

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL (UCI)

PROJECT MANAGEMENT PLAN FOR A BABY FRIENDLY CORNER
AT CARACOL INDUSTRIAL PARK

ROSE ANNA JEANTY MICHEL

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Port-au-Prince, Haiti
January, 2021

APPROVAL PAGE

UNIVERSIDAD PARA LA COOPERACIÓN INTERNACIONAL
(UCI)

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

Carlos Brenes Mena
TUTOR

Sara Fonseca
REVIEWER No.1

Paula Jency Villalta Olivares
REVIEWER No.2

Rose Anna Jeanty Michel
STUDENT

DEDICATION

I dedicate this work firstly to the almighty God; secondly, to my husband, Isaac Michel, and to my children, Karen J. and Gaetan Rodney Michel.

“The fear of the LORD is the beginning of knowledge” (Proverbs 1:7a) NIV

“The fear of the LORD is the beginning of wisdom; all who follow his precepts have good understanding” (Ps 111:10) NIV

ACKNOWLEDGMENTS

I would like to thank the highest God for the knowledge he gave me to pursue that journey. He knows how many times I have stumbled and wanted to quit, but his powerful arm supported me. I would not be able to make it without Him.

I would also like to take time to show my appreciation to all who, in one way or another, gave their contribution throughout this study.

Firstly, I would like to thank the university's administrative staff for providing necessary information and support from the beginning to the end of the program.

I am also thankful to the University for International Cooperation's faculty and staff for their approach toward education. This approach is very useful for professionals returning to school and especially for adults.

A whole-hearted thank you to ILO/HRD and BWH for their co-investment in this study.

I am thankful for my family's assistance, my colleague's, Eunice, encouragement, and this cohort of MPM students who were supportive and encouraging during the time of this study.

A special thank you to the tutor who took time to read the document and provide advice.

May God bless you all!

TABLE OF CONTENTS

APPROVAL PAGE	ii
DEDICATION	iii
ACKNOWLEDGMENTS.....	iv
TABLE OF CONTENTS	v
INDEX OF FIGURES	xi
INDEX OF CHARTS.....	xii
ABBREVIATIONS AND ACRONYMS.....	xiii
EXECUTIVE SUMMARY.....	xiv
CHAPTER I. INTRODUCTION.....	1
1.1. Background	1
1.2. Statement of the Problem.....	1
1.3. Purpose.....	3
1.4. General Objective.....	3
1.5. Specific Objectives	3
CHAPTER II. THEORETICAL FRAMEWORK.....	5
2.1. Enterprise Framework	5
2.1.1. Company Background	5
2.1.2. Mission and Vision Statements	6
2.1.3. Organizational Structure	7
2.1.4. Products Offered.....	7
2.2. Project Management Concepts	8
2.2.1. Project.....	8
2.2.2. Project Management.....	8

2.2.3. Definition of Work in Project Management	9
2.2.3.1. Work Package in Project Management	9
2.2.3.2. Project Life Cycle.....	9
2.2.4. Project Management Processes	10
2.2.4.1. Starting or Initiating.....	10
2.2.4.2. Planning or Organizing and Preparing.....	11
2.2.4.3. Carrying Out the Work or Execution	11
2.2.4.4. Closing Phase	11
2.2.4.5. Project Phases	12
2.2.4.6. Project Management Processes.....	13
2.2.4.7. Initiating Process	13
2.2.4.8. Planning Process.....	13
2.2.4.9. Executing Process	13
2.2.4.10. Carrying Out the Work or Executing	13
2.2.4.11. Monitoring Process	14
2.2.4.12. Closing Process.....	14
2.2.5. Project Management Knowledge Areas.....	15
2.2.5.1. Project Integration Management.....	15
2.2.5.2. Project Scope Management	15
2.2.5.3. Project Schedule Management.....	15
2.2.5.4. Project Cost management	16
2.2.5.5. Project Quality Management	16
2.2.5.6. Project Resource Management	16
2.2.5.7. Project Communication Management.....	16
2.2.5.8. Project Risk Management	17

2.2.5.9. Project Procurement Management	17
2.2.5.10. Project Stakeholder Management	17
2.3. Other Applicable Theory/Concepts Related to the Project Topic and Context	18
2.3.1. What are social action projects?	18
2.3.2. Breastfeeding Theory.....	18
CHAPTER III. METHODOLOGICAL FRAMEWORK.....	21
3.1. Information Sources	21
3.1.1. Primary Sources	21
3.1.2. Secondary Sources	21
3.2. Research Methods	23
3.2.1. Analytical Method.....	23
3.2.2. Qualitative Research Method.....	23
3.2.3. Quantitative Research Method	24
3.3. Tools.....	27
3.4. Assumptions and Constraints	28
3.4.1. Assumptions	28
3.4.2. Constraints.....	28
3.5. Deliverables	29
CHAPTER IV. RESULTS.....	30
4.1. Project Integration	30
4.1.1. Project Charter.....	30
4.1.2. Change Control Procedure	33
4.2. Scope Management Plan	3633
4.2.1. Scope Definition.....	3633

4.2.1.1. Baby Friendly Corner (BFC) Project Scope	3633
4.2.1.2. BFC Project Acceptance Criteria and Deliverables.....	3835
4.2.1.3. BFC Scope Management Approach	3836
4.2.1.4. Roles and Responsibilities	3936
4.2.1.5. Project Scope Statement	4138
4.1.2.6. Project Exclusion	4138
4.2.1.7. Requirement Traceability Matrix	4239
4.2.1.8. Product Acceptance and Criteria	4340
4.2.1.9. Work Breakdown Structure and Dictionary	4340
4.2.1.10. WBS and Dictionary	4441
4.2.1.11. Scope Change	4542
4.2.1.12. Scope Verification.....	4542
4.3. Project Schedule Management	4744
4.3.1. Introduction	Error! Bookmark not defined.44
4.3.1.1. Schedule Management Approach.....	Error! Bookmark not defined.44
4.3.1.2. Sequence Activities	4845
4.3.1.2. Estimate Activity Duration	5552
4.4. Project Cost Management.....	5654
4.4.1. Introduction	5654
4.4.2. Cost Management Approach	5654
4.4.3. Cost Roles and Responsibilities	5755
4.4.4. BFC Cost Estimate	5856
4.4.5. Determine Budget.....	5856
4.4.5. Reserve Analysis	5957
4.4.6. Cost Change Process Control	6058

4.5. Quality Management Plan	6159
4.5.1. Introduction	6159
4.5.2. Quality Management Approach.....	6159
4.5.3. Quality Requirement Standards	6260
4.5.4. Quality Control	6364
4.6. Human Resource Management Plan	6462
4.6.1. Introduction	6462
4.6.2. BFC Human Resource Management Plan.....	6462
4.6.3. Roles and Responsibilities	6563
4.6.4. Acquisition of Human Resources	6664
4.6.5. Staff Development Training.....	6664
4.6.6. Performance Reviews and Recognition and Award System	6665
4.7. BFC Communication Management Plan	6866
4.8. Sustainable Risk Management Plan.....	7169
4.8.1. Risk Response Planning	7374
4.9. Procurement Management Plan.....	7573
4.10. Stakeholder Management Plan	7674
4.10.1. BFC Stakeholder Management Plan	7674
4.10.2. BFC Stakeholder Identification	7674
4.10.3. BFC Stakeholder Register	7674
4.10.4. Management of Stakeholder Engagement.....	7977
4.10.5. Control Stakeholder Engagement.....	7977
CHAPTER V. CONCLUSIONS.....	8179
CHAPTER VI. RECOMMENDATIONS.....	8382
BIBLIOGRAPHY	8584

APPENDICES	8685
Appendix 1: FGP Charter	8685
Appendix 2: FGP WBS	8988
Appendix 3: FGP Schedule	9089
Appendix 4. BFC Change Control Form	9493
Appendix 5. Proofreading Letter	9594

INDEX OF FIGURES

Figure 1. Factory Floor	6
Figure 2. Organizational Structure	7
Figure 3. Project Life Cycle	10
Figure 4. Interaction of Process Groups,.....	12
Figure 5. Project Execution produce	14
Figure 6. The 10 Knowledge Areas	18
Figure 7. Interactive Theory of Breastfeeding	19
Figure 8. Interactive Theory of Breastfeeding	20

INDEX OF CHARTS

Chart 1. Information Sources	22
Chart 2. Research Methods	24
Chart 3. Tools	27
Chart 4. Assumptions and Constraints (Source: Author of the study).....	28
Chart 5. Deliverables.....	29
Chart 6. Project Charter	31
Chart 7. Scope Management Roles and Responsibilities	40 37
Chart 8. Requirement Traceability Matrix	42 39
Chart 9. WBS and Dictionary	44 41
Chart 10. Activity List.....	47 45
Chart 11. Sequence Activities.....	49 46
Chart 12. BFC Project Schedule	Error! Bookmark not defined. 52
Chart 13. Cost Roles and Responsibilities	57 55
Chart 14. Budget.....	58 56
Chart 15. Management Reserves	Error! Bookmark not defined. 57
Chart 16. Stakeholder Requirements	62 60
Chart 17. Communication Plan	69 67
Chart 18. BFC Risk Register	71 69
Chart 19. BFC Risk Response Matrix	74 72
Chart 20. Procurement Authority	75 73
Chart 21. List of Stakeholders	77 75
Chart 22. BFC Stakeholder Matrix	78 76
Chart 23. Stakeholder Engagement Assessment Matrix	79 77

ABBREVIATIONS AND ACRONYMS

ADIH: Haitian Association Industry (French Acronym)

BFC: Baby Friendly Corner Caracol

BWH: Better Work Haiti

CPFO: Centre for Promotion of Women Workers

ILO: International Labour Organization

MAST: Ministry of Social Affairs and Labour (French Acronym)

MSPP: Ministry of Health (French Acronym)

OFATMA: Office for Work, Health, and Maternity Insurance (French Acronym)

PAC: Project advisory committee

PMBOK: Project Management Book of Knowledge

UCI: Universidad para la Cooperación Internacional

UN: United Nations

UNICEF: United Nations International Children's Emergency Fund

WBS: Work breakdown structure

WHO: World Health Organization

EXECUTIVE SUMMARY

The industry apparel in Haiti creates jobs for roughly 53,000 workers and 90 percent of the country's exports earnings. The workforce is composed of 68% of women and their income support several family member. Better Work Haiti (BWH) is currently active in 36 factories and only one factory registered with BWH counts 7248 women workers. Some factories offer basic medical service but there is no breastfeeding corners or child daycare. Considering the high proportion of women in reproductive age in the garment industry in Haiti and specific needs of lactating women and their infants, it is important to provide additional services to working mothers that would benefits to both mother-baby dyad and factories. Breastfeeding, as simple as it can appear, can save numerous lives and increase the rate of survival of infants and young children. The promotion of breastfeeding, especially in developing countries, is a public health issue of critical importance. BWH is concerned about lactating women's experiences, including barriers and facilitators that surround exclusive breastfeeding. The world Health Organization (WHO) recommends exclusive breastfeeding until the age of six months, and thereafter continued breastfeeding with the addition of complementary foods for up to two years. However, maternity leave periods expire before the WHO recommended period of exclusive breastfeeding, and hence workplace arrangements to enable women to continue to breastfeed upon return to work are important to meet international recommendations and are in the best health interests of mother and child.

It is in this context that Better Work Haiti would like to support a project name Baby Friendly Corner in the Industrial Park of Caracol in the North East of Haiti. This project has for objective to transform a physical space into a day care to support 200 lactating women workers and their infants. The Centre for Promotion of Women Workers, better known by its French acronym CPFO will implement this project. The Centre has been working with women workers since 1985. UNICEF, a world leader in promoting global healthcare for children, will offer technical support for that project.

This present work has been developed as a contribution to support the weakness in the area of project management methodology reveals in the discussion with the implementing partner. Without a project management plan, the project will not be able to give the expected results and stakeholders will not be satisfied.

The general objective for this project is to develop a project management plan for the project Baby Friendly Corner to facilitate CPFO to manage effectively the resources and maintain stakeholder engagement with respect with donor's quality requirements. The specific objectives are to create a project charter that authorizes the project and give authority to the project manager to use the organizational resources to the project ; to develop a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project; to develop a workable schedule management plan to assign the duration of work packages create a cost management plan to assign costs to work packages, develop an effective quality management plan to shape the minimum standard of the

stakeholders, develop a resource management plan to identify and acquire resources needed for the completion of the project; develop a communication management plan to define communication strategies; create a risk management plan to identify risks and plan risk responses; develop a procurement plan to acquire goods and services that are external to the project team; create a stakeholder management plan to identify stakeholders and their requirements and develop a stakeholder engagement plan to define how each stakeholder could affect or be affected by the project.

The methodology for the research was a combination of the three approaches, specifically the analytic, qualitative, and quantitative methods. Structured group discussions, interviews, and literature reviews were carried out during the research. Information was found in an assortment of sources including interviews, meetings minutes, and via internet sources but the Project Management Knowledge Guide (PMBOK® Guide) the sixth edition, was the main sources to collect information for this work. Before the selection of each tool for the management plan of the Baby Friendly Corner all the information was reviewed, verified and analyzed. The sixth edition of the (PMBOK® Guide) provides new approach and new methodology to the Project team in the development of that project management plan that will serve not only for the Baby Friendly Corner Project but for other projects that CPFO will have to manage in the future.

The methodology from the (PMBOK® Guide), a model for each of the processes responding to the different objectives of this work has been achieved. These results were achieved with the support and collaboration of each of the stakeholders in this project. The project management plan allowed them to improve their way of managing project, by providing them with a methodology that they could adapt to the liking of the CPFO.

It is recommended that training on Quality and Quantity requirements and on tools necessary for the institution to manage project in a more effectively be provided to the team to enable them to better meet the donors' requirements. This will allow them not only to grow as an institution but also to better serve the community.

At the end the enthusiasm of the project team was remarkable and they admit that the tools will help them to better manage other projects and to fulfill donor's requirements.

CHAPTER I. INTRODUCTION

1.1. Background

The Centre for the Promotion of Women Workers, better known by its abbreviation CPFO, is a private non-profit institution, working in Haiti since 1985 with women workers in the textile sector. This institution is established in the very heart of the industrial zone; the CPFO is easily accessible by its target population (women workers in the garment sector). This center offers women workers a series of educational activities and services that allow them to reflect on the principles and values of human rights, working conditions, taking charge of their health, and also sharing their experiences and their problems with other women workers.

Since its creation in 1985, CPFO developed two main programs with women workers: a human's right and gender education program. The programs study questions about gender, women rehabilitations, women discrimination, literacy work rights, women rights, civil rights, amongst other topics as well as a sexual and reproductive health program that includes training in reproductive health, sexual health, reproductive and family planning, STD/HIV prevention, and gynecological services.

CPFO has been working with other organizations in the country and with other United Nations agencies. CPO also supports third-party organizations by providing training services or by carrying out community interventions on their behalf.

The World Health Organization (WHO) is promoting exclusive breastfeeding for the first six months in the life of a baby since so many children have died due to the lack of proper care, as the mothers had to leave them and return to work before the six months of exclusive breastfeeding.

1.2. Statement of the Problem

The percentage of the population in reproductive age is very high in the garment sector in Haiti, and lactating women and their infants are living in precarious conditions. Due to the necessity to provide additional services to working mothers and for the benefit of both women and babies, it appears necessary to have something done for women workers at the industrial park of Caracol.

Despite all of the improvement in working conditions at the level of factories registered with BWH, where lactating women received permission to arrive 30 minutes late or leave 30 minutes ahead of time for breastfeeding purposes, the time allocation to lactating women is still a non-compliance issue to tackle in the garment sector. Currently, at the sectoral level, there is no structure in place as a day care to accommodate lactating mothers and their newborns during working hours. Skillful women are quitting their jobs in order to avoid the death of their infants. Due to the financial needs of women working in the factories, they are obliged to return to work after a short maternity leave, and that creates a distance between mothers and their babies. After 10 years working with the textile sector, BWH understands the effect of that created distance on families and on the workplace and has decided to support the BFC project as a way to endorse their social corporate responsibility (CSR) toward the sector.

Empirical evidence shows that 19% of all deaths among children younger than five years could be prevented through appropriate feeding practices. In Haiti, the implementation of infant and young children feeding practices recommended by the World Health Organization and UNICEF is hindered by certain circumstances, and one of them is that infants are often separated from their working mothers during the day. According to the DHS 2005-2006 survey, 44% of Haitian mothers initiated breastfeeding immediately after birth, and 41% of infants less than six months old were exclusively breastfed. It is clear that infant feeding had to be facilitated through the creation of spaces where mothers could receive postnatal counselling and safely breastfeed their infants.

Partnership relations with other United Nations agencies and other organizations involving mother and child health concluded that there is an excessive need to support lactating women workers. It is in this logic that through the partnership between BWH and CPFO, women workers in the factories at Caracol will benefit from a safe and friendly space to breastfeed their babies during working hours.

BWH is financing the creation of the Baby Friendly Corner project that aims to create a furnished and equipped daycare facility that will be able to accommodate

200 lactating mothers and babies from 0-12 months. A trained medical staff will be available to provide good care to the babies while their mothers are working and to provide counselling to the lactating women workers.

With BWH support, this work is providing a management plan for the Baby Friendly Corner project to support lactating women and babies. The processes will help to ensure a proper management of resources provide structure and ensure that the product delivered respects the standards and meets the expectations of its stakeholders.

1.3. Purpose

The purpose of this project is to develop a project management plan for the CPFO that will contain sustainable principles to govern the implementation of this social project named Baby Friendly Corner that aims to create a better environment and better support for lactating mothers working in the industrial park at Caracol. This project may be replicated in other industrial parks in Haiti.

Considering the importance of this project for the BWH program and its partners, local and international, it is imperative that the Baby Friendly Corner project implements principles of sustainable development hooked on effective management of the project management process within the center.

1.4. General Objective

To develop a project management plan for the implementation of project Baby Friendly Corner to provide child day care to support mother-baby dyads at a factory in Caracol Industrial Park, Haiti.

1.5. Specific Objectives

1. To create a project Charter that authorizes the project.
2. To create a scope management plan to define the requirements of the project and ensure that the project includes all the work to complete successfully the activity of the project
3. To develop a workable schedule management plan to assign duration to work packages

4. To create a cost management plan to assign costs to work packages
5. To develop an effective quality management plan to shape the minimum standard of the stakeholders
6. To develop a resource management plan to identify and acquire resources needed for the completion of the project
7. To develop a sustainable communication management plan to define communication strategies
8. To create a risk management plan to identify risks and risk responses
9. To develop a procurement management plan to acquire goods and services that are external to the project team
10. To create a stakeholder management plan to identify key stakeholders and their requirements

CHAPTER II. THEORETICAL FRAMEWORK

2.1. Enterprise Framework

Since 2009, Better Work Haiti (BWH) has joined with workers, employers and government to improve working conditions and boost competitiveness of the garment industry. The program covers all garment factories and some other manufacturing factories in Haiti exporting to the US market. The garment industry is one of the largest employers in Haiti, creating jobs for approximately 40,000 people. In 2015, total export revenues from the textile and garment industry accounted for approximately 90% of national export earnings and 10% of national GDP.

In June 2015, the Trade Preferences Extension Act of 2015 (HOPE/HELP) was adopted by the United States (US) House of Representatives. It includes an extension of 10 years of Haiti's preferential trade deal to the US for apparel products.

BWH also works with other organization partners that work with women in the garment sector like the Centre for Promotion of Women Workers (CPFO).

2.1.1. Company Background

The Centre for Promotion of Women Workers works closely with organizations, local and international, and especially with women in the garment sector. It is through this collaboration that CPFO is able to understand the specific needs of its key population and to develop and implement program that has the greatest impact and potential for making sustainable change. CPFO works with the representatives from relevant ministries, employers, and workers' unions.

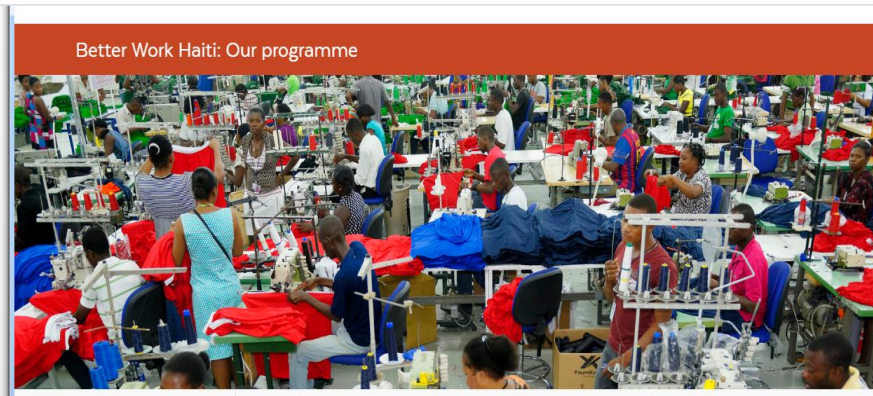


Figure 1. Factory Floor
Source: Better Work Haiti (2015).

2.1.2. Mission and Vision Statements

All of the organization's efforts are focused on promoting women's self-empowerment.

Vision. The goal of the CPFO is to achieve a just and equitable society where all women and men are holders of the same power and are able to manage and control their lives without any discrimination.

Mission. CPFO's goal is to contribute to the improvement of living and working conditions of women workers in the assembly industry in Haiti. All of the organization efforts are focused on the promotion of women's self-empowerment through strengthening their self-determination in their roles as women, mothers, and workers. Through this action in the working world, the CPFO intends to fight for the change of working conditions and fully participate in the creation of a new social dynamic.

CPFO's impact in the garment sector. A survey made with women workers in the past five years found that significant progress was made in the life of the ones that frequent the centre regularly. One of the findings is that the factories participating in the BWH program expanded worker's access to healthcare. The majority of women workers are under the age of 30, and Better Work has expanded access to

pregnancy-related healthcare, which is crucial for young women working in the garment sector.

2.1.3. Organizational Structure

The organizational structure of the centre is as follows: a management board, one executive director overseeing the whole team, one manager responsible for sexual and reproductive health, and another manager responsible for human rights and gender. There is only one personal support, and they may call a consultant as needed.

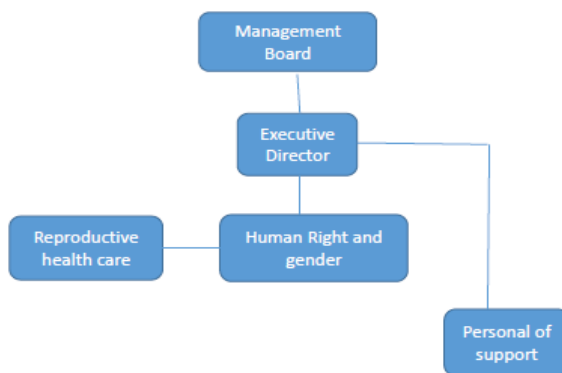


Figure 2. Organizational Structure
Source: CPFO (2019)

2.1.4. Products Offered

CPFO develops two major programs for women workers: a human rights and gender education program and a sexual and reproductive health program.

Under the human rights program, CPFO offers training in human development, the principles and values of human rights, legal assistance, training on literacy, and service in communication and information.

The program on sexual and reproductive health includes training in reproductive health, sexual health, family planning, sexually transmitted diseases (STDs), and human immunodeficiency virus (HIV) prevention and also gynecological and dermatological services.

2.2. Project Management Concepts

2.2.1. Project

A project is a unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost, and resources. (BS 6079-2, 2000, p. 10) A project is also a temporary organization to which resources are assigned to do work to bring about beneficial change. Projects and project work differ from operations, which describe the normal day-to-day activities of an organization, although the word project is used to describe something outside normal day-to-day work. A project has a budget and schedule; it requires the effort of people, and quality and measurement are applied to it.

For the commitments of this final graduation project (FGP), the project is to create a project management plan for the implementation of the Baby Friendly Corner project in Caracol.

Baby Friendly Corner is a contribution of BWH in partnership with the industrial park of Caracol. Most of the technical team that is involved on that project is working around the project, but a general sense of concern still remains about a good understanding of the triple constraints (scope, time, and cost) within the project. It is important to have a structured approach to project work for the Baby Friendly Corner project.

The current academic development of the project management plan for the BWH Baby Friendly Corner project goes for the time of the FGP, so it should be fully established by January 2020.

2.2.2. Project Management

In the Project Management Body of Knowledge Guide, project management is defined as “the application of knowledge, skills, tools and techniques to project

activities to meet project requirements” (PMI, 2013, p.5). This application is done through a blended harmonization of 49 project management processes categorized in five process groups, namely initiating, planning, executing, controlling, and closing. Project management is the work of a team to achieve a specific goal and meet specific success criteria at a specific time. The primary challenge of project management is to achieve all project goals within the given constraints.

In the case of this current FGP, project management will be applied in Baby Friendly Corner to foresee and predict as many dangers as possible and to plan, organize, and control activities so that the project is completed and successful.

For a better understanding of that definition of project management, we need to understand the meaning of work and team in that concept.

2.2.3. Definition of Work in Project Management

According to Wikipedia, work is the amount of effort applied to produce a deliverable or to accomplish a task or a group of related tasks.

2.2.3.1. Work Package in Project Management

In project management, the term work package often appears. A work package is a group of related tasks that are defined at the same level within a work breakdown structure. All projects, from the simple ones to the most complex ones, are broken down in small manageable work packages so the initiation and implementation can be easily monitored and controlled to achieve the desired result within the triple constraints of time, scope, and cost.

As part of the final graduation project, the student proposes to define a work breakdown structure for the Baby Friendly Corner project to support its implementation.

2.2.3.2. Project Life Cycle

According to the PMBOK Guide, project life cycle is defined as the series of phases that a project passes through from its start to its closing. Any project generally goes through four key phases described as the generic project life cycle.

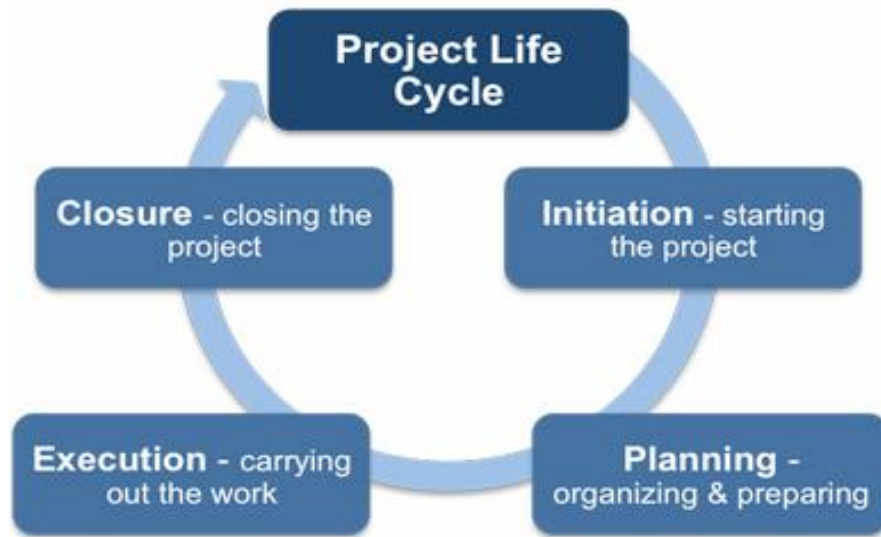


Figure 3. Project Life Cycle
Source: PMI (2013)

2.2.4. Project Management Processes

2.2.4.1. Starting or Initiating

It is the first phase of the project life cycle. During that phase, you identify the business case, a problem, or opportunity. A solution is defined. A project is formed, and a project team is appointed to build and deliver the solution to the customer.

All projects are created for a reason. The Baby Friendly Corner project is created to support lactating mothers working at the industrial park of Caracol where the time allocated as maternity leave is not sufficient for the exclusive breastfeeding period suggested by the World Health Organization, which is six months. BWH identifies a need in the area of protecting mothers and infants in the textile sector, precisely the women working at Caracol, and with that project, that need will be addressed. How well the project ultimately addresses that need defines the project's success or failure.

It is intended to develop a clear and accurate business case for the FGP to pursue the engagement of all stakeholders and their involvement in the Baby Friendly Corner project and ensure to them that the project is vital and can be achieved.

The project management plan that the student proposes to develop for the Baby Friendly Corner project is to ensure that the project manager, jointly with his team, will determine if the project's objectives are achievable and realistic and also to ensure that the team has a good understanding of the tools and a good sense of what it takes to accomplish the particular tasks.

2.2.4.2. Planning or Organizing and Preparing

In the planning stage, the project is divided into pieces named work packages in order to assign resources and responsibilities. It is an important stage of the project, as it is at this stage that the baselines for monitoring and controlling are set up.

2.2.4.3. Carrying Out the Work or Execution

The execution stage is the phase where the tasks are performed. Resources are burned, and the project must be monitored to detect variations in cost and schedule, if they occur, in order to make adjustments by assigning additional resources or fast tracking a task if the case requires it.

2.2.4.4. Closing Phase

The closing stage is the termination phase of the project. It is the very last process group. The verification of the requirements is made for the acceptance of the deliverable. In case the requirements are met, the deliverable is accepted.

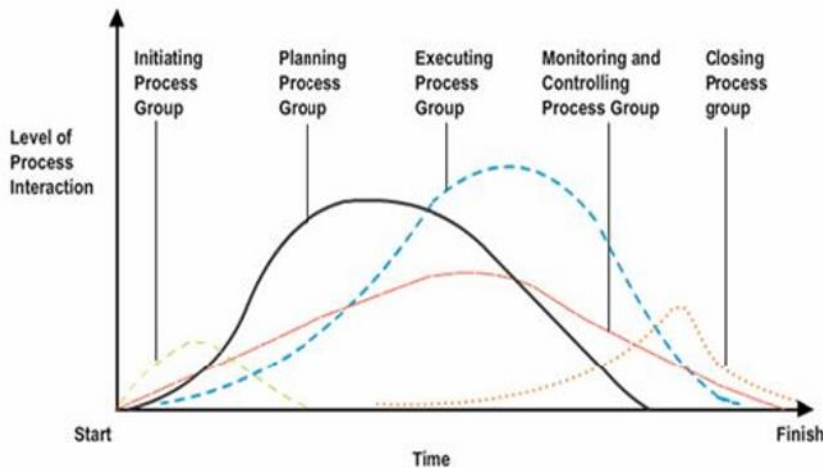


Figure 4. Interaction of Process Groups,
Source: PMI (2013)

The PMI defines and endorses effective standards and practices including a set of *process elements* that provide a framework for the full lifecycle in project initiation, planning, execution, and closure.

Based on these elements, the student proposes to provide an effective structure for the Baby Friendly Corner project planning and management.

2.2.4.5. Project Phases

Project phases are “a collection of logically related project activities that culminates in the completion of one or more deliverables“(PMBOK page 41). A project may have one or multiples phases. There are two types of phase-to-phase relationships: sequential and overlapping. A project life cycle could be the following:

- **Predictive or fully plan driven** when scope, time, and cost are determined as early as possible
- **Iterative and incremental** when the output is unknown and project activities need to be repeated to achieve the result
- **Adaptive** when the project is responsive to big changes in order to answer to stakeholder inputs

- **Agile** when the project is divided in small sections called iterations

2.2.4.6. Project Management Processes

A process is a set of interrelated actions and activities performed to achieve a pre-specified product, result, or service. There are five process groups: initiating, planning, executing, monitoring, and closing.

2.2.4.7. Initiating Process

The initiating process is the process used to start a new project and determine the objective, scope, purpose, and deliverables that the project will produce.

2.2.4.8. Planning Process

This is the process that ensures the right people are engaged, the right resources are available, and methodologies and supporting tools are in place so that the project is delivered on time, within budget, and meeting quality standards.

For the implementation of the Baby Friendly Corner project, it is not evident that the methodologies and supporting tools are in place. It is for that particular reason that the student proposes to develop the management plan for that project in order to ensure its success.

2.2.4.9. Executing Process

The executing processes performed to complete the work are defined in the work plan to satisfy the project requirements.

2.2.4.10. Carrying Out the Work or Executing

The whole purpose of a project is to produce deliverables of some sort, and this is exactly what happened during the execution phase. Essentially, work is done according to the project plan; that work is monitored, and the results are fed back to the people responsible for the plan so that it can be updated to reflect the progress that was made. The execution stage is the phase where the tasks are performed. Resources are burned, and the project must be monitored to detect variations in cost and schedule, if they occur, in order to make adjustments by assigning additional resources or fast tracking a task if the case requires it.

1. During the execution process, the actions performed include the following:
 11. Performing the activities needed to meet the project objectives
 12. Obtaining and managing quotations, bids, and proposals as needed
 13. Managing the project team and managing other resources
 14. Collecting and analyzing performance data
 15. Generating project data for status reports and forecasts
 16. Managing risks
 17. Conducting change control and implementing approved changes
 18. Establishing and managing project communication channels
 19. Collecting and documenting lessons learned

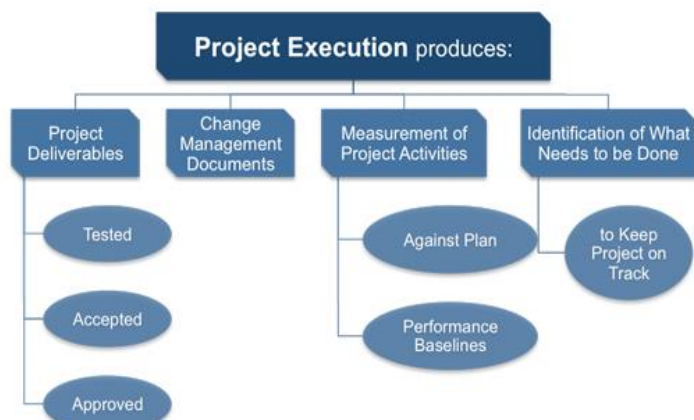


Figure 5. Project Execution produce
Source: Free Management Library

2.2.4.11. Monitoring Process

It is the process that tracks, reviews, and regulates the progress and performance of the project.

2.2.4.12. Closing Process

They are the processes used to formally complete the work done and close the project phase or contract.

2.2.5. Project Management Knowledge Areas

Project management knowledge areas are areas of specialization. Each knowledge area contains some or all project management processes.

2.2.5.1. Project Integration Management

Project integration management includes the processes and activities to define, combine, unify, and coordinate the various processes in project management activities within the project management process group (PMBOK 6th edition p, 23).

2.2.5.2. Project Scope Management

Project scope management includes the processes required to ensure that the project includes all the work required and only the work required to successfully achieve the project. It is the responsibility of the project manager and his team to determine what elements should be included or excluded from the scope. The scope must be clearly defined to avoid scope creeps during the execution phase of the project.

The following are the relevant processes to this knowledge area: the development of the project charter, development of the project management plan, directing and managing project work, monitoring and controlling project work, performing integrated change control, and closing the project or phase.

2.2.5.3. Project Schedule Management

Effective project management requires adequate time for planning and enough time for implementing the plans. This knowledge area deals with how to decompose project activities; how the project is planned, scheduled, and tracked; and how it monitors deviations with schedule and ensures they are completed in a timely manner. The duration of the project is estimated in this knowledge area. Project time management comprises six processes:

- Definition (planning process group)
- Activity sequencing (planning process group)
- Activity resource estimating (planning process group)
- Activity duration estimating (planning process group)

- Schedule development (planning process group)
- Schedule control (monitoring and control process group)

2.2.5.4. Project Cost management

Project cost management is the fourth of the 10 project management knowledge areas within the PMBOK. It is used to measure cost and productivity through the full life-cycle of enterprise level projects.

Project cost management embraces several specific functions of project management including estimating, job controls, field data collection, scheduling, accounting, and design.

2.2.5.5. Project Quality Management

Project quality management includes the processes and activities that are used to figure out and achieve the quality of the deliverables of a project. However, quality can be a vague word. In this case, it is defined as what the stakeholder or the customer needs from the project deliverables.

2.2.5.6. Project Resource Management

The project team is usually one of the most important factors in the success of a project. If you have a good team, you will have a successful project. This knowledge area is concerned with acquiring the right team, ensuring their satisfaction, and tracking their performance. The process is comprised of the following: plan resource management, estimate activity resources, acquire resources, develop the team, manage the team, and control resources.

2.2.5.7. Project Communication Management

According to the PMBOK, communication with stakeholders is often the key factor that allows stakeholders to be satisfied even when unexpected changes happen. It is essential to develop a communication plan to keep all stakeholders *in the loop* throughout the project and communicate early and often when unexpected issues occur. Communication management includes three processes: plan communication management, manage communication, and monitor communication.

2.2.5.8. Project Risk Management

It is one of the aspects of project management that is most underestimated. Major risks are rarely identified up front and analyzed within the project management plan, but when they are project stakeholders, they tend to forgive the unexpected issues much quicker. Not to mention, they hold the project manager in high regard for the strong safeguarding of their investments.

2.2.5.9. Project Procurement Management

Almost all projects have some activities to be performed externally. Hiring subcontractors can get the job done quicker or with better expertise, but it sacrifices the ability to control the quality, schedule, or other factors. Also, the fine print often results in budget and schedule overruns that were not envisioned.

The processes that it covers are the following: plan procurement management, conduct procurement, and control procurement.

2.2.5.10. Project Stakeholder Management

Nothing is more important for a project than its stakeholders are. The success of a project depends of the satisfaction of the stakeholders. The stakeholders should be actively managed and addressed within the project management plan.

The processes of stakeholder management include the following: identify stakeholders, plan stakeholder engagement, manage stakeholder engagement, and monitor stakeholder engagement. Figure 6 shows the interconnection of the 10 knowledge areas.

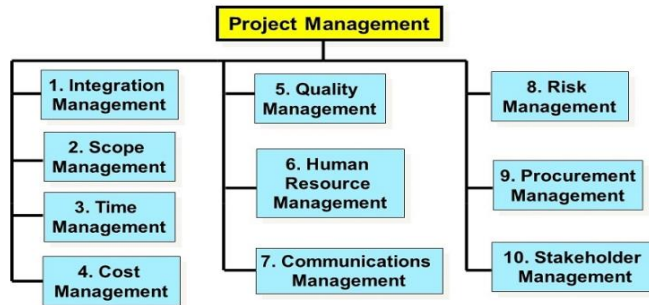


Figure 6. The 10 Knowledge Areas
Source: PMI.

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

The Baby Friendly Corner project is considered as a social project action for the women and their infants in the industrial park of Caracol.

2.3.1. What are social action projects?

Social action projects are actions carried out by individuals or groups of people working together for the good of others and not for profit. The objective of the project is to bring out social change that will benefit individuals, a community, or a whole society.

2.3.2. Breastfeeding Theory

According to a research published by a Brazilian journal, two theories have been developed on breastfeeding. The theories demonstrate that there is a certain interaction between mother and child during the breastfeeding time.

Theory 1. Breastfeeding as a Transactional Concept. The concept of interaction is a core concept of the interactive theory of breastfeeding because this mother-child interaction takes place at the moment of breastfeeding, when the mother interacts with the child's personal system and with other interpersonal and social systems so that breastfeeding begins, continues, and ends. The development of the interaction concept requires the understanding of roles, where one person's role is defined according to the other person's role, such as the roles of mother and

child. In other words, for the interaction to take place, roles must be clearly defined. In this theory, the mother's role can be played by a woman who takes over this role, regardless of whether she is the biological mother or not.

Interaction causes transaction, which is a relational statement of causality. Transaction takes place as soon as mother and child perceive and exchange (action and reaction) satisfactorily; that is, when there is a mother-child interaction. In this way, there will only be a transaction for breastfeeding when there is interaction and exchange between mother and child. Figure 7 illustrates the concept of transaction.

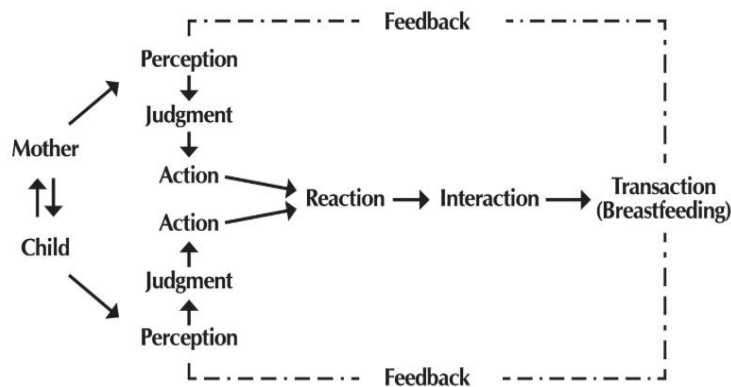


Figure 7. Interactive Theory of Breastfeeding
 Source: Rev. Bras. Enferm. vol.70 Nov./Dec. 2017

Formatted: French (France)

Theory 2. Breastfeeding, an Interactive Concept. The concept of interaction is a core concept to Interactive Theory of Breastfeeding, because this mother-child interaction takes place at the moment of breastfeeding, when the mother interacts with the child's personal system and with other interpersonal and social systems so that breastfeeding begins, continues, and ends. The development of the interaction concept requires the understanding of roles, where one person's role is defined according to the other person's role, such as the roles of mother and child. In other words, for the interaction to take place, roles must be clearly defined. In this theory, the mother's role can be played by a woman who takes over this role, regardless of she is the biological mother or not.

Interaction causes transaction, which is a relational statement of causality. Transaction takes place as soon as mother and child perceive and exchange (action and reaction) satisfactorily; that is, when there is a mother-child interaction. In this way, there will only be a transaction for breastfeeding when there is interaction and exchange between mother and child.

In view of this, a definition of breastfeeding that encompasses the transactional feature derived from the conceptual model was drawn up. Thus, "breastfeeding is a process of dynamic interaction in which mother and child interact with each other and with the environment in order to obtain the benefits of mother's milk, which is directly provided from the breast to the child and which is a unique experience every time". This theory is illustrated in Figure 8.

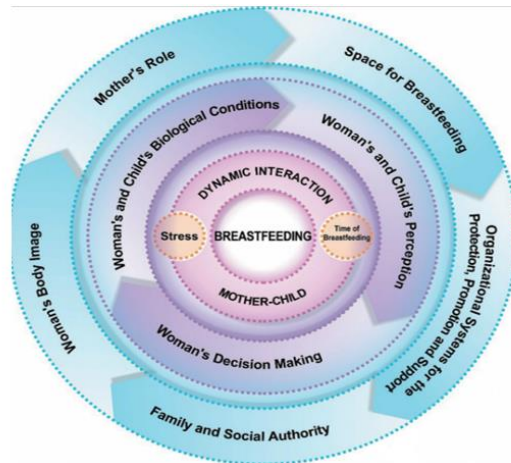


Figure 8. Interactive Theory of Breastfeeding
Source: Rev. Bras. Enferm. vol.70 no.6 Brasília Nov./Dec. 2017

CHAPTER III. METHODOLOGICAL FRAMEWORK

3.1. Information Sources

“An Information Source is a source of information for somebody, i.e. anything that might inform a person about something or provide knowledge to somebody. Information sources may be observations, people speeches, documents, pictures, organizations etc”. (<http://www.lisbdnet.com/sources-of-information>)

3.1.1. Primary Sources

A primary source is first-hand experiences, original records, objects, and evidence from the original research. It is “information collected straight from the author”. It is the first published records of an original research and development or a description of a new application or new interpretation of an old theme or idea. There are original documents representing unfiltered original ideas.

For the Baby Friendly Corner project various primary approaches will be used, such as meetings, interviews, and workshops with the actors of the project and experts from institutions involved in healthcare, breastfeeding, and children and women protection.

3.1.2. Secondary Sources

A secondary source is an interpretation, analysis, evaluation, summary, discussion, and comment of a primary source. It is information collected from others. Internet websites and the PMBOK Guide (Project Management Institute 2017) will be used as main secondary sources for this project document.

Chart 1. Information Sources

Objectives	Information sources	
	Primary	Secondary
<ul style="list-style-type: none"> To create a project charter to authorize the project and give the authority to the project manager to apply the resources of the organization to realize the objective of the project 	Meetings with PIC managers, principal stakeholders, and experts; interviews; observations; and communication through email	The PMBOK Guide 2017
<ul style="list-style-type: none"> To develop a scope management plan to define requirements and expectations for the project 	Meetings with PIC managers, principal stakeholders, and experts	The PMBOK Guide and Internet websites
<ul style="list-style-type: none"> To develop a workable schedule management plan to assign duration to work packages and ensure the project will finish on time 	Meetings with principal stakeholders and experts from ILO and MAST	The PMBOK Guide and Internet websites
<ul style="list-style-type: none"> To create a cost management plan to assign costs to work packages 	Meetings with principal stakeholders and experts, research data, and accounting records	The PMBOK Guide, IHSI websites, and official organization data
<ul style="list-style-type: none"> To develop an effective quality management plan to outline the minimum standard for stakeholders' acceptance 	Meetings with principal stakeholders and meetings with experts from MSPP, MAST, ILO, and UNICEF	The PMBOK Guide and Internet websites
<ul style="list-style-type: none"> To develop a resource management plan to identify and acquire resources needed for the completion of the project 	Meetings with PIC managers and principal stakeholders	The PMBOK Guide, websites, agency records, and organization data
<ul style="list-style-type: none"> To develop a sustainable communication management plan to define communication strategies 	Meetings, interviews, observations, letters, Internet communication through email, and newspapers	The PMBOK Guide, books, newsletters, technical reports, interpretations, and commentaries
<ul style="list-style-type: none"> To create a risk management plan to identify risks and risk responses to... 	Interviews, communication through email, and observations	The PMBOK Guide, historical data, IHSI websites, agency records, organization reports, products, official statistics, journals, newspapers, web information, articles from magazines, books, reviews, and newsletters

Objectives	Information sources	
	Primary	Secondary
<ul style="list-style-type: none"> To develop a procurement management plan to acquire goods and services that are external to the project team 	Interviews, observations, action research, case studies, questionnaires, correspondence, Internet communication through email, newsgroups, books, newspaper articles, official and unofficial records of organizations and government agencies, video recordings, and technical reports	The PMBOK Guide, historical data, IHSI websites, agency records, organization reports, products, official statistics, journals, newspapers, web information, articles from magazines, books, reviews, and newsletters
<ul style="list-style-type: none"> To create a stakeholder management plan to identify key stakeholders and their requirements and to develop a stakeholder engagement plan to define how each stakeholder could affect or be affected by the project 	Interviews, observations, action research, case studies, questionnaires, correspondence, Internet communication through email, newsgroups, books, newspaper articles, official and unofficial records of organizations and government agencies, video recordings, and technical reports	Historical data, IHSI websites, agency records, organization reports, products, official statistics, journals, newspapers, web information, articles from magazines, books, reviews, and newsletters

Source: Author of this Study

3.2. Research Methods

3.2.1. Analytical Method

“The analytical method is a generic process combining the power of the Scientific method with the use of formal process to solve any kind of problem”.

(www.thwink.org/sustain/glossary/AnalyticalMethod.htm)

3.2.2. Qualitative Research Method

“The Qualitative research Method is a scientific method of observation to gather non numerical information. This type of research «refers to the meanings, concepts definitions, characteristics, metaphors, symbols, and description of things» and not to their «counts or measures»”

3.2.3. Quantitative Research Method

The quantitative research method examines numerical data and often requires the use of statistical tools to analyze collected data. This allows for the measurement of variables so relationships between them can then be established.

Chart 2. Research Methods

Objectives	Analytical method	Qualitative method	Quantitative method
<ul style="list-style-type: none"> To create a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project 	This method enables the gathering of relevant information to evaluate the introduction of more sustainable scope management processes.	This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable scope management plan processes.	This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of the future.
<ul style="list-style-type: none"> To develop a workable schedule management plan to assign duration to work packages 	This method enables the gathering of relevant information to evaluate the introduction of more sustainable schedule management processes.	This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable schedule management plan processes.	This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.
<ul style="list-style-type: none"> To create a cost management plan to assign costs to work packages 	This method enables the gathering of relevant information to evaluate the introduction of more sustainable cost management processes.	This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable cost management plan processes.	This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.

Objectives	Analytical method	Qualitative method	Quantitative method
<ul style="list-style-type: none"> To develop an effective quality management plan to shape the minimum standard of the stakeholders 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable quality management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable quality management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>
<ul style="list-style-type: none"> To develop a resource management plan to identify and acquire resources needed for the completion of the project 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable resource management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable resource management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>
<ul style="list-style-type: none"> To develop a sustainable communication management plan to define communication strategies 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable communication management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable communication management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>

Objectives	Analytical method	Qualitative method	Quantitative method
<ul style="list-style-type: none"> To create a risk management plan to identify risks and risk responses 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable risk management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable risk management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>
<ul style="list-style-type: none"> To develop a procurement management plan to acquire goods and services that are external to the project team 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable procurement management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable procurement management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>
<ul style="list-style-type: none"> To create a stakeholder management plan to identify key stakeholders and their requirements and to develop a stakeholder engagement plan to define how each stakeholder could affect or be affected by the project 	<p>This method enables the gathering of relevant information to evaluate the introduction of more sustainable stakeholder management processes.</p>	<p>This method provides key elements to the knowledge area and is used as a foundation for the additional exploration for the Baby Friendly Corner project and the introduction of more sustainable stakeholder management plan processes.</p>	<p>This method facilitates the analysis of a balanced model and statistical records to describe related variables to determine fundamental actions among time factors and helps in making the best projection of future results in that domain.</p>

Source: Author of the study

3.3. Tools

“Tool is defined as something (as an instrument or apparatus) used in performing an operation or necessary in the practice of a vocation or profession” (Merriam-Webster Inc., 1996).

Chart 3. Tools

Objectives	Tools
<ul style="list-style-type: none"> To create a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project 	<ol style="list-style-type: none"> Expert judgment Data analysis Decision making
<ul style="list-style-type: none"> To develop a workable schedule management plan to assign duration to work packages 	<ol style="list-style-type: none"> Gantt chart Critical path method
<ol style="list-style-type: none"> To create a cost management plan to assign costs to work packages 	<ol style="list-style-type: none"> Expert judgment Analytical techniques Meetings
<ol style="list-style-type: none"> To develop an effective quality management plan to shape the minimum standard of the stakeholders 	<ol style="list-style-type: none"> Expert judgment Data gathering Decision making Data representation Test and inspection planning Meetings
<ol style="list-style-type: none"> To develop a resource management plan to identify and acquire resources needed for the completion of the project 	<ol style="list-style-type: none"> Expert judgment Data representation Meetings
<ol style="list-style-type: none"> To develop a sustainable communication management plan to define communication strategies 	<ol style="list-style-type: none"> Expert judgment Communication models Communication methods Meetings
<ol style="list-style-type: none"> To create a risk management plan to identify risks and risk responses 	<ol style="list-style-type: none"> Expert judgment Data analysis Meetings
<ol style="list-style-type: none"> To develop a procurement management plan to acquire goods and services that are external to the project team 	<ol style="list-style-type: none"> Expert judgment Data gathering Data analysis Source selection analysis Meetings
<ol style="list-style-type: none"> To create a stakeholder management plan to identify key stakeholders and their requirements 	<ol style="list-style-type: none"> Expert judgment Data gathering Data analysis Data representation Meetings

Source: PMBOK Guide 6th Edition

3.4. Assumptions and Constraints

3.4.1. Assumptions

An assumption is anything you think to be true but there is no guarantee of. It is a belief of what you assume to be true in the future. You make assumptions based on your knowledge, experience, or the information detained. Assumptions are supposed to be true, but they do not necessarily end up being true (F. Usmani Feb 7, 2019).

3.4.2. Constraints

A constraint is a limitation on you and your project. Constraints are outside of your control; they are imposed on you by government regulations, your client, or even your organization (F. Usmani Feb 7, 2019).

Chart 4. Assumptions and Constraints (Source: Author of the study)

Objectives	Assumptions	Constraints
1. To create a project Charter to authorize the project	Project document will be available to develop the charter	Request for document may delay the process
2. To create a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project	It is assumed that the project charter will be signed by the project manager.	The funds might be insufficient for the achievement of the project.
3. To develop a schedule management plan to assign duration to work packages	A realistic schedule management plan will be developed.	Expert judgment may not be available internally.
4. To create a cost management plan to assign costs to work packages	A detailed budget will be defined.	Not all information will be available to develop a detailed budget.
5. To develop an effective quality management plan to shape the minimum standard of the stakeholders	Stakeholder requirements will be gathered and analyzed.	Stakeholder requirements may change during the project.
6. To develop a resource management plan to identify and acquire resources needed for the completion of the project	Roles and responsibilities will be defined and assigned.	Not all human resources will be available internally.
7. To develop a sustainable communication management plan to define communication strategies	It is assumed that all vital information will be communicated to the stakeholders concisely and in a timely manner.	Some communication methods may not work for all stakeholders.

Objectives	Assumptions	Constraints
8. To create a risk management plan to identify risks and risk responses	Factories in the park will have a lot of orders and thus will not lay off workers.	Outsourcing production to the Dominican Republic will lead to lay off, thus lactating women.
9. To develop a procurement management plan to acquire goods and services that are external to the project team	It is assumed that goods and services will be purchased locally.	Some suppliers may not have the exact goods required for the project.
10. To create a stakeholder management plan to identify key stakeholders and their requirements	It is assumed that stakeholder requirements will be identified.	Stakeholder requirements and their level of interest may change during the project.

Source: Author of the study

3.5. Deliverables

The term deliverable is defined as the measurable good or service that must be provided at the achievement of a project. Deliverables can be tangible or intangible in nature. Jennifer Briggs defined it as “something to produce or the result of a process” (J. Briggs, Aug 2017).

Chart 5. Deliverables

Objectives	Deliverables
To develop a project charter to name and define the authority of the project manager and to allow the authority to utilize the resources of the organization to realize the objective of the project	Project charter
11. To create a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project	Scope management plan
12. To develop a schedule management plan to assign duration to work packages	Schedule management plan and activity list Resource assignment and activity duration and schedule (Gantt diagram)
13. To create a cost management plan to assign costs to work packages	Cost management plan, cost baseline, and project funding
14. To develop an effective quality management plan to shape the minimum standard of the stakeholders	Quality management plan
15. To develop a resource management plan to identify and acquire resources needed for the completion of the project	Resource management plan
16. To develop a sustainable communication management plan to define communication strategies	Communication management plan and communication matrix
17. To create a risk management plan to identify risks and risk responses to	Risk management plan and risk register
18. To develop a procurement management plan to acquire goods and services that are external to the project team	To develop a procurement management plan to acquire goods and services that are external to the project team
19. To create a stakeholder management plan to identify key stakeholders and their requirements	Stakeholder management plan and stakeholder register

Source: Author of the study

CHAPTER IV. RESULTS

4.1. Project Integration

To develop the project management plan for the Baby Friendly Corner at Caracol to accommodate 200 lactating women workers and their infants, the Project Management Book of Knowledge (Project Management Institute 2017) serves as the primary reference. This project will be launched in January 2021. For now, several meetings were held with different partners to have a common understanding of the project, the market analysis done for resource allocation, all documents ready and the authorization given by BWH-ILO, and the project manager hired.

The first objective of this work is the creation of the project charter to authorize the existence of the project and give authorization to the project manager to allocate resources to the activities of the project.

4.1.1. Project Charter

The project charter is the document that defines what the project team will deliver and what resources are needed for the project. It represents a commitment to dedicate time and resources to the project. Without a project charter signed by the sponsor or the champion, the project team cannot proceed with the project. The project charter defines the scope, purpose, and overall approach for the work to be completed. Additionally, it serves as a contract between the project team and the project sponsor, stating what will be delivered as agreed upon for the project. Thus, meetings with different stakeholders involved with the project were held in order to have basic information to develop this charter. The project charter is a crucial ingredient in planning the project, as it will be used throughout the project lifecycle.

Chart 6. Project Charter

Date	Project name
June 1, 2020	Baby Friendly Corner (BFC) at Caracol Industrial Park
Knowledge areas /processes	Application areas (sector /activity)
Knowledge areas: Integration, scope, time, cost, quality, human resource, communication, risk, procurement, and stakeholders	Social & economic
Processes: Initiation, planning, execution, and monitoring	
Start date	Finish date
Jan 1, 2020	December 31, 2020
Project objectives (general and specific)	
General objective: To transform a physical space into a day care near the workplace to facilitate the breastfeeding of 200 infants during working hours for lactating mothers working in the Caracol industrial park in the north side of Haiti	
Specific objectives	
<ol style="list-style-type: none"> To design and renovate a building by setting up different rooms and areas to accommodate 200 lactating women and their babies. To equip and furnish the building to accommodate and provide care for 200 babies during working hours To train 20 staff members workers that will manage the facility and take care of 200 babies and providing counselling working lactating women at the Industrial Park at Caracol. 	
Project purpose or justification	
<p>Despite the progress in working conditions in the garment sector in Haiti, especially at the factories registered with Better Work Haiti, some important problems are not yet solved at the required standard, the breastfeeding policy being unfortunately one of them. This project will bring financial support to create a day care that can accommodate 200 babies so that lactating mothers can bring their infants up to 12 months old to their workplace and be able to breastfeed during break times.</p> <p>With this project, 200 mothers will be able to keep their job after their maternity leave and at the same time, have peace of mind knowing that their babies are in good care and will be healthy. Babies will get their vaccine on time and will be well nurtured. Counselling services will be also available for lactating mothers working in the industrial park of Caracol. Factories in the industrial park of Caracol will benefit with a reduction of the absenteeism rate and a turn over of female workers after maternity leave.</p>	
Description of product or service to be generated by the project	
<p>The BFC project is implemented by CPFO. Through this project, BWH hopes to support lactating women workers by facilitating exclusive breastfeeding up to six months as proposed by the World Health Organization (WHO) and also to reduce non-compliance issues at factory level in relation to the breastfeeding policy. This project aims to create a friendly space that can accommodate 200 babies in the area of the industrial park of Caracol. That day care facility will give a cool and quiet place so that lactating mothers working in the industrial park can bring their babies to the workplace in order to breastfeed them during their breastfeeding breaks.</p> <p>Outcome 1. The design and renovation of a building to accommodate 200 women workers and their infants</p> <p>Outcome 2. 200 vulnerable women workers in the industrial park in Caracol will have a daycare facility to take care of their infants during working hours and will be able to breastfeed during their break times.</p> <p>Outcome 3. 20 staff members trained on child care and feeding practices to manage the day care facility</p>	
Assumptions	
<ol style="list-style-type: none"> It is assumed there will not be negative perception on the project in the community of Caracol. The design and renovation will be done in the active hurricane season; It is assumed that the renovation will not stop by hurricane. 	
Constraints	
The project should not surpass the amount approved by the donor (BWH-ILO) and should not exceed twelve (12) months.	
Preliminary risks	

Factories not receiving orders from buyers and downsizing, generating the layoff of lactating and pregnant women The cost of material increasing due to inflation Risks of accidents for infants		
Budget		
ITEMS	TOTAL COST	
Human resources	\$ 210,000	
Design and renovation of the building	\$ 150,000	
Materials and security equipment	100,000	
Training	\$40,000	
Total	\$ 500,000	
Milestones and dates		
	Start date	End date
• Establishment of the team	Jan 10, 2020	Feb 10, 2020
• Design and renovation of the building	Feb 15, 2020	May 15, 2020
• Equipping the facility adequately	June 1, 2020	July 30, 2020
• Preparation and validation of the module for staff training	Aug 1, 2020	Aug 30, 2020
• Realization of training for staff on key child feeding and care practices	Sept 1, 2020	Sept 30, 2020
Relevant historical information		
<p>Since 2009, Better Work Haiti has been working with workers, employers, and the government to improve working conditions and boost competitiveness in the garment industry in Haiti. BWH strengthens worker management committees in the garment factories by offering specialized training, promoting women representation, and improving worker empowerment across the sector. BWH plays an important role in promoting gender equality. BWH is well aware of what needs to be done in the sector, and this year, it is supporting a project for mothers and babies by financing a Baby Friendly Corner in the industrial park of Caracol where mothers can breastfeed during work hours.</p> <p>The Centre for the Promotion of Women Workers, better known by its abbreviation: CPFO, is a private non-profit institution working in Haiti since 1985 with women workers in subcontracting factories. It is established in the heart of the industrial zone and accessible for its target population. This center offers women workers a series of educational activities and services that allow them to reflect on the principles of human right values, the problem of gender, working conditions, among others.</p>		
Stakeholders		
<p>Better Work Haiti /ILO director: Project sponsor National Society of Industrial Park (SONAPI French acronym) Center for the Promotion of Women Workers: United Nations Infant and Children Emergency Funds Association of Industry in Haiti (ADIH) Health and maternity insurance (OFATMA) Ministry of Public Health and Population (MSPP) Ministry of Social Affairs and Labour (MAST)</p>		
Project manager:	Signature:	
Authorized by:	Signature:	

4.1.2. Change Control Procedure

The donor approved the project for a duration of one (1) year. The activities and reports must finalize from January 1 to December 30, 2021. The project sponsor or any other team member can request project scope changes throughout the project duration. Such requests must initially be reflected in section one of a BFC change request form and submitted to the project manager for consideration.

At this particular moment, a review and an estimation of the requested change effect is undertaken by the project manager with the findings and recommendations reflected in section two of the form, taking into consideration the project constraints. In case the requests are not in line with the intent of Project BFC, the project manager will reject the request.

Nevertheless, if the request is in line with the intent of the project, a discussion will follow between the project manager and the sponsor about said request. Once they reach an agreement, the sponsor will sign the form, and a change control meeting will be held between the project manager, the project team members, and the project sponsor where further change impact assessments will be undertaken. In section three of the form, additional notes from this meeting will be recorded. The sponsor will then formally sign the request if the change control board approves such change.

The project manager to reflect the new objective for the project will revise all project documents immediately. Then, new activities and assignments will be developed and the team members responsible for the execution of the project change will complete section four of the form. The form will then be scrutinized and signed by the project manager. Finally, the project manager will communicate the update to the primary project stakeholders and the completed form will be archived as an organization process asset.

BFC Change Control Form

BABY FRIENDLY CORNER (BFC)

CHANGE CONTROL FORM

SECTION 1

DATE (dd/mmm/yyyy) _____

PROJECT NAME _____

PROJECT NUMBER _____

ITEMS VERSION _____

Identification of aspect to be changed (select from the area list below)

Area of Change

SCOPE COST TIME

COMMUNICATION STAKEHOLDERS

SECTION 2

REQUESTER OF CHANGE _____

JOB TITLE _____

PHONE CONTACT _____

EMAIL ADDRESS _____

DATE OF INVESTIGATION (dd/mm/yyyy) _____

INVESTIGATOR OF CHANGE _____

IMPACT _____

SUGGESTED PRIORITY:

HIGH MEDIUM LOW

INVESTIGATION OUTCOME _____

ALTERNATIVE SOLUTION _____

Provisional Approval/Decline by:

Project Manager

Date

Project Sponsor

Date

BFC Change Control Form

BABY FRIENDLY CORNER (BFC)
CHANGE CONTROL FORM
SECTION 3

CHANGE CONTROL BOARD MEETING DATE _____

MEETING VENUE _____

MEETING PARTICIPANTS _____

COMMENTS _____

APPROVED BY: _____
PROJECT SPONSOR

DATE _____

BABY FRIENDLY CORNER (BFC)
CHANGE CONTROL FORM

SECTION 4

IMPLEMENTED CHANGE: _____

IMPLEMENTATOR: _____

DATE _____

PROJECT MANAGER

4.2. Scope Management Plan

The scope management plan defines the requirements and expectations of the project. This is a very important aspect of that project because as soon as the partners involved heard about the project, all of them started making different propositions that according to them, would be the most important for the textile sector. With so many needs, it is very easy for someone to get persuaded; therefore, it is very important that everybody agreed on what was going to be done.

4.2.1. Scope Definition

A project scope is a tool to describe the major deliverables of a project including the key milestones, requirements, assumptions, and constraints. The project scope also defines the limitations of a project and clarifies what deliverables are comprised and excluded from the scope.

4.2.1.1. *Baby Friendly Corner (BFC) Project Scope*

This project is a contribution of BWH-ILO as part of a larger component to support women empowerment. In collaboration with other partners, the BFC project is a means to support women workers. This project is presenting a request at Better Work Haiti to support vulnerable lactating women workers at the level of the industrial park at Caracol in the north-east of Haiti. All people involved in the textile sector in Haiti embrace this request, and it is accepted as a very important matter for the community. There is so much need in the sector that as soon as the idea of the project came out, each entity involved in the sector had their own expectation. Therefore, it was essential that everyone agreed on what was going to be done for the women and their infants.

To arrive to this result, several meetings were necessary to present the basic idea of the project and to obtain the consensus between the parties. Following all discussions, it was decided that the project actions should target the following:

1. Vulnerable young single mothers working in the industrial park of Caracol who accepted the exclusive breastfeeding for the first six months
20. Young women with first children and women who leave their babies at risk to keep their job in order to fill a financial gap in their household

21. Women who do not have any other sources of revenue other than their job

Based on this information, the scope management has been developed to get the scope of the project.

The objective of the project is to create a day care facility at the industrial park of Caracol to accommodate 200 women workers and their infants from zero to twelve (0-12) months of age. The project will also promote exclusive breastfeeding during the first 6 months in the life of the babies, as suggested by the World Health Organization (WHO).

To realize this objective, a building of 400 square meters was made available, designed, and renovated for the purpose of a day care facility by the National Society of the Industrial Park, known by its French acronym: SONAPI. Furthermore, the building is equipped adequately to provide a friendly space for the infants and a cool and quiet place for mothers to breastfeed during break time. This day care facility in the middle of the industrial park will make it easier for lactating mothers to breastfeed their babies during their breaks and at the same time, spend a little bit of time with them. Twenty staff members will be trained on key child-feeding and care practices to manage this facility. Infants will receive their vaccines, and their immunization record will be updated regularly, as mothers used to take the day off to bring their babies to the doctor's office to get their shots. The beneficiaries of the project should be women working with factories inside of the park at Caracol.

The realization of the project objective will be done through the three following main strategies:

1. By designing and renovating a building in order to set different rooms for babies' care and breastfeeding and to set all necessary areas for the wellbeing of small children
22. By equipping the facility with necessary materials and equipment to make it friendly for babies. In addition, to provide a cool and quiet place for lactating mothers to breastfeed their babies during their break time
23. By training 20 staff members in key child-feeding and care practices to manage the facility

The scope of this project is defined through a wide-ranging requirement process. As a component of a larger program with a variety of involvement from institutions, it is very important to take into consideration other partner's requirements. A thorough analysis of the needs in the textile sector, especially for women workers in the industrial park of Caracol, and other donor's requirements has been the criteria for the analysis. The establishment of project deliverables has been done based on the lessons learned by the in-depth experiences accumulated by BWH and the CPFO while working with women in the garment sector, on the requirement process, and the input of experts like UNICEF, the Ministry of Health, and OFATMA.

4.2.1.2. BFC Project Acceptance Criteria and Deliverables

The Baby Friendly Corner (BFC) is designed to support women workers at the industrial park of Caracol and to provide a safe space for the care of babies from 0-12 months old during work hours while their mothers are working in order to support the whole family.

- A physical space such as a day care facility needs to be available near the workplace in the industrial park of Caracol to facilitate 200 women workers to breastfeed their infants during their break times.
- A well-equipped and friendly space to accommodate 200 women and their infants and to provide special care to each child during working hours. Social and counselling support will be granted to women workers and lactating mothers.
- Staff trained in child-feeding practices to manage the facility
- Preparation of the training module in consultation with UNICEF
- Validation of the training module by the Ministry of Health
- The evaluation must be done taking into account UNICEF and MSPP's criteria.

4.2.1.3. BFC Scope Management Approach

The scope management plan of the BFC will be under the responsibility of the project manager for a smooth run and the successful ending of the project. The

scope statement, work breakdown structure (WBS), and work breakdown structure dictionary define the scope for this project. On a monthly basis, the project manager and the team will meet with the main stakeholders for the presentation of the project progress. They will also discuss the challenges that they may encounter and seek together for possible solutions to difficulties. During the monthly meeting, they will also debate scope changes, if any. All participants will sign the minute of the meeting, and it will serve as reference for any change request to the donor.

After the approval of any modification by the donor, the project manager and team will be responsible to update all project documents and communicate the changes to the stakeholders. The project manager will follow up the approval of the changes and ensure the implementation.

The project manager will ensure the overall coordination of the project and submit technical periodic progress reports: the technical progress report (TPR) along with financial progress reports.

4.2.1.4. Roles and Responsibilities

As a component of a larger program, the project manager and project team will play an essential role in the scope management of this project, as their results will nourish the whole program. Therefore, their responsibility is to ensure that the implementation is in agreement with what was validated by the donor. Below is a table that describes the roles and responsibilities for the management of the project.

Chart 7. Scope Management Roles and Responsibilities

Name	Role	Responsibilities
BWH-ILO	Project sponsor	<ul style="list-style-type: none"> To provide financial resources (in cash or kind) for the project To approve or reject scope change requests, as suitable To approve key project deliverables To deal directly with the project manager
Jo-Ann Mentor	Project manager	<ul style="list-style-type: none"> To serve as the main contact for the project To manage all competing project requirements and assign resources To lead the project team To be integrally involved in project planning, controlling, and monitoring To be responsible for accomplishing project objectives and all associated outcomes within scope, cost, time, and quality specifications To review and prioritize project work plans, as deemed necessary for the timely completion of tasks To participate in the approval of the project plan and deliverables To collate and communicate project specific information to stakeholders To detect, monitor, and respond to project risks 0. To receive information from and report it to the project sponsor 1. To secure the acceptance and approval of deliverables, firstly from the project sponsor and then from other key stakeholders 2. To escalate issues that cannot be resolved by the project team to the project sponsor
Project Team	Team members (project accountant, project assistant, training officers, and counsellor)	<ul style="list-style-type: none"> To participate in defining change resolutions To evaluate the need for scope changes and communicate them to the project manager To manage the material resources of the project To support the coordination of activities To be involved in the project oversight and general control To submit weekly reports to the manager on the activities of the project
Stakeholders	SONAPI, UNICEF, ADIH MSPP, MAST OFATMA, factory owners, and union representatives	<ul style="list-style-type: none"> To participate at meeting reports To participate in defining the project requirements and expected results To benefit from and be affected by project outcomes

Source: Author of the study

4.2.1.5. Project Scope Statement

This project is a division of a bigger program, and it consists in the transformation of a physical space into a day care to support lactating women workers in order to breastfeed their babies during their break and to provide good care to infants while the mothers are working to take care of the whole family. As it was mentioned previously, the BFC project is a division of a bigger program involving several other partners' institutions, so it is critical to provide a detailed description of what is included or not in the project to avoid misinterpretation and confusion among the different stakeholders.

4.1.2.6. Project Exclusion

- Women workers and their infants are selected by human resource management at the factory level and the Association of Industry in Haiti (ADIH).
- The transportation of lactating mothers and their infants will not be part of the project.

4.2.1.7. Requirement Traceability Matrix

Chart 8. BFC Requirement Traceability Matrix

ID	Outcomes	Indicators	Basic data	Target	Data Sources	Collection Method	Frequency	Responsibility	Acceptance Criteria
1	Outcome 1.1 Establishment of the team and training	Number of staff members hired and trained	0	20	List & Report	Monitoring	Quarterly	CPFO	Basic knowledge in care requirement for babies
1	Outcome 1.2 Medical staff trained on child feeding and care practices	Number of staff trained and certified	0	20	List & Report	Monitoring	Quarterly	CPFO	Staff trained in basic care requirements for infants
2	Outcome 2. Physical space renovated and equipped	All necessary room are designed and equipped	0	22	List & Report	Monitoring	Quarterly	CPFO	Respect relevant code and standard for child care center
3	Outcome 3 Management staff trained	Training materials are adapted, revised and validated	2	20	List and Report	Monitoring and Evaluation	Monthly	CPFO	Validated by UNICEF and Certified by Government
4	Outcome 1.4 Inspection and Evaluation	Building Inspected and Validated and staff evaluated and certified	0	20	List & Report	Monitoring	Quarterly	CPFO	Standards respected
5	Outcome 1.5 Report prepared and submitted to donor	Report submitted on timely manner	0	4	List & report	Monitoring	Quarterly	CPFO	Report respected donor's requirement

Source: Author of the study

4.2.1.8. Product Acceptance and Criteria

The acceptance criteria of this project is determined by the Ministry of Labour; the Ministry of Health, as the regulating institution; and by UNICEF, which has the supervision role as an institution that has expertise in breastfeeding and children care practice.

- First, the facility has to be validated by the MAST inspector.
- It has to respect the temperature of 68 to 72 degrees Fahrenheit.
- The quality of materials will be validated by MSPP and UNICEF.
- The training module will be validated by MSPP and UNICEF.

At the completion of the work, a stakeholder meeting will be convoked for the validation to officially submit it to BWH-ILO. BWH-ILO will verify that the work and only the work seized in the scope baseline is completed. The annexed template should be used for the report so it can be inserted without difficulty in the program report.

4.2.1.9. Work Breakdown Structure and Dictionary

The WBS for the BFC project provides the ordered fragmentation of the total scope of the work to be carried out in completion of the objectives of the project. Decomposition techniques were applied in this process with the assistance of several stakeholders, such as UNICEF, the Ministry of Labour, PIC representatives, the Ministry of Health (MSPP, French acronym) representative, the Association of Industry of Haiti (ADIH, French acronym) representative, union representatives, the representatives of the SONAPI, and BWH-ILO coordination.

Requirements for this process were developed during focus group discussions with key project stakeholders and group decision-making techniques allowed for the confirmation of various project components. BWH-ILO and UNICEF works, literature, and MAST and MSPP records are also reviewed, and relevant requirements are assembled into the project scope.

The project is divided in five phases: the start-up phase, design phase, welcoming phase, control phase, and closing phase.

Project scope requirements have been reflected in the WBS dictionary.

4.2.1.10. The WBS Dictionary

Chart 9. WBS Dictionary

Level	Code	Element name	Work description	Deliverables
1	1.	Initiation phase		
2	1.1	Establishment of the team	During this phase, staff will be recruited. Some staff may already be working with CPFO, and some may be newly recruited.	Staff recruited and correctly trained
2	1.1.2	Training for the project staff		
1	2.	Design phase		
2	2.1	Issue of the request for proposal (RFP) for a key design firm	During this phase, a contract will be signed to a firm and the building will be brought into conformity and be well equipped with the necessary elements to make it baby friendly.	An adequately equipped building and baby friendly corner as a day-care
2	2.1.1	Establishment of the general concept design and specific site technical criteria		
2	2.1.2	Preparation of the contract for the selected firm		
2	2.1.3	Realization of the design and renovation of the building		
2	2.1.4	Evaluation and validation of the building by MSPP and MAST		
2	2.2	Preparation of the modules for training	This second part consists of the revision, adaptation, and validation of modules by MSPP and UNICEF and the training of the medical staff.	Staff trained and ready to serve vulnerable women workers and their babies
2	2.2.1	Adaptation of training modules		
2	2.2.2	Revision of training modules by UNICEF		
2	2.2.3	Follow up with MSPP for the validation of training modules		
1	3.	Training phase		
2	3.1	Start of training for the management team	This phase consists of the establishment of records for mothers and infants. Medical staff are assigned to their respective section.	The launch of care services for women and babies
2	3.1.1	Organization of the class with selected staff emergency contacts		
2	3.1.2	Distribution of learning materials		
2	3.1.3	Realization of the training		
2		Mid-term evaluation		
1	4.	Inspection/ Evaluation		
2	4.1	Evaluation by the Ministry of Health for staff qualification	This phase consists of the planning with MSPP, MAST, and UNICEF for the inspection and evaluation of the quality of service that will be provided and the safety of the place	Mothers and infants being safely accommodated for breastfeeding
2	4.1.2	Certification of the management team		
1	5.	Closing phase		
2	5.1	Preparation of all documents and reports	During this phase, the project staff will prepare all documents and finalize all reports.	Prepared document reports
	5.1.1	Revision of documents and reports	During this phase, the manager revises the reports and ensures they are conformed to the requirements.	Finalized and conformed reports to the donor requirements
3	5.2.	Submission of all documentation and final report to the donor	Staff will submit all documents for archiving, and the final report will be submitted to ILO.	All documents archived and reports submitted to the donor

Source: Author of the study

4.2.1.11. Scope Change

The project sponsor or any other team member can request project scope changes throughout the life of the project. Such requests must initially be reflected in section 1 of a BFC change request form (see Appendix 4) and submitted to the project manager for consideration.

At this particular moment, a review and an estimation of the effect of the requested change, taking into consideration the project constraints, is undertaken by the project manager with the findings and recommendations reflected in section 2 of the form. In the case where requests are not in line with the intent of the BFC project, the project manager will reject the request.

However, if the request is in line with the intent of the project, a discussion will follow between the project manager and sponsor about said request. On the agreement by the two, the sponsor signs the form, and a change control meeting is held between the project manager, project team members, and project sponsor where further impact assessments of the change are undertaken. In section 3 of the form, additional notes from this meeting are recorded. The sponsor will then formally sign on the request if the change control board approves such change.

Immediately, the project manager, to reflect the new objective for the project, revises all project documents. Then, new activities and assignments will be developed, and the team members responsible for the execution of the project change will complete section 4 of the form. The form will then be scrutinized and signed by the project manager. The project manager will communicate the update to the primary project stakeholders. The completed form is archived as an organization process asset.

4.2.1.12. Scope Verification

This segment takes into consideration the formal acceptance of deliverables after the verification. A series of meetings is scheduled and held periodically between the project manager and sponsor. Group decision-making techniques will be applied during the inspection of project deliverables throughout the project lifecycle. As the BFC implementation advances, the project manager will verify interim project deliverables against the original scope as defined in the scope baseline (WBS, WBS

dictionary, and scope statement). The project manager will award provisional acceptance to individual deliverables submitted for review once each is satisfactorily attempted. Then, the project manager will engage in later considerations with the project sponsor who finally provides formal acceptance for each deliverable.

Once the deliverable is approved, the project sponsor and project manager sign on the project deliverable acceptance document. Items that are not accepted, at any time of inspection, are returned to the relevant team members for modification. This should guarantee that project work is continuously kept in scope as necessary changes are made at certain points.

Approved by:

Project Sponsor

Date

Project Manager

Date

4.3. SCHEDULE DEVELOPMENT

In the schedule development section, all previous time management processes will be integrated to reflect the intended BFC project schedule. The sequenced activity list, and duration estimates will be approved for the timely execution of project tasks over time. Schedule compression techniques will be used and a few activities will be fitted for simultaneous completion with buffer periods for completion in each instance. An adaptation will be applied to ensure reduction in instances of negative variances in schedule compliance.

Once approved, the schedule can only be changed by formal control requests. The schedule includes milestones and that will form the basis to compare the actual schedule with the planned project schedule results.

Chart 10. Activity List

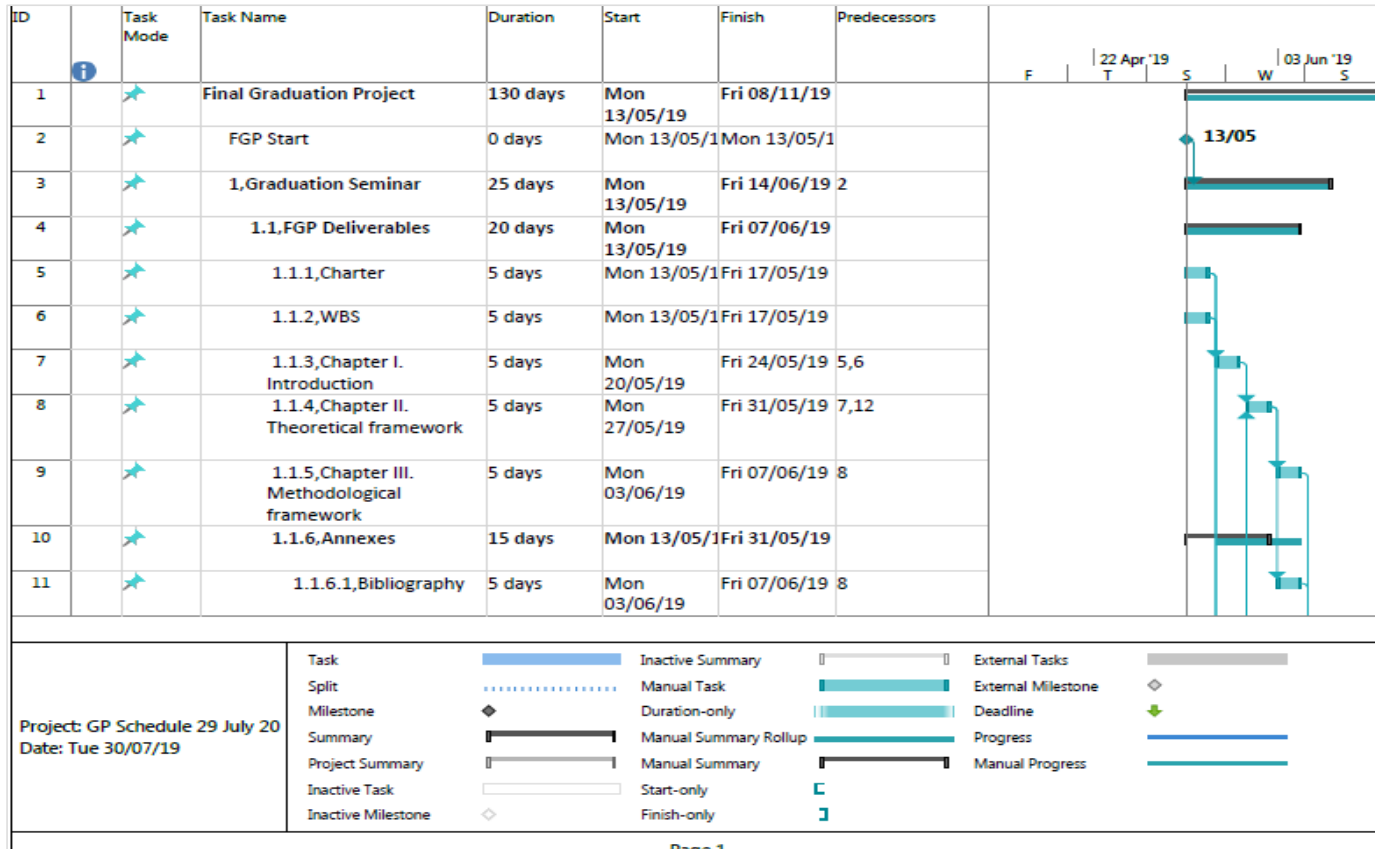
1.	Initiation phase
1.1	Establishment of the team
1.1.2	Training for the project staff
2.	Design phase
2.1	Issue of the request for the proposal (RFP) for a key design firm
2.1.1	Establishment of the general concept design and specific site technical criteria
2.1.2	Preparation of the contract for the selected firm
2.1.3	Realization of the design and renovation of the building
2.1.4	Validation of the building by the Ministry of Social Affairs and Ministry of Health
2.2.5	Preparation of the modules for training
2.2.6	Validation of training modules for the staff
2.2.7	Revision of the training modules
2.2.8	Adaptation of training modules according to the recipients
2.2.9	Follow up with MSPP and UNICEF for the validation of training modules
3.	Training phase
3.1	Start of training for the management team
3.1.1	Organization of the class with the selected staff
3.1.2	Distribution of learning materials
3.1.3	Realization of training
3.1.4	Mid-Term evaluation of the team
4.	Evaluation phase
4.1	Evaluation by the Ministry of Health for staff qualification
4.1.2	Certification of the management team
5.	Project closing phase
5.1	Preparation of documentation and reports
5.1.1	Revision of documents and reports and preparation of the final report
5.1.2	Submission of all documentation and final report to the donor

Source: Author of the study

4.3.1.2. Sequence Activities

The ordered interaction between project activities is specified in this section. Relationships will be identified, documented, and logically sequenced with an indication of each interdependency nature to realize optimal operational productivity in light of the prevailing schedule constraints. The task had a successor and a predecessor in order to keep the link in the sequence of activities. The dependency determination technique was used, and dependencies were categorized as either mandatory or discretionary and external or internal. The resultant (disaggregated) project schedule network diagram is reflected below, and it is identified using the numerical code established in the last section.

Chart 11. Sequence Activities



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	
12		1.1.6.2,Schedule	5 days	Mon 20/05/19	Fri 24/05/19	6,5	
13		1.2,Graduation Seminar approval,	5 days	Mon 10/06/19	Fri 14/06/19	9,11	
14		2,Tutoring process	61 days	Mon 29/07/19	Mon 21/10/19		
15		2.1,Tutor	61 days	Mon 29/07/19	Mon 21/10/19		
16		2.1.1,Tutor assignment	1 day	Mon 29/07/19	Mon 29/07/19	13	
17		2.1.2,Communication	2 days	Wed 31/07/19	Thu 01/08/19	16	
18		2.2,Adjustments of previous chapters (if needed)	5 days	Mon 05/08/19	Fri 09/08/19	16,17	
19		2.3,Charter IV. Development (Results)	47 days	Mon 12/08/19	Tue 15/10/19	18	
20		2.4,Chapter V. Conclusions	5 days	Wed 16/10/19	Tue 22/10/19	19	
21		2.5,Chapter VI. Recommendations	5 days	Wed 23/10/19	Tue 29/10/19	20	
22		Tutor approval	0 days	Mon 21/10/19	Mon 21/10/19	21	
23		3,Reading by reviewers	105 days	Mon 04/11/19	Fri 27/03/20		

Project: GP Schedule 29 July 20
Date: Tue 30/07/19

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

Page 2

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	
24		3.1,Reviewers assignment request	15 days	Mon 13/05/19	Fri 31/05/19		F T S W S 22 Apr '19 03 Jun '19
25		3.1.1,Assignment of two reviewers	2 days	Mon 16/09/19	Tue 17/09/19	22	
26		3.1.2,Communication	2 days	Wed 18/09/19	Thu 19/09/19	25	
27		3.1.3,FGP submission to reviewers	1 day	Fri 20/09/19	Fri 20/09/19	26	
28		3.2,Reviewers work	10 days	Mon 13/05/19	Fri 24/05/19		
29		3.2.1,Reviewer	10 days	Mon 13/05/19	Fri 24/05/19		
30		3.2.1.1,FGP reading	9 days	Mon 23/09/19	Thu 03/10/19	27	
31		3.2.1.2,Reader 1 report	1 day	Fri 04/10/19	Fri 04/10/19	30	
32		3.2.2,Reviewer	10 days	Mon 13/05/19	Fri 24/05/19		
33		3.2.2.1,FGP reading	9 days	Mon 23/09/19	Thu 03/10/19	27	
34		3.2.2.2,Reader 2 report	1 day	Fri 04/10/19	Fri 04/10/19	33	
35		4,Adjustments	20 days	Mon 13/05/19	Fri 07/06/19		

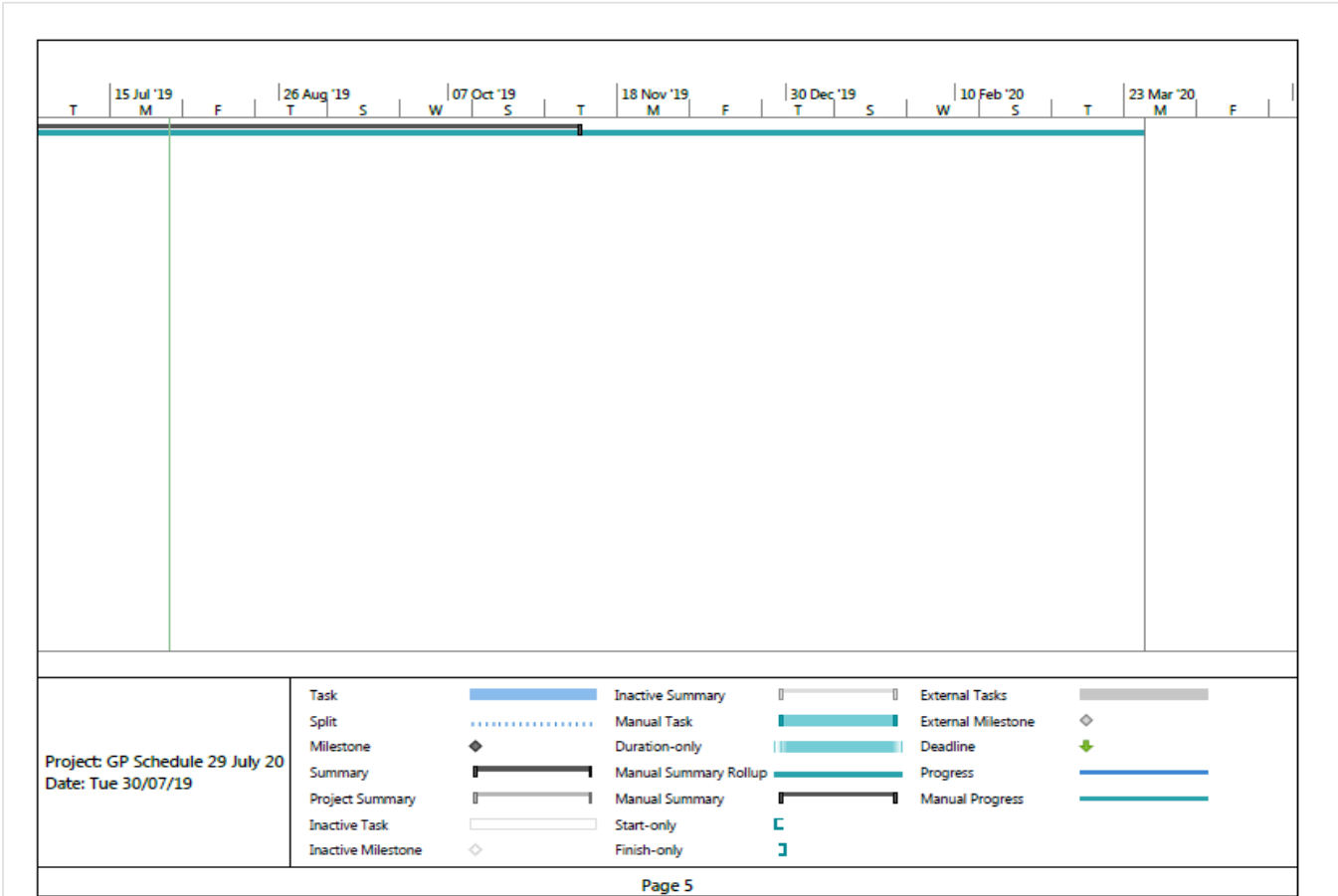
Project: GP Schedule 29 July 20 Date: Tue 30/07/19	Task		Inactive Summary		External Tasks
	Split		Manual Task		External Milestone
	Milestone		Duration-only		Deadline
	Summary		Manual Summary Rollup		Progress
	Project Summary		Manual Summary		Manual Progress
	Inactive Task		Start-only		
Inactive Milestone		Finish-only			

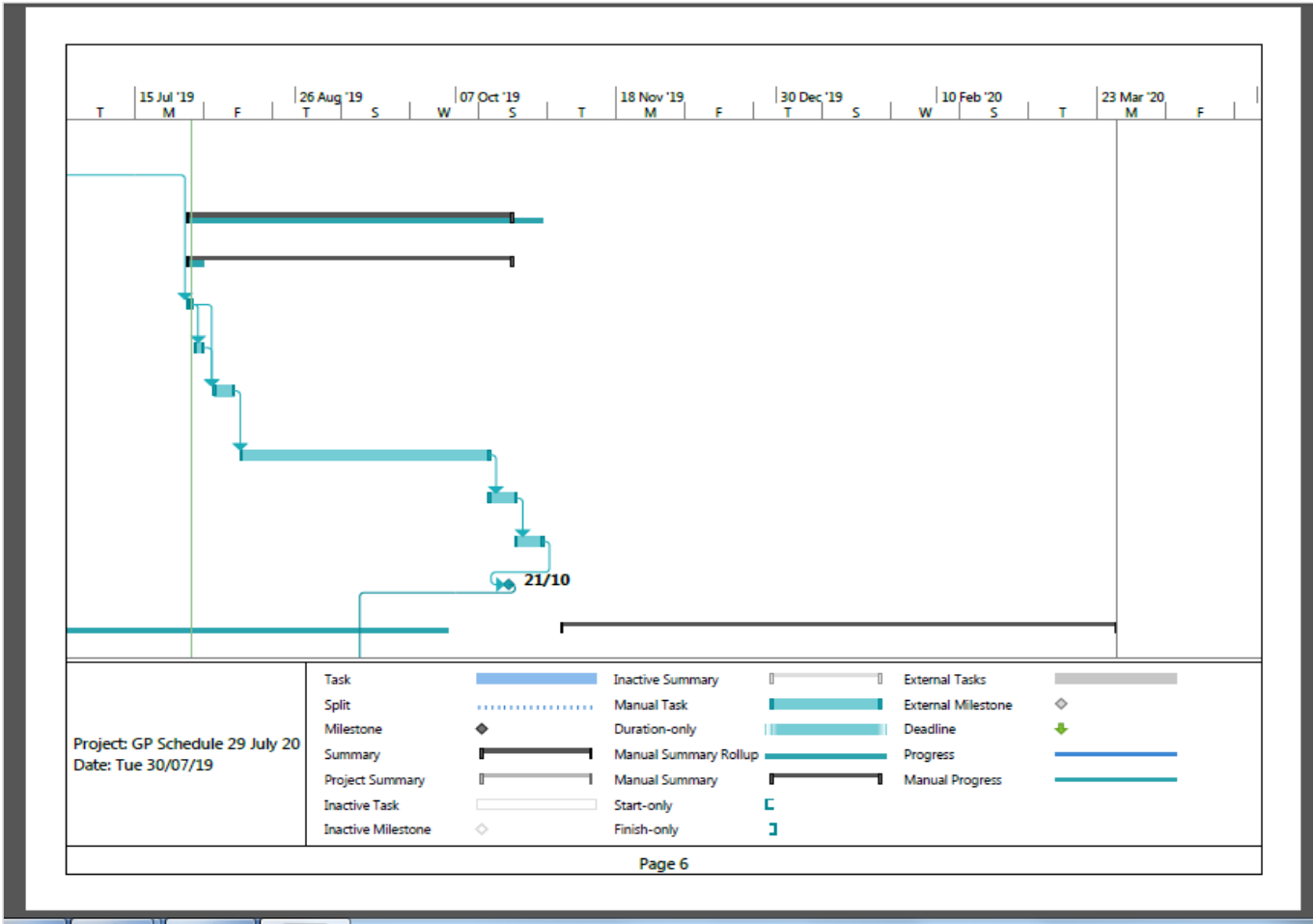
Page 3

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Gantt Chart						
36	★	4.1,Report for reviewers	9 days	Mon 07/10/19	Thu 17/10/19	34	Gantt chart area with grid lines and dates: 22 Apr '19, 03 Jun '19						
37	★	4.2,FGP update	1 day	Fri 18/10/19	Fri 18/10/19	36							
38	★	4.3,Second review by reviewers	10 days	Mon 21/10/19	Fri 01/11/19	36,37							
39	★	5,Presentation to Board of Examiners	5 days	Mon 13/05/19	Fri 17/05/19								
40	★	5.1,Final review by board	2 days	Mon 04/11/19	Tue 05/11/19	38							
41	★	5.2,FGP grade report	3 days	Wed 06/11/19	Fri 08/11/19	40							
42	★	FGP End	0 days	Fri 08/11/19	Fri 08/11/19	41							

Project: GP Schedule 29 July 20 Date: Tue 30/07/19	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Progress	
	Project Summary		Manual Summary		Manual Progress	
	Inactive Task		Start-only			
	Inactive Milestone		Finish-only			

Page 4



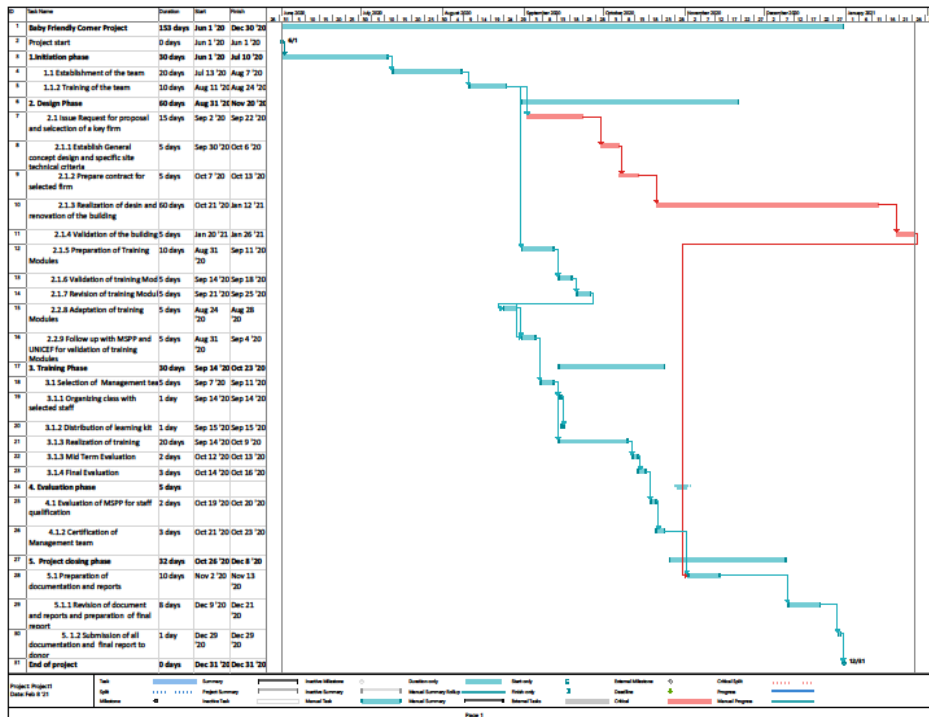


After the schedule has been established, the project manager will evaluate and review the assigned project tasks. The project team needs to accept the assignments, times, and schedule of the planned work packages. At the realization of this goal, the project sponsor will review and approve the schedule. The Microsoft Project program will be used to carry out this project.

4.3.1.2. Estimate Activity Duration

The activity duration is estimated based on eight hours of working days and six days per week from Monday to Saturday, as the park is open on Saturdays.

Chart 12. BFC Schedule



4.4. Project Cost Management

4.4.1. Introduction

The cost management plan outlines the project allocation, estimation, and cost control for the resources needed to complete all project activities. In the planning phase, the cost planning structure is a very important part for the project, as it will serve as a financial safety net that guarantees that the projected cost will be kept within the budget limits.

The cost management plan is one of the most important knowledge areas. It includes processes that will enable the development of the method for “planning, estimating, budgeting, financing, managing and controlling costs”. (PMI, 2013).

For the BFC project, the costs were defined in the submission made by CPFO. The cost estimation is based on other activities realized by the center. This cost management plan will verify if the budget is sufficient for the realization of the project and also how the control will be done. Additionally, the cost management plan will facilitate a more efficient management of allocated resources in order to achieve the objectives of the project.

The project charter, schedule, asset data, and environmental factors were the inputs for this process. Several meetings with stakeholders were held to finalize the cost management plan. The cost management plan will establish the management activities required to ensure that the project activities are completed within the defined budget. This cost management plan includes information related to cost estimation activities, budget determination, and procedures for expenditure control.

4.4.2. Cost Management Approach

CPFO is a private non-profit organization and has a lot of experience in managing budgets, but, as this is a first collaboration in this level with BWH, this cost management may have some different particularities than other usual projects in the center. To ensure the successful completion of the project within the allocated budget, this plan sets the format and standards by which the project costs are measured, reported, and controlled. This project is a component of a larger program,

but the stakeholder inputs are very important in the cost management plan for their involvement and influence on the project, thus the importance to take into consideration other partners who will be in direct contact with the beneficiaries during the implementation of the project and even after.

4.4.3. Cost Roles and Responsibilities

The project manager, accountant, and training officer will be responsible to manage the budget. The sponsor agreed that the total budget will be paid in three instalments: 50% at the signing of the contract, 30% at the delivery and after the validation of the first technical and financial report, and 20% at the delivery and after the validation of the final report by the sponsor. The parties involved should ensure that reports are accepted and payments are made on time. Delays in the submission of the document may result in delays in the approval, thus delays in the payment that will affect the schedule of the project.

Chart 1243. Cost Roles and Responsibilities

Project sponsor: BWH/ILO	To provide financial resources (in 3 portions) for the project To provide the final approval
Project manager	To be responsible for cost management To be responsible for managing and reporting the project cost To be responsible for monitoring cost performance and verify and foresee any cost discrepancies To make budget revisions when changes are less than 5% of the total budget To coordinate the review of funding documents To coordinate the funding of document reviews To ensure that the project design and development are in accordance with the allotted budget
Accountant	To be the custodian of financial records To apply the rules for the use of costs To lead the cost management efforts To prepare monthly financial reports To participate in procurement activities
Training officer	To be responsible for sharing the need for financial resources related to training activities

Source: Author of the study

4.4.4. BFC Cost Estimate

Estimate cost includes activities necessary to develop an approximation of how much money it will take to perform the project work. In the case of the BFC project, which is a piece of a larger program, the cost estimation is based on the analysis of data collected from previous projects but also by using a combination of techniques such as the vendor bid analysis and expert judgement. For the human resources, the calculation is based on the number of days of the project.

4.4.5. Determine Budget

According to the PMBOK Guide, determine budget is the process of gathering the projected cost of each activity or work package to create an authorized cost baseline. This process allows the determination of the cost baseline against project performance and facilitates the monitoring and control of the process. The budget process is conducted in the initial steps of project planning.

A project budget encompasses all funds authorized for the execution of that project. The initial USD 500,000 available for the BFC will be allocated as follows:

Chart 1314. Budget

Item	Quantity	Unit cost in USD	Period (month/day)	Total cost in USD
Human resources				
Project manager	1	4000	12	48,000
Accountant	1	2500	12	30,000
Training officer	1	3000	12	36,000
Travel cost	12	1500	12	8,000
Subtotal				132,000
Design and renovation				
Contractor for the design and renovation	1	50000	3	150,000
Materials, furniture, and security equipment				
Baby beds	200	250		50,000

Item	Quantity	Unit cost in USD	Period (month/day)	Total cost in USD
Breastfeeding chairs	200	50		30,000
Refrigerators for milk	6	1000		6,000
Tables and chairs				13,800
Cameras and installation	6	1700		10,200
Subtotal				260,000
Training expenses				
Copying, printing, and biding	20	50		1,000
Training kit	20	250		5,000
Early childhood educational material (sets)	20	700		14,000
Venue for training	1	1000	20	20,000
Subtotal				40,000
Insurance				
Total				436,000

Source: Author of the study

Chart 1445. Management Reserves

Total	USD 436,000	
Management reserve	5%	20,410
Contingency reserve	10%	43,600
TOTAL		500,000

Source: Author of the study

4.4.5. Reserve Analysis

For this project, the donor agreed to pay 5% for the management reserve and 10% for the contingency reserve due to the fluctuation in prices and inflation around 22 % during this year.

Management reserves are amounts of money or time calculated and added to an estimation to address unanticipated situations. Contingency reserves are amounts of money or time planned that were added to an estimate to address a specific risk. Below is the calculation.

4.4.6. Cost Change Process Control

For change requests in this budget, the project manager, accountant, and training officer will have to submit a document justifying the request for change. The changes can derive from two things: 1) changes in the budget line that was previously approved that will lead to budget revision and 2) changes to increase or decrease the overall project budget. The project manager will evaluate all requested changes and evaluate the effect resulting from them on the cost of the project; then, she will send it to the donor for final approval.

Approved by:

Project Sponsor

Date

Project Manager

Date

4.5. Quality Management Plan

4.5.1. Introduction

The development of the quality management plan for this project consisted in identifying the quality requirements and standards to be met by the project and its deliverables. It also consisted in documenting how the project will demonstrate compliance with quality requirements and/or standards and at the same time, making it possible to identify the levels of criteria concerning different stakeholders.

4.5.2. Quality Management Approach

The quality management approach for this project will guarantee that a necessary quality plan is made for both process and product. During the design and renovation phase, several quality criteria must be respected according to the agreement signed by the donor and due to the delicateness of some of the beneficiaries of the project (infants). A lot of emphasis is put on the environmental quality, interior and exterior, health and safety, and security. Emphasis is also placed on the quality of the training given to the future managers of the daycare and for this reason, the standards and criteria of MSSPP, MAST, and UNICEF must guarantee that desired quality.

The project manager will document all criteria of MSPP, UNICEF, and MAST for design and renovation and training. This document will also be considered as part of the management plan and will be used in the final evaluation to measure if the project has met the quality criteria or not. The following criteria will be included:

For design and renovation:

- Entry and circulation requirements
- Room space requirements
- Activity area requirements
- Playground requirements

For training:

- Training module content
- Number of training hours
- Compliance with the code of conduct

Throughout the project life, the project team will be able to identify the need to strengthen and review quality criteria, and the project manager will be responsible for evaluating and deciding if the proposals will be accepted or rejected.

4.5.3. Quality Requirement Standards

This project, as it was previously mentioned, is a component of a larger program and therefore has many stakeholders. Depending on the roles and responsibilities of the stakeholders, they have specific requirements. The table below describes the major stakeholders and their requirements.

Chart 1546. Stakeholder Requirements

Stakeholders	Role	Responsibilities	Quality requirements
CPFO	Organization in charge of the project	To have the building design and renovate and equip for the daycare and breastfeeding To train people to manage the daycare To ensure that necessary resources are available for the realization of the training and for designing and equipping the building	Use of the competence that is base-approached
UNICEF	Supervisor and inspector	To provide inspection, supervision, and validation of the expected requirements	Application of the standard on early childhood education and care
MSPP	Government representative	To validate training modules and evaluate trainees on child care	Application of legal requirements and compliance
MAST	Government representative	To inspect the building and validate the license for working with children	Application of legal requirements and compliance on codes and standards
BWH/ILO	Sponsor	To provide resources in three portions for the project To provide the final approval	Compliance with the requirements established by the government

Source: Author of this study

4.5.4. Quality Control

Several stakeholders will be provided quality control according to their role in the project to certify that quality criteria are met.

CFPO will use its competency-based approach to ensure that at the end of each activity, evaluation is made according to the agreed requirements and keep track of the accomplishments. UNICEF, on his side, will provide visits for inspection and supervision to ensure that all standards are applied. MSPP and MAST will control that legal requirements and compliance, codes, and standards are respected. BWH/ILO will organize supervisory visits and meetings with partners to question on the respect of all quality criteria and also make its personal assessment according to the pre-established indicators for the project.

Approved by:

Project Sponsor

Date

Project Manager

Date

4.6. Resource Management Plan

4.6.1. Introduction

In project management planning, resource management is the aspect of project planning that emphasizes on the supplies that will be used to produce a deliverable. Resource management often includes, but is not limited to, the cost of labor, the equipment or tools that will be used to complete tasks, and the overall cost of materials. Resource management is an important part of project management, as it supports utilization planning, provides an overview of everyone and everything, and creates transparency in planning and management.

4.6.2. BFC Human Resource Management Plan

For the BFC project, the human resource management plan will consist of the processes of hiring and developing competent staff to make the project achieve its goals in an effective and efficient way. The participation of the project team is very important at all stages to effectively plan and carry out the BFC project activities.

As CPFO has other projects going on, it is important to create the resource management plan for this project to clarify the roles of the resources that will be involved in this project. This resource management plan takes into account the operation modes in the center, the workload of staff members, and the internal regulation in the center. This plan is proposed as a tool that may gradually lead to change the way the team operates in the center.

For the realization of this plan, the work breakdown structure in the scope management plan and the schedule of activities were the main inputs that were used. Additionally, expert judgement and meetings were used on the format of interviews to acquire human resources and determine their roles and responsibilities and how they will be managed during the lifetime of the project.

Among other aspects taken into consideration, duty station and the nature of the work to be done were determinant in the identification of human resources for the project. As the project is implemented in Caracol, in the northeast of Haiti, we need to consider hiring people from this area who are aware of the reality of this zone.

4.6.3. Roles and Responsibilities

This plan will outline the roles and responsibilities of each position, but the ones not mentioned in this plan will follow the internal policy of CPFO.

Project Manager:

The project manager is responsible for coordinating the overall aspects of the project. Among others, he is responsible for the following:

1. Controlling the resources involved in the project (human, material, and financial)
2. Controlling the budget (budgeted cost vs occurred cost)
3. Monitoring and controlling each activity according to the fixed objectives
4. Ensuring the availability and accessibility of materials necessary for each activity
5. Monitoring the detail respect of the terms of reference
6. Communicating with stakeholders and his staff for a better understanding of the project and an effective flow of information
7. Ensuring the timely preparation and submission of progress reports (technical and financial)

Training Officer:

The training officer manages the materials and resources for training. He is responsible for the following:

1. Requesting supplies and tools necessary for the smooth run of the training activities according to the planned cost
2. Providing training as planned
3. Managing material resources of the project according to the development of the project
4. Applying various techniques related to the proposed training
5. Ensuring the pedagogical management of each training
6. Monitoring the regularity of learners in various learning courses
7. Submitting weekly reports to the project manager on the training progress

Accountant:

The responsibility of the accountant includes the following:

1. The monitoring of the project's progress
2. The approval of expenses
3. Investigation variances
4. Ensuring the timely payment in accordance with the received deliverable
5. The preparation of financial reports and briefings for the project manager on budget issues
6. Preparing financial reports

4.6.4. Acquisition of Human Resources

Staff will be hired throughout the development of the project and according to the need. The schedule will serve as the main guidance to acquire staff members. The positions will be open internally and externally, and the center team members will have the same opportunity than others to apply for a new position. That will be a means to ensure that competent staff is acquired for this project. The acquisition of staff will be made in respect of the standards established by the labor code and in accordance with the international conventions endorsed by the country. Part-time and full-time contracts will be provided to carry out the tasks, but both will follow legal conditions.

4.6.5. Staff Development Training

Due to the essence of the project, staff needs to be properly trained in order to perform their tasks. Even though the staff working with CPFO has experience working with women, this project will also involve child care, thus, the necessity to have staff trained on child care and facts for life. It is also a requirement of the donor that staff members receive a good induction program to facilitate them to do their work. Short modules have been developed for training in groups or individual to avoid overloads.

4.6.6. Performance Reviews and Recognition and Award System

Simple tools will be used to evaluate staff performance. During the life of the project, the supervisor will have to produce two reports on staff performance: a

midterm evaluation to look at how team members are going with their tasks in order to make adjustments and/or assist them if necessary and a final performance evaluation at the end. Additionally, a survey will be conducted on the quality service rendered by these staff members. The tools to be used for these evaluations are included in CPFO internal procedures.

Due to the size and duration of the project, no rewards in terms of increase or career advancement will be given. According to the performance, if one or two staffs have done more than what was requested, a training can be granted outside the country.

Approved by:

Project Sponsor

Date

Project Manager

Date

4.7. BFC Communication Management Plan

This communication management plan proposes to give a framework to the center to allow it to meet the expectations of all project stakeholders. The plan will also help them to know what to communicate, when to communicate, to whom, and through what channel to communicate it. This project has a large quantity of partners, and all of them need to receive information. It is important to work with all our stakeholders and keep them informed as much as needed. Information related to the project should be provided to all stakeholders during the project life cycle. The communication management plan has been developed to confirm the transmission of accurate information to each stakeholder in an appropriate and timely approach.

The table below presented the communication plan and in what way each stakeholder would receive and provide input to the requirements during the project life cycle.

Chart 1647. Communication Plan

Stakeholder's name	Role	Responsibility	#	Stakeholder information requirements	Frequency
BWH-ILO	Sponsor	To provide resources	1	To receive project updates (written report)	Monthly
			2	To provide input to requirements	Before the completion of important project milestones
			3	To receive pictures or images and provide feedback	At the completion of substantial project milestones
CPFO	Centre for the Promotion of Women	Organization in charge of the project	4	To receive instructions and updated guidelines from BWH-ILO	Monthly
Project manager	Responsible for the implementation of the project	To coordinate overall project activities and provide day-to-day instructions related to the project	5	To provide the updated schedule to project team members	Weekly and as needed
			6	To receive updates on the project's progress	Weekly and as needed
			7	To communicate directly with the team	As needed
			9	To provide input to requirements	As needed
Staff	Project team members	To ensure the implementation of the project tasks	10	To receive and provide information related to the progress of the project	Weekly
			11	To constantly fill the manager in with information related to the project	Ad hoc and as needed
UNICEF	Supervision and control	To ensure project tasks respect the norms and standards	12	To provide and receive feedback on the project progress	Weekly
			13	To provide input in the requirements	Before and after the completion of the installation of furniture and materials
MAST	Government representative	To ensure the compliance with the regulations	13	To provide and receive updates on the project progress	As needed
			14	To provide input to the requirements	As needed

Stakeholder's name	Role	Responsibility	#	Stakeholder information requirements	Frequency
			15	To approve and validate the building	At the completion of each phase of the renovation and design
MSPP	Government representative	To approve and validate training modules	16	To receive training modules for validation	Prior to the start of the training
			17	To provide contribution to the requirements	Before the start of the training
			18	To provide the certification of the trainees	After the completion of the training
ADIH	Observer	To ensure the compliance with the regulations	19	To receive updates on the project progress	Monthly
OFATMA	Observer	To ensure the compliance with the regulations	20	To provide and receive updates on the project progress	Monthly

Source: Author of the study

The manager will ensure that the transmission of information is done electronically by email and by hard copy in regular mail and will communicate by telephone that the information has arrived at its destination. Meetings will be also a means to communicate information related to the project.

Approved by:

Project Sponsor

Date

Project Manager

Date

4.8. Sustainable Risk Management Plan

This risk management serves as a guide that describes how to deal with specific risks and what risk managing actions can be taken in order to mitigate or remove threats to the project activities and outcomes. It will help the project manager anticipate potential risks before the beginning of the project in order to avoid panic when something unexpected happens.

Chart 1748. BFC Risk Register

ID	Risk description	Probability	Impact	PXI	Risk owner	Action	Strategy
1	Negative perception of the project	1	4	4	Sponsor	Transfer: Ensure that there is a commitment with all stakeholders.	To escalate to the management team and stakeholders
2	Incomplete project deliverable definition	1	4	4	Project sponsor	Accept: Get input from subject experts.	To go over tasks at each project progress meeting
3	Change in government	1	4	4	Project sponsor	Mitigate. To have commitment with technicians from MAST and MSPP to support the project until the appointment of new ministers.	To go over tasks at each project progress meeting
4	Poor finance and budgeting control	1	4	4	Project sponsor	Mitigate To have procedures in place to guide the financial management. Project team members are expected to have a good grasp of the procedures and follow them properly.	To go over tasks at each project progress meeting
5	Contract delays	2	3	6	Project manager	Mitigate. It includes a late fee in the contract. Communicate the schedule early.	Late penalty included in the signed contract

ID	Risk description	Probability	Impact	PXI	Risk owner	Action	Strategy
6	Risk of estimating errors	2	3	6	Project manager	Transfer. Track the schedule daily and include schedule reviews in team meeting agendas.	To escalate to the project sponsor and project board
7	Project schedule not being clearly understood	2	3	6	Project manager	Hold scheduling workshops with the project team.	To share the plan and go through the upcoming tasks at each project progress meeting
8	Scope creep	2	4	8	Project manager	Document the project scope in the project charter.	Document each example of scope creeps in the change order and get the authorization from the board before starting to work.
9	Lack of communication causing lack of clarity and confusion	3	4	12	Project manager	Write a communication plan including the frequency, goal, and audience for each communication.	Correct misunderstandings. Clarify areas that are not clear.
10	Lack of awareness of the Caracol community	5	4	20	Project manager and team	Ensure the project importance is properly promoted and conveyed to the community.	Escalate to the project sponsor with a plan and action.

Source: Author of the study

4.8.1. Risk Response Planning

This risk response planning involves determining ways to reduce or eliminate any threats to the project and also the opportunities to increase their impact. It will help project managers in their work to eliminate the threats to the project before they occur. Similarly, the project managers should work to ensure that opportunities occur. Likewise, the project manager is also responsible for decreasing the probability and impact of threats and increasing the probability and impact of opportunities. Risks should be prioritized, and once prioritized, there are different ways to manage risks: avoidance, acceptance, monitor and prepare, mitigate, and transfer.

In the planning process of risk response strategies, the project manager and his/her team consider the different actions to be taken to guarantee a suitable strategy for the implementation. During this planning phase, the project manager and project team determine the risk owners, create a contingency plan, and define contingency and management reserves. They also seek approval for the response plan and reserves from the project sponsor or project board.

At the end of the risk response plan, the execution strategy must be time-bound, the selected effort must be appropriate to the severity of the risk, as a single response can be an act of multiple risk events. A strategy can be selected not only by the project manager but also by the team members, stakeholders, and also experts.

Chart 1849. BFC Risk Response Matrix

ID	Risk description	Risk owner	Response	Mitigation	Progress	Status
1	Union member trying to badmouth the project at the beginning to tell women workers not to bring their children	Project manager	Transfer: to transfer to the sponsor	Stakeholder commitment and engagement support for the project	The sponsor held meetings with union leaders to explain the importance of the project in the community.	Close
6	Increase in the cost of materials	Project manager	Transfer: to transfer to the sponsor		The sponsor agreed to give additional funds for the purchase of missing materials for the completion of the project activities.	Open
9	Stakeholders not receiving information on time	Project manager	Accept: The project manager will call stakeholders to ensure they receive the information sent by email.		The project manager requested the acknowledged receipt of sent emails.	Close

Source: Author of the study

Approved by:

Project Sponsor

Date

Project Manager

Date

4.9. Procurement Management Plan

The procurement management plan describes how items will be procured during the project lifecycle. It also describes the approach that will be used for managing vendors on the project. The procurement management is part of the overall project management plan. Not all projects need a procurement management plan. For BFC, as a small project, it is not necessarily important to have a formal procurement plan. The emphasis will be on the team member involved in the process and their level of authority and responsibility.

BFC procurement will follow the internal procedures of CPFO and will take into consideration the donor requirements related to the environment and gender responsiveness in order to increase the number of women-owned companies winning competitive processes.

Chart 1920. Procurement Authority

Name	Role	Responsibility	Procurement authority
Jo Ann Mentor	Project manager	- Reporting the project cost - Monitoring the project cost - Enforcing the regulation	The project manager provides the final approval.
	Accountant	- Preparing RFQ - Carefully evaluating the proposals - Drafting the contract - Applying rules regarding where and how funds will be used - Being the custodian of financial records	The accountant gives the first approval and records the contract.
Jean Lemaitre	Training manager	- Sharing the needs of financial resources for inputs - Defining the criteria for the purchase of materials needed for training	The training manager authorizes expenses relative to training.

Source: Author of the study

Approved by:

Project Sponsor

Date

Project Manager

Date

4.10. Stakeholder Management Plan

4.10.1. BFC Stakeholder Management Plan

This management plan will ensure how the project manager and team will engage and maintain good relationships with the different stakeholders of the project. It will also ensure the proper identification, categorization, and participation of programme stakeholders in all BFC processes, decisions, and activities throughout the project life cycle. In planning for optimal stakeholder engagement, a collection of processes with associated tools will be used to ensure a more collective and engaging approach for the inclusion and support of individuals, clusters of people, and entities able to affect or be affected by the BFC in one way or another. Also, stakeholder expectations will be strategically analyzed and managed based on their individual and or collective interests to ultimately work for the BFC beneficiaries' best interest.

4.10.2. BFC Stakeholder Identification

A list of BFC stakeholders is established with individuals or groups who are, in one way or another, perceived to affect or be affected by the BFC. Relevant information is collected, analyzed, and documented to permit a suitable and proper engagement of each individual or group during the project lifecycle. To ensure the project's road map and success, the stakeholder's potential impact influence, involvement, and interest will be examined and planned appropriately. Stakeholder identification will be done through brainstorming meetings between the National Steering Committee and project team members. First, they will start by identifying the internal BFC stakeholders and will continue with the external stakeholders; then, they will proceed with the stakeholder analysis. While doing the stakeholder analysis, which is a very important component of the process, they will link the level of interest and influence of each stakeholder over the project outcomes and changes.

4.10.3. BFC Stakeholder Register

The stakeholders are all interested parties in a project. Without stakeholders, there is no project. An important component in project stakeholder management is to identify the point where stakeholders will most likely affect or be affected by the

project activities, how to decide what elements of the project are related to which stakeholders, and how best to set up the project stakeholders for great results. Below is the basic criteria for BFC stakeholder identification:

1. Person or organization directly or indirectly affected by the project
 24. Person or organization in a position to influence the project
 25. Person or organization able to impact project resource availability, i.e. human, financial, and physical resources
 26. Person or organization with specialized capabilities, skills, or services necessary for the project success
 27. Person or organization that can potentially benefit from the project execution
 28. Person or organization able to resist and obstruct project changes

Chart 2024. List of Stakeholders

Stakeholder	Role	Purpose
CPFO	Organization responsible for the project	It is in charge of the whole project.
Project staff	Project manager, training officer, accountant, and others working for CPFO	It is in charge of the implementation of project activities.
UNICEF	Supervision and inspection	It is in charge of the inspection and supervision of project standards.
BWH/ILO	Sponsor	It provides financial resources for the project.
MAST	Government representative	It ensures compliance with regulations.
MPP	Government representative	It ensures compliances with regulations and provides certification.
ADIH	Observer	It ensures compliance with regulations.

Source: Author of the study

After confirming that the stakeholder registration is done, a power/interest grid will be established to illustrate the representation of the stakeholder categorization for a better management of their implication.

Chart 2.122. BFC Stakeholder Matrix

Stakeholder	Impact	Interest	Power	Influence
CPFO	High	High	High	High
Project manager	High	High	High	High
UNICEF	Low	Low	High	Medium
BWH/ILO	High	High	High	High
MAST	Medium	Medium	Low	Low
MSPP	Medium	Medium	Low	Low
ADIH	Low	Low	Low	High
Suppliers	Medium	Low	Medium	Low

Source: Author of the study

In this project, power refers to the level of authority that the individual or group has over the programme, whereas interest refers to the level of concern the individual or group has for the programme.

- High interest / High power, also known as key stakeholders, are the most affected by project works. They have considerable influence over the project, so communication to this group needs to be well organized, timed, and regularly issued. They need to be the most satisfied, well engaged, and managed closely.
- High Power / Low Interest, also known as important stakeholders, do not need to be bordered with all kinds of project communication. They prefer to be kept comfortably engaged and are satisfied with messages communicated to them occasionally.
- Low power / High interest, also known as affected layers, should be kept up to speed on programme matters.
- Low power / Low interest, also known as potential players, need to be monitored but do not need to receive plenty of unnecessary project communication.

Due to the short duration, staff members may have a great influence on the implementation of the project.

Government institution partners like MAST and MSPP will not be that much influenced by the project, but they have power to block the implementation of the project if their requirements are not respected.

The suppliers are partners that do not have big influence on the project, but their engagements or non-engagement can affect the implementation of the project. In the table below, the project manager will summarize information related to each stakeholder, which will help to determine the strategy that will be used to satisfy each one of them.

Chart 2223. Stakeholder Engagement Assessment Matrix

Unaware	Resistant	Neutral	Supportive	Leading

Source: Author of the study

For transparency and confidentiality in the information, any changes among the stakeholders need to be reported to the other partners. Even though project team members are able to request changes, any change should be assessed by the project manager.

4.10.4. Management of Stakeholder Engagement

Information acquired from the stakeholder prioritization process will help to maintain a good relationship with each stakeholder and also help to define the strategy for their involvement in the project. The project manager will ensure that necessary information is shared through meetings and will be available to respond to any queries from stakeholders in a timely manner. Stakeholders should be aware and be participant of any official event. They should be able to convey their message according to their level of interest.

4.10.5. Control Stakeholder Engagement

Stakeholder relations should be monitored for the timely and appropriate strategic application of preventive and corrective stakeholder engagement practices. The project manager and project team should play a critical role in the control of stakeholder engagement, particularly in the exchange and analysis of various project

related information. Reports should be ready and shared on time; meetings should be well planned, and information to be shared should be well organized. The project manager should be prepared for issues that may arise during meetings.

The BFC manager will monitor and when necessary, activate the control mechanism for stakeholder engagement at any time of the project lifecycle. The manager is expected to have a close working relationship with BFC stakeholders due to the interactions that should occur between them in the project execution. It will be easier to detect the level of power and interest among BFC stakeholders. In the case that one stakeholder is identified to be moved into another quadrant, the coordinator will record the name and role within the project time of change specifications and justify the movement. This information will be quickly sent to the project manager who will use it to reassign this stakeholder within quadrants for each stakeholder's timely and adequate strategic engagement. This will be done through the use of the formal change request. Once the official changes are adopted by the sponsor, they will be reflected within a revised stakeholder register, and the new ranking and proposed communication approach for the respective stakeholders will be highlighted. The revised stakeholder register will be then disseminated by the project manager according to the stakeholder communication requirement.

CHAPTER V. CONCLUSIONS

1. This project management plan was fashioned using the sixth edition of the PMBOK® Guide. Project team will be able to adapt and replicate the tools from the guide for other project. Throughout of the development of this project management plan the project managers from the center have raised questions and they were very open to reviewing their approaches. The plan reviewed with them methods for efficiently planning project activities in agreement with schedule and budget, and ensuring the sustainability of these activities for the beneficiaries.
2. The development of this project charter offered the opportunity to review the needs and objectives of the CPFO, the project description, the preliminary scope statement, the initial risks of the project, the project deliverables, summaries of milestones and the project budget. The charter also included the permission of the donor for project start-up.
3. The scope management process made it possible to specify the scope management plan, to create the WBS to oversee the tasks more effectively, to see how scope change will be manage and the acceptances of deliverables.
4. The schedule management plan was created to develop the list of activities, to estimate the activities duration, to identify and coordinate each project activity and ensure the completion within the agreed deadline.
5. The cost management plan was developed based on the cost estimation and the analysis of data collected from previous projects but also by using a combination of techniques such as the vendor bid analysis and expert judgement
6. To develop the quality management plan, the success criteria of different stakeholders have been taken into account. This plan permit to discover areas to improve for the success of the project. The perception was that quality may

be costly, but the plan reveals that cost may be kept to a minimum if proper planning is undertaken and integrated into the whole life cycle of the project.

7. The resource management plan was developed to establish the requirements for how resources have been assigned and managed throughout the project. For human resource this plan outlines the roles and responsibilities of each position
8. The communication plan was developed to help identify what to communicate, when to communicate, to whom, and through what channel to communicate it. The table presented give a summary of the communication strategies. It is intended that the communication plan could be upgraded as new communication's channel is developing every day!
9. For the risk management plan, preliminary meetings were conducted with project teak to allow them to understand the importance of such plan and how to use it. With different discussions, it was possible to create the table that summarizes the different parts of the risk management plan for this project.
10. The procurement management plan follows the internal procedures of CPFO and took into account donor requirements related to the environment and gender responsiveness in order to increase the number of women-owned companies winning competitive process
11. The development of stakeholder management plan was very important for the team members. They clearly mentioned how it was difficult for them to manage stakeholder efficiently. This plan gave them the opportunity to prioritize them and find a strategy to manage each category.
12. Throughout this work, the level of enthusiasm of the team was remarkable as their questions were answered and comments taking into consideration. They admit that the tools will help them in the management of other larger projects.

CHAPTER VI. RECOMMENDATIONS

Having completed this exercise, the student understands that it is appropriate to make the following recommendations to the BFC board and CPFO management respectively. These recommendations are associated with the general and specific objectives:

- CPFO should look closely into utilizing project management tools and techniques in this social project.
- A basic project management template can be created by BWH as part of its role in the BFC board. This will act as a guide for overall organizational requirements as well as people who have no formal training in project management.
- CPFO should consider and implement training for team members who are automatically project managers based on the organization's expectations.
- The employing organizations should require the development of a scope management plan for similar projects in order to define resource requirements.
- CPFO should consider creating a time management plan for major projects for the effective project schedule management of projects and project activities.
- CPFO should transform the cost instrument into a template for a comprehensive cost management plan to guide cash flow and appropriate the allocation of funds in projects.
- The BFC board should ensure that team members are trained in quality management and quality requirement identification for projects to ensure quality requirements are met and maintained.

- BWH's management should require the BFC manager to submit a human resource management plan before the projects begin.
- BFC's project manager must complete a compulsory risk management plan for the project in order to effectively plan for risks that may arise during the life of the project.
- BFC's project manager should monitor and engage all stakeholders through the development and execution of a stakeholder management plan.

BIBLIOGRAPHY

- Better Work Haiti (2019), betterwork.org/bwh-our-programme
- Briggs, J. (2017) Deliverables. Open Research
- Convention on the Rights of the Child
- Convention on the Rights of the Women
- Creswell, J.W. (2013), *Research design: Qualitative, quantitative and mixed methods approaches*. Los Angeles: Sage
- Keller, L. (1998). *Project Management*. United Kingdom:Open University
- Kerzner, H (2009) *Project Management a system approach to planning scheduling and controlling*. New York. Wiley
- Mission Statement. (2011). Retrieved September 09, 2016, from <http://socialtransformation.govt.lc>
- Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide, sixth Edition)*. United States of America: Project Management Institute, Inc.
- Rev. Bra. Enferm. Vol 70 Brasilia (2017), Interactive theory of breastfeeding
- Usman, F. (2019) Assumptions and constraints in Project Management

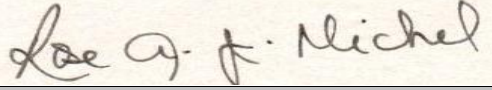
APPENDICES

Appendix 1: FGP Charter

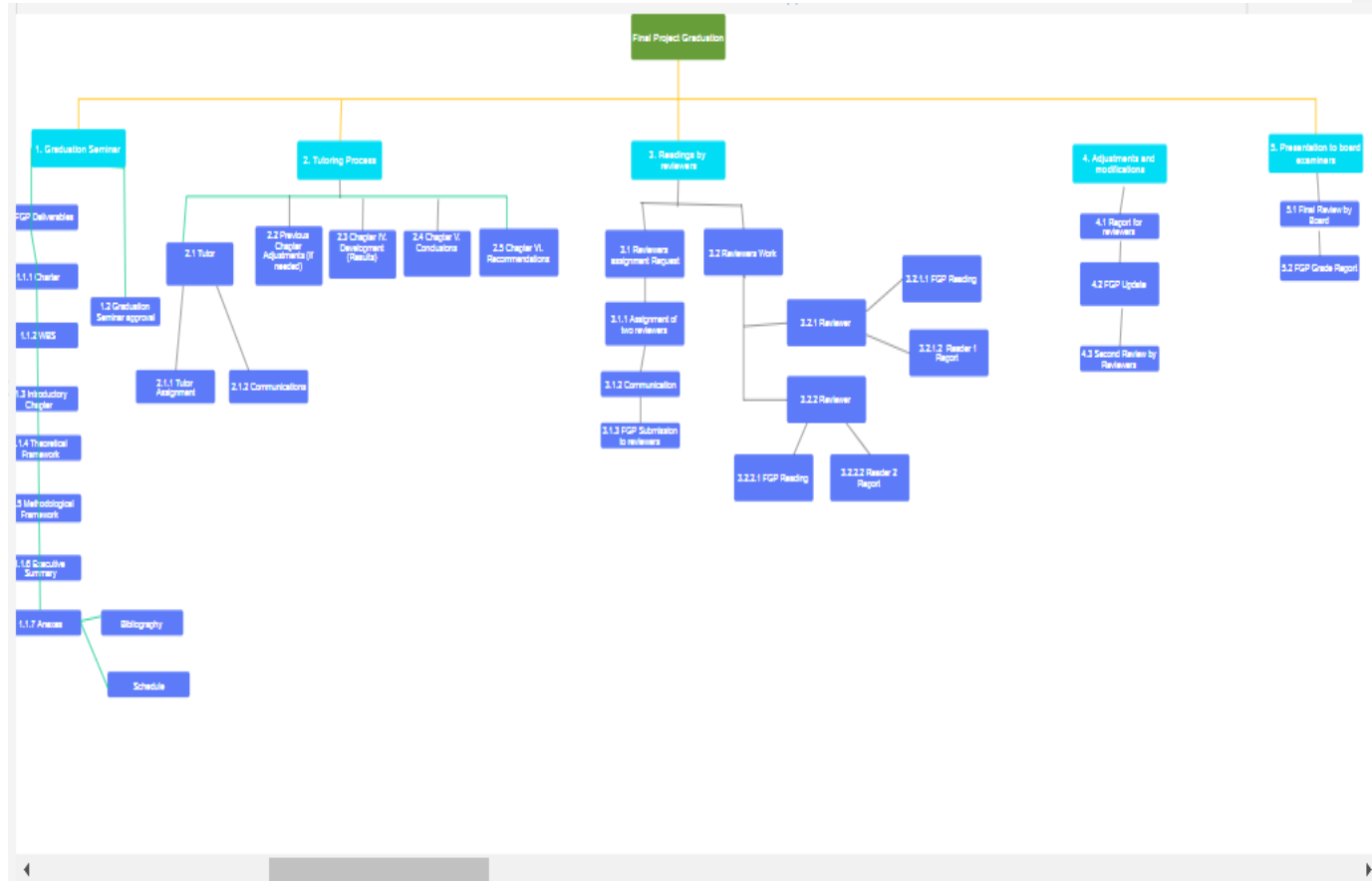
PROJECT CHARTER	
It formalizes the project start and confers the project manager with the authority to assign company resources to the project activities. Benefits: it provides a clear start and well defined project boundaries.	
Date	Project name:
May 13, 2019	Baby Friendly Corner Project by the Better Work Haiti Program at Caracol Industrial Park
Knowledge areas / processes	Application area (sector / activity)
Knowledge areas: integration, scope, time, cost, quality, resource, communication , risk, procurement, and stakeholder	Social
Process groups: initiating and planning	
Start date	Finish date
May 13, 2019	November 8, 2019
Project objectives (general and specific)	
General objective: This Project is funded by Better Work Haiti/ILO and executed by the Centre For Promotion of Women Workers-CPFO. The objective is to transform a physical space into a daycare to support 200 lactating women workers and their infants at the Industrial Park of Caracol in the North-East of Haiti.	
Specific objectives: <ol style="list-style-type: none"> 1. To create a project Charter to authorize the project and give authority to the project manager to use the organization resource for the project 2. To create a scope management plan to ensure that the project includes all the work required to complete successfully the activity of the project 1.3 To develop a workable schedule management plan to assign duration to work packages 1.4 To create a cost management plan to assign costs to work packages 1.5 To develop an effective quality management plan to shape the minimum standard of the stakeholders 1.6 To develop a resource management plan to identify and acquire resources needed for the completion of the project 1.7 To develop a sustainable communication management plan to define communication strategies 1.8 To create a risk management plan to identify risks and risk responses 1.9 To develop a procurement management plan to acquire goods and services that are external to the project team 1.10 To create a stakeholder management plan to identify key stakeholders and their requirements 	

Project purpose or justification (merit and expected results)
<p>Currently, the Center For Promotion of Women Workers is not strong enough in the standardization of processes regarding the design of work packages and assignement of tracking. The purpose of this project is to develop a project management plan for CPFO that will contain sutainable principles to govern the implementation of the social project named Baby Friendly Corner. The project intentions is to transform a physical space into a daycare facility so that 200 lactating mothers of babies that are less than 12 months of age can bring them nearby their workplace so they can breastfeed during their break</p> <p>Considering the importance of the organization financing the project for its partners, local and international, it is imperative for the Centre has a sustainable project management plan for the implementation of the Baby Friendly Corner project. The project management plan will help to ensure a proper management of its resources (human and financial) and ensure that the product delivered respects the standards and meets the expectations of its stakeholders.</p> <p>The final graduation project is to create a plan with elements to support a better monitoring and control of project resources to have an efficient cost planning, a well-defined procurement plan, and sizeable work packages in the implementation of this social project in the industrial park at Caracol in the north of Haiti.</p>
Description of product or service to be generated by the project – project final deliverables
<p>Final graduation project deliverables:</p> <ol style="list-style-type: none"> 1. Charter 2. Scope management plan 3. Cost management plan 4. Schedule management plan 5. Quality management plan 6. Communication managemement plan 7. Risk mangement plan 8. Procurement mangement plan 9. Stakeholder mangement plan

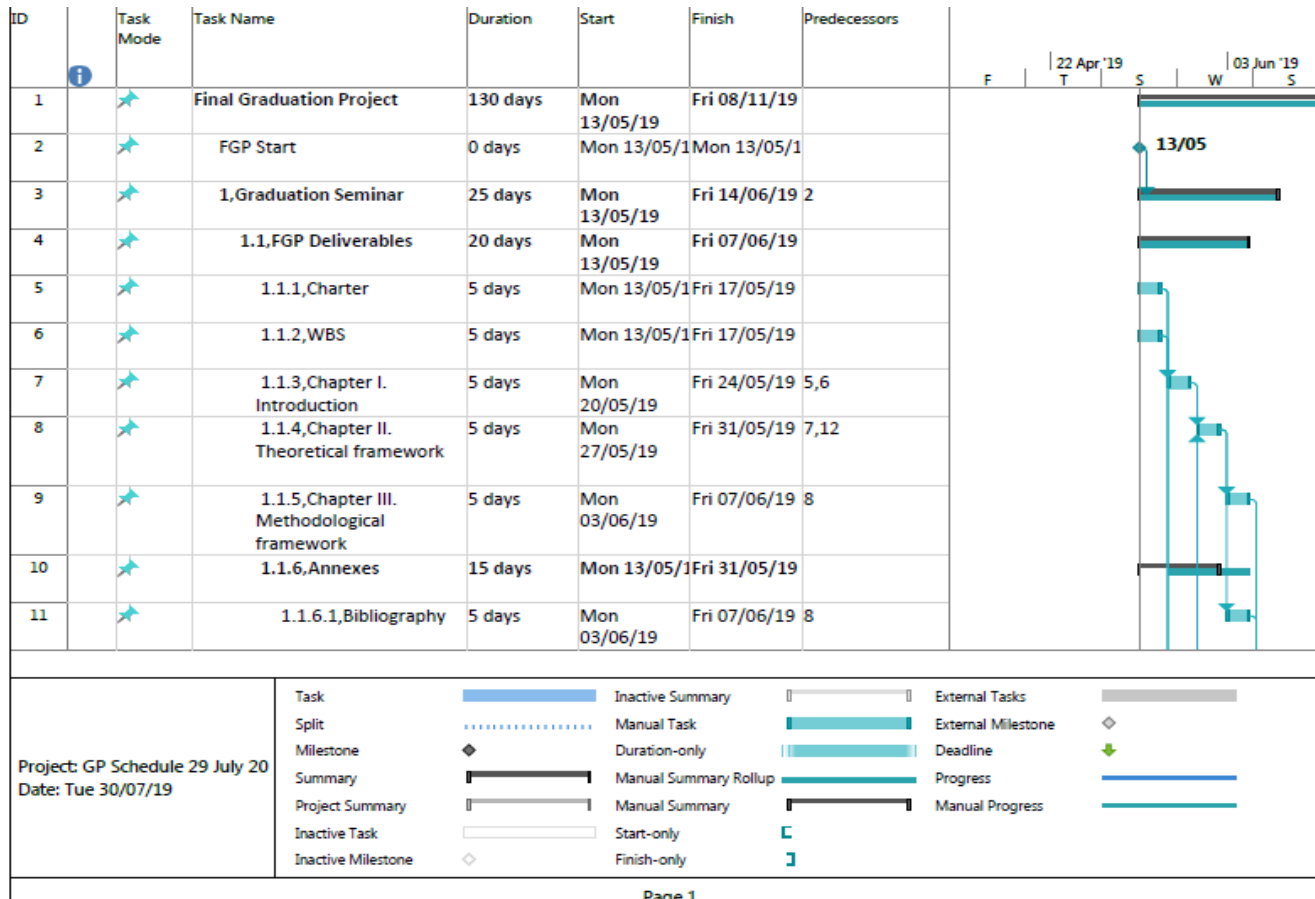
Assumptions
It is assumed that BWH will accept to give the necessary information for the analysis.
Constraints
Time: The time established by the university for the preparation of the FGP is extemely tight due to all of the requirements.
Preliminary risks
If there is any negative perception on the project by community of Caracol it may cause delay in the project.
Budget
General cost estimate of the main items/deliverables for the project budget The estimated cost for the project is USD500,000.
Milestones and dates

Milestone	Start date	End date
Approved graduation seminar	May 13, 2019	June 15, 2019
Tutoring process	June 22, 2019	September 22, 2019
Presentation to the board examiners	December 8, 2019	December 15, 2019
Relevant historical information		
<p>Since 2009, Better Work Haiti has been working with workers, employers, and the government to improve working conditions and boost competitiveness in the garment industry in Haiti. BWH strengthens worker-management committees in the garment factories by offering specialized training, promoting women representation, and improving worker empowerment across the sector. BWH plays an important role in promoting gender equality. For its 10th anniversary, they plan to implement a project to support mothers and babies by creating a baby friendly corner in the industrial park of Caracol where mothers can breastfeed during work hours.</p>		
Stakeholders		
<p>Direct stakeholders: ILO/Better Work Haiti UNICEF Caracol Industrial Park Factory managers</p> <p>Indirect stakeholders: Women workers and babies Nurses and assistants Doctors Social workers</p>		
Project manager: Rose Anna Michel-Jeanty	Signature:	
		
Authorized by:	Signature:	

Appendix 2: FGP WBS



Appendix 3: FGP Schedule



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	
12		1.1.6.2,Schedule	5 days	Mon 20/05/19	Fri 24/05/19	6,5	
13		1.2,Graduation Seminar approval,	5 days	Mon 10/06/19	Fri 14/06/19	9,11	
14		2,Tutoring process	61 days	Mon 29/07/19	Mon 21/10/19		
15		2.1,Tutor	61 days	Mon 29/07/19	Mon 21/10/19		
16		2.1.1,Tutor assignent	1 day	Mon 29/07/19	Mon 29/07/19	13	
17		2.1.2,Communication	2 days	Wed 31/07/19	Thu 01/08/19	16	
18		2.2,Adjustments of previous chapters (if needed)	5 days	Mon 05/08/19	Fri 09/08/19	16,17	
19		2.3,Charter IV. Development (Results)	47 days	Mon 12/08/19	Tue 15/10/19	18	
20		2.4,Chapter V. Conclusions	5 days	Wed 16/10/19	Tue 22/10/19	19	
21		2.5,Chapter VI. Recommendations	5 days	Wed 23/10/19	Tue 29/10/19	20	
22		Tutor approval	0 days	Mon 21/10/19	Mon 21/10/19	21	
23		3,Reading by reviewers	105 days	Mon 04/11/19	Fri 27/03/20		

Project: GP Schedule 29 July 20 Date: Tue 30/07/19	Task		Inactive Summary		External Tasks
	Split		Manual Task		External Milestone
	Milestone		Duration-only		Deadline
	Summary		Manual Summary Rollup		Progress
	Project Summary		Manual Summary		Manual Progress
	Inactive Task		Start-only		
	Inactive Milestone		Finish-only		

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Gantt Chart (22 Apr '19 to 03 Jun '19)						
24	➤	3.1, Reviewers assignment request	15 days	Mon 13/05/19	Fri 31/05/19		[Gantt bar for task 24]						
25	➤	3.1.1, Assignment of two reviewers	2 days	Mon 16/09/19	Tue 17/09/19	22	[Gantt bar for task 25]						
26	➤	3.1.2, Communication	2 days	Wed 18/09/19	Thu 19/09/19	25	[Gantt bar for task 26]						
27	➤	3.1.3, FGP submission to reviewers	1 day	Fri 20/09/19	Fri 20/09/19	26	[Gantt bar for task 27]						
28	➤	3.2, Reviewers work	10 days	Mon 13/05/19	Fri 24/05/19		[Gantt bar for task 28]						
29	➤	3.2.1, Reviewer	10 days	Mon 13/05/19	Fri 24/05/19		[Gantt bar for task 29]						
30	➤	3.2.1.1, FGP reading	9 days	Mon 23/09/19	Thu 03/10/19	27	[Gantt bar for task 30]						
31	➤	3.2.1.2, Reader 1 report	1 day	Fri 04/10/19	Fri 04/10/19	30	[Gantt bar for task 31]						
32	➤	3.2.2, Reviewer	10 days	Mon 13/05/19	Fri 24/05/19		[Gantt bar for task 32]						
33	➤	3.2.2.1, FGP reading	9 days	Mon 23/09/19	Thu 03/10/19	27	[Gantt bar for task 33]						
34	➤	3.2.2.2, Reader 2 report	1 day	Fri 04/10/19	Fri 04/10/19	33	[Gantt bar for task 34]						
35	➤	4, Adjustments	20 days	Mon 13/05/19	Fri 07/06/19		[Gantt bar for task 35]						

Project: GP Schedule 29 July 20 Date: Tue 30/07/19	Task		Inactive Summary		External Tasks
	Split		Manual Task		External Milestone
	Milestone		Duration-only		Deadline
	Summary		Manual Summary Rollup		Progress
	Project Summary		Manual Summary		Manual Progress
	Inactive Task		Start-only		
Inactive Milestone		Finish-only			

Page 3

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Gantt Chart (22 Apr '19 to 03 Jun '19)						
36	★	4.1,Report for reviewers	9 days	Mon 07/10/19	Thu 17/10/19	34	[Gantt bar for task 36]						
37	★	4.2,FGP update	1 day	Fri 18/10/19	Fri 18/10/19	36	[Gantt bar for task 37]						
38	★	4.3,Second review by reviewers	10 days	Mon 21/10/19	Fri 01/11/19	36,37	[Gantt bar for task 38]						
39	★	5,Presentation to Board of Examiners	5 days	Mon 13/05/19	Fri 17/05/19		[Gantt bar for task 39]						
40	★	5.1,Final review by board	2 days	Mon 04/11/19	Tue 05/11/19	38	[Gantt bar for task 40]						
41	★	5.2,FGP grade report	3 days	Wed 06/11/19	Fri 08/11/19	40	[Gantt bar for task 41]						
42	★	FGP End	0 days	Fri 08/11/19	Fri 08/11/19	41	[Gantt bar for task 42]						

Project: GP Schedule 29 July 20 Date: Tue 30/07/19	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Progress	
	Project Summary		Manual Summary		Manual Progress	
	Inactive Task		Start-only			
Inactive Milestone		Finish-only				

Page 4

Appendix 4. BFC Change Control Form

BABY FRIENDLY CORNER (BFC) CARACOL CHANGE CONTROL FORM

SECTION 1

DATE (JJ/MM/YYYY) _____

PROJECT NAME _____

PROJECT NUMBER _____

ITEM VERSION _____

Identification of aspect to be changed (select from list below)

Area of change

SCOPE COST TIME

COMMUNICATION STAKEHOLDERS

SECTION 2

REQUESTER OF CHANGE _____

JOB TITLE _____

PHONE CONTACT _____

EMAIL ADDRESS _____

DATE OF INVESTIGATION (JJ/MM/YY) _____

INVESTIGATOR OF CHANGE _____

IMPACT _____

SUGGESTED PRIORITY:

HIGH MEDIUM LOW

INVESTIGATION OUTCOME _____

ALTERNATIVE SOLUTION _____

SECTION 3

NOTE: _____

Appendix 5. Proofreading Letter

San José, January 20, 2021

Universidad para la Cooperación Internacional (UCI)

To Whom It May Concern:

Natalia Alvarado Mata, identification number 305030705, Bachelor in English with a focus on translation, hereby states that the project titled: **PROJECT MANAGEMENT PLAN FOR BABY FRIENDLY CORNER AT CARACOL INDUSTRIAL PARK**, carried out by Rose Anna Jeanty Michel, has been revised.

The project was carried out to obtain the **Master in Project Management (MPM)** Degree. Aspects such as paragraph form, language quirks in written language, orthography, punctuation, and other aspects related to syntax and grammar were inspected and proofread. Therefore, taking into account the changes that were made, the project is ready to be presented.

Sincerely,

Natalia Alvarado

Natalia Alvarado Mata
English Translator and Proofreader
natalia.alvarado@filologos.cr

