how changes and amendments will be done throughout the project.

Describe and explain the process on how changes and amendments of the project will be approved.

Describe and explain how such changes will be implemented by the project team.

Project Close

Describe and explain how the project will be closed. Provide an outline of the process.

Scope Management

The following aspects must be explained and described:

The scope of the project, Management of the scope, Requirements, Responsibility Matrix and the WBS.

Roles & Responsibilities Matrix

Include roles and responsibility using a matrix.

Resource Management

Outline and explain the process on how resources will be requested and obtained by the project team.

The BTB adopted to the paperless campaign and as a result emails are used for requesting resources. Emails are sent to the HR Administrative Manager. The following is a sample email:

Dear Ms. Stephanne,

On behalf of the DP unit, I am kindly requesting the use of vehicle #0060 for Friday August 8th, 2021. The DP team will be conducting site inspection in Dangriga as the Dangriga Cultural Trail Project near its end. Departure time is set for 7:30am and return will be at 4:00pm. The driver will be Chelsea Evelyn. Kindly advice if refueling will be needed prior to departure. Your assistance in the request is greatly appreciated.

Kind Regards,

Chelsea Evelyn

Communication Management

Describe and explain how internal and external communication will be conducted.

Schedule Management

List project deliverables in sequence.

Provide estimation for each activity listed within the WBS.

Develop a Gantt chart to highlight project status.

Cost Management

Describe and list the various costs associated with the project using the project scope plan.

Provide an explanation on how funds are released and how budget is controlled.

Procurement Management

Describe the procurement process.

Include comparison matrix.

Quality Management

Describe and explain the way the quality of the test will be verified and approved.

Risk Management

Describe and explain the internal and external risks of the project inclusive of a brief explanation of how the risks listed can affect the outcome of the project.

Appendix 11: Stakeholder Management Plan

STAKEHOLDER MANAGEMENT PLAN

PROJECT NAME

AUTHOR

DATE OF PUBLICATION

Version #	Date	Description of Change	Author
1.0	<i>DD/MM/YYYY</i>	<i>Incude brief description of changes</i>	<i>First Name Initial & Full Last Name</i>



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MANAGE STAKEHOLDER ENGAGEMENT	
MONITOR STAKEHOLDER ENGAGEMENT	ERROR! BOOKMARK NOT DEFINED.
DEFINED.	
STAKEHOLDER PLAN UPDATES	ERROR! BOOKMARK NOT DEFINED.

PURPOSE

The main objective of the stakeholder management plan is to outline the process(es) required to identify relevant, qualified and productive individuals, groups, organizations, and government bodies that will positively impact the project being executed. The stakeholder management plan is also developed to analyze stakeholder expectations, determine their impact on the project, develop appropriate strategies and tactics for effectively engaging, managing and controlling stakeholders. According to the PMBOK 6th edition, the Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders (2017). The Stakeholder Management Plan includes four (4) sections:

- **Identification of Stakeholders** – identify by name and title the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.

- **Planning of Stakeholder Management** – identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- **Management of Stakeholder Engagement** – outlines the processes and steps that will be undertaken to carry out the planned strategies.

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

Identification of Stakeholders

According to the PMBOK (6th edition), “stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented and analyzed” (2017).

Describe the process of identifying and selecting potential stakeholders.

Questions to be asked to assist in the identification of possible stakeholders:

- Does the person/organization stand to gain/lose from the execution of the project?
- Does the person/organization have an interest in the result of the project?
- Can the person/organization contribute to the success of the project?

Power/Interest Classification

The use of a Power/Interest Grid will assist in the categorization of the identified stakeholders. The power/interest grid presented in the PMBOK (6th edition) will be used to place each stakeholder in its respective category. To help in this process, the project will use the PMBOK Power/Interest Grid to categorize each stakeholder group. Chart 14 is an example of a Power/Interest Grid sample to be used in the development of the stakeholder analysis register.

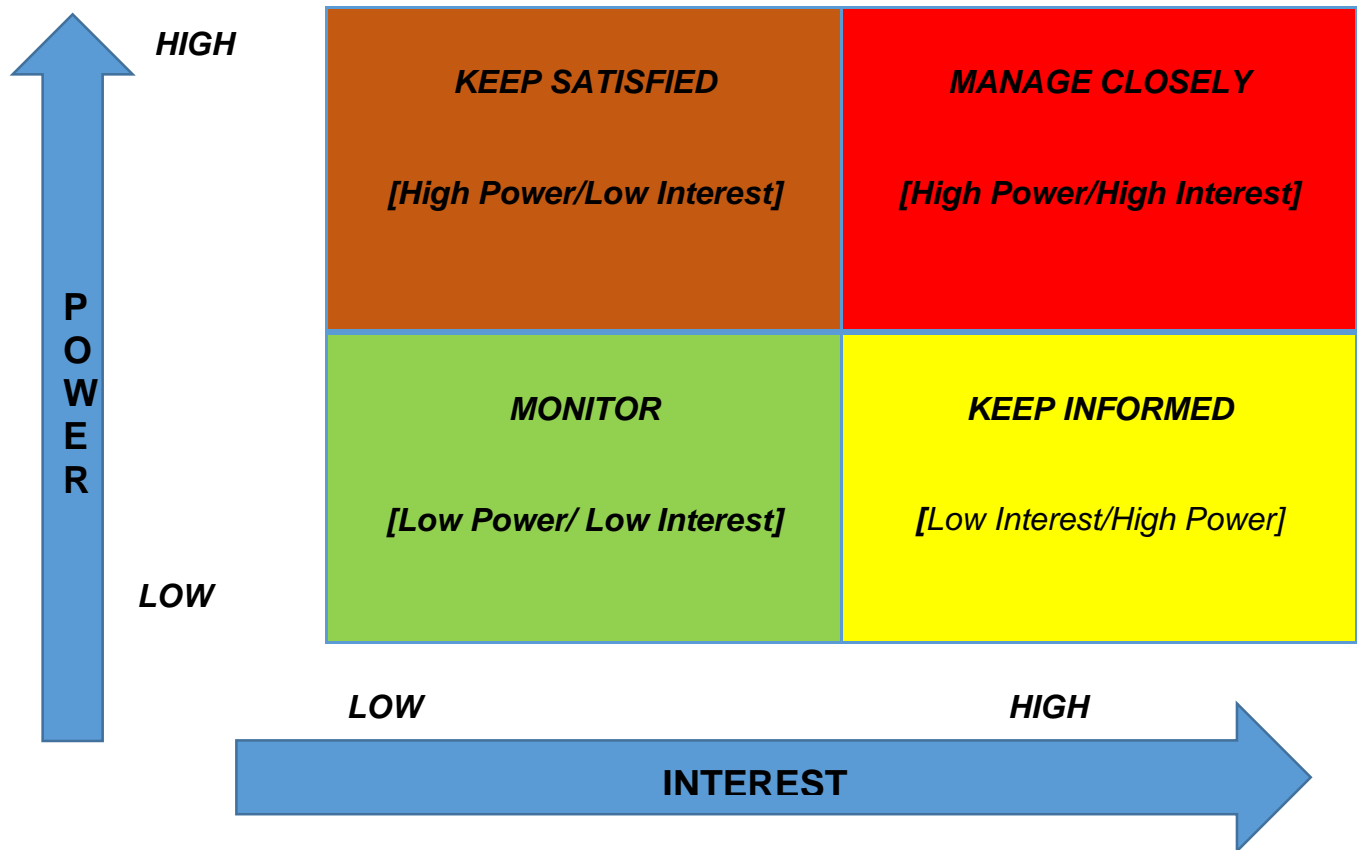


Figure 1: Stakeholder Power/Interest Grid (Evelyn, 2021)

Plan Stakeholder Management

The PMBOK (6th edition) described the Plan Stakeholder Management as “the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success” (2017).

Stakeholder Engagement

In an effort to keep the stakeholders engaged and informed an engagement strategy must be developed. The use of the stakeholder engagement assessment matrix.

To complete the stakeholder engagement assessment matrix as seen in Chart 15, the letter C and D will be used.

C= Current status of stakeholder engagement D= Desired level of stakeholder engagement

Chart 1: Stakeholder Engagement Assessment Matrix (Evelyn, 2021)

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading

Manage Stakeholder Engagement

According to the PMBOK (6th edition), Stakeholder Engagement Management is described as “the process of communicating and working with stakeholders to meet their needs and expectations, and to address issues as they occur” (2017). Through the stakeholder engagement management process, the project team and project manager can ensure the stakeholders contributions are maximized to ensure a successful and interactive project.

The communication plan in Chart 16 below outlines the strategy that will be used to communicate with stakeholders and the project team and ensure they are informed and updated throughout the project lifecycle.

Chart 2: Communication Plan (Evelyn, 2021)


Stakeholder Communication Plan

Stakeholder(s)	Project Lead	Information to be Shared	Purpose	Method of Communication	Frequency	Comments

Monitor Stakeholder Engagement

Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. Monitor Stakeholder Engagement involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders. Stakeholders are critical to the project's success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project lifecycle (small, n.d).

Appendix 13: Risk Management Plan Template

RISK MANAGEMENT PLAN

Project Name

Author

Publication Date

Version #	Date	Description of Change	Author
1.0	<i>DD/MM/YYYY</i>	<i>Include brief description of changes</i>	<i>First Name Initial & Full Last Name</i>

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			



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Quantitative Risk Analysis	
Register.....	
RISK MONITORING	
RISK MITIGATION AND AVOIDANCE.....	

INTRODUCTION

Provide brief description highlighting the purpose and importance of the risk management plan. Provide a general description of why risk management is critical to the strategic management of the project and describe the preliminary steps taken to develop the risk management plan.

RISK MANAGEMENT APPROACH

Provide a detailed description of the approach to be used to manage risks of the project including tools, templates, strategies, etc.

Risk Management Meetings:

- Project Manager chairs the risk assessment meetings
- Project team participates in risk assessment meetings and members serve as meeting recorder and timekeeper
- Key stakeholders participate in risk assessment meetings
- Project Sponsor may participate in risk assessment meetings

RISK IDENTIFICATION

Provide a detailed description of the strategy to be utilized to identify and record possible risks. The DP team will use the following tools to identify project risks:

Meetings:

A series of meetings will be held between both the DP team and project sponsors. The meetings will adopt a risk workshop structure to identify and review qualitative risk analysis.

Reports:

Completed assessment reports and quantitative analysis is another tactic to be used by the DP team to develop the risk management plan.

Quantitative Risk Analysis:

Quantitative analysis will not be used in the risk management or risk identification of the DP unit as the unit rarely manages and executes projects that are large and complex. In addition, the monetary calculation of risks is a rare occurrence and mathematical calculations are not applied to the projects executed by the DP unit of the BTB. The risk probability and impact diagram will still be utilized to provide an overview of the risk listed within the risk register.

Qualitative Risk Analysis:

Qualitative risk analysis will be used in the risk management and risk assessment of the DP unit due to its identification of Project risks using a pre-defined rating scale. The risks associated with projects executed by the DP unit will be scored based on the probability or likelihood of the risk occurring. The probability of the risk will be determined using tools such as the risk probability and impact diagram and analogous expertise.

Analogous Expertise

The use of analogous expertise via experienced professionals and stakeholders.

Risk advice will be compiled and added in the risk register.

The following risk register in Chart 18 will be used to record potential risks of the project.

Chart 1: Risk Register Template (Evelyn, 2021)

RISK REGISTER								
ID #	Date Entered	Risk Description	Impact Description	Impact Level (H,M,L)	Probability Level (H,M,L)	Priority Level (H,M,L)	Mitigation Approach	Owner

Chart 2: Risk Register Level Key (Evelyn, 2021)

<i>Impact, Probability & Priority Level Key</i>			
<i>H</i>	<i>M</i>	<i>L</i>	<i>N</i>
<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>Neutral</i>

PROBABILITY	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	IMPACT					

Figure 1: Risk Probability & Impact Diagram (Evelyn, 2021)

RISK MONITORING

Provide a brief description of the strategy to be used to monitor the project risks.


RISK MITIGATION

Provide a detailed explanation of the risk mitigation strategies that will be used to mitigate risks. The DP team will follow the avoid, accept, reduce and transfer of risks strategy.

Appendix 14: Roles & Responsibility Matrix Template

 DP Team Members Roles & Responsibility/RACI Matrix						
Task/ Deliverable	DO T	Project Manager	DP Manager	Project Lead	Partner/ Stakeholder	Partner/ Stakeholder
Project Charter						
Additional roles.						

Appendix 15: Comparison Matrix Template

						
DP COMPARISON MATRIX						
Comparing Features	Quantity	Vendor/Supplier	Vendor/Supplier	Vendor/Supplier		
Item/Service						
Item/Service						
Item/Service						
Availability						
Discount						
GST 12.5%						
Total						
Previous Works with BTB (Y/N)						
Comments						
Recommended Vendor/Supplier						



DP Director Signature

Date

Director Of Tourism Signature

Date

Appendix 17: Meeting Minutes Template

 BTB's Meeting Report 		
Meeting Title		
Date:	Location:	
Start Time:	End Time:	
Prepared by: _____	Position: _____	
Meeting Agenda		
Discussion/Key Points:		
Follow Up/Way Forward:		
Meeting Attendees:		
NAME	ORGANIZATION	CONTACT INFO
End of Report		
Submitted by: _____		Date of Submission: _____
Approved by: _____		

Appendix 19: Project Completion Report Template

COMPLETION & EVALUATION REPORT

Name of Project

Date Concluded

Belize Tourism Board & Project Partnership(s) Name

Include BTB, Partners, & Sponsor Logo



Dedication of Project.

Provide a brief description of project dedication.

If not applicable, leave blank.

Table of Content

General Data & Project Background

Official Project Name

Introduction of Project

Sponsors

Project Start & End Date

Evaluation of Project Objective & Scope

Evaluation of Costs & Budgets

Evaluation of Stakeholders

Evaluation of Project Schedule

Lesson Learned & Future Recommendations

Signatures

GENERAL DATA & PROJECT BACKGROUND

Official Project Name

State the official and full name of the project executed.

Introduction of Project (Project History & Overview)

Provide a detailed and thorough description of the project including the history on how and why it was initiated/implemented.

Project Sponsor

List the official and full name of all project sponsors in order of contribution.

Start & End Date

List the actual start and end date of the project.

Evaluation of Project Objectives & Scope

A list of all general and specific objectives must be generated, and a thorough individual evaluation must be made for each objective.

Chart 24 below can be used:

Chart 1: Project Objective Evaluation Chart (Evelyn, 2021)

Objective	Achieved (Y/N)	Evaluation	Recommendation

Evaluation of Budget & Costs

A copy of all versions of the budget must be presented.

A brief comparison must be made between the proposed and actual budget of the project.

Evaluation of Stakeholder(s)

Include a detailed and thorough evaluation of management and project stakeholders must be conducted. This is to be conducted by the project team excluding the project manager.

A list of all stakeholders must be made, and a score should be given along with a short comment using Chart 25 below.

Chart 2: Stakeholder Evaluation (Evelyn, 2021)

STAKEHOLDER NAME		
Category	Score	Comment
Active Participation	/10	
Financial Contribution	/10	
Technical Contribution	/10	
Availability & Feedback	/10	
Dedication to Project	/10	
Overall contribution/assistance	/10	

Evaluation of Project Schedule

Proposed project schedule must be presented and compared against the actual schedule in which project deliverables were completed.

Evaluation of Project Team & Project Management Practices

An evaluation of the project team is to be completed by the project manager. This can be done using a score system or written evaluation as decided upon by the project manager.

Lesson Learned & Future Recommendations

Insert lesson learned log here and provide a general evaluation of all lessons learned and include recommendations for future project execution. Lesson learned illustrated in Chart 23 can be used.

Signatures

All relevant members included in the execution of the project must sign off on the evaluation report to official close the project.

DP Director

of Tourism

DP Manager

DP Project Lead

Appendix 20: Philology Review Dictum

May 17, 2021

Lisa Ramirez
209 Manatee and Tuna Drive
Vista Del Mar, Ladyville
Belize

Universidad Para la Cooperacion Internacional
Avenida 15, Calle 35, Barrio Escalante,
San José 10101, Costa Rica

RE: Philological Approval Letter

Dear Ms. Evelyn,

I, Mrs. Lisa Ramirez, hereby declare that the thesis entitled "Proposal of a Methodological Guide for the Management of Projects executed by the Destination Planning Unit of the Belize Tourism Board" has been reviewed and thoroughly edited and meets requirements befitting a master's level thesis.

Sincerely,



Lisa Ramirez