

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

PROJECT MANAGEMENT PLAN FOR THE CREATION OF A WOMEN'S AID NON-
PROFIT ORGANIZATION

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

Quito, Ecuador

February 2023

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL
(UCI)

This Final Graduation Project was approved by the University as
partial fulfillment of the requirements to opt for the
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DEDICATION

To the best teacher life has given me: my mother, Rocío Jiménez.

To my father, Luis Bilbao, who supported me in achieving this goal.

To my siblings, David, and Margarita, who believed in me and gave me the strength to keep going.

To my niece and nephew, Alejandro, and Celeste, who find an example to follow in me.

ACKNOWLEDGMENTS

I thank God for sustaining me and illuminating my path.

To the best mother in the universe, Rocio Jimenez, for her loving presence and indispensable guidance in all my life projects.

To my tutor, Karolina Jiménez, for her time and vital guidance in completing this final graduation project.

ABSTRACT

Project Management assures better resource utilization, provides tools to achieve organizational efficiency and productivity, harmonizes the expectations of all stakeholders, helps mitigate initial risks, and provides scalable processes for any size project. This Final Grade Project benefits from these characteristics by designing a Project Management Plan, framed under the guidelines of the PMBOK® Guide, intended to guide the creation of a non-profit organization dedicated to empowering women and promoting gender equality in the Ecuadorian territory.

Keywords: Project Management, non-profit organizations, third sector, women, Project Management Plan, non-governmental organizations

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ABBREVIATIONS AND ACRONYMS

ENEMDU	Encuesta Nacional de Empleo, Desempleo y Subempleo
FGP	Final Graduation Project
NGO	Non-governmental organization
PMBOK® Guide	Project Management Book of Knowledge
PMI	Project Management Institute
PMO	Project Management Office
SDGs	Sustainable Development Goals
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

According to the World Economic Forum's Global Gender Gap report (Hausmann et al., 2022), the pandemic has increased the gender gap from 99 years to 135 years, implying that it would take another generation for women to reach parity with males. It is quantified that the wealth of 252 men exceeds that of one billion women and girls in Africa, Latin America, and the Caribbean combined. In addition, it must be considered that nowadays, women are simultaneously becoming entrepreneurs, workers, housekeepers, and mothers. So, as key stakeholders, their poor status threatens global economic progress, and their drawbacks lead to a vicious cycle of poverty (Buvinic, 1998). The inability of poor women to work and do household chores forces their older daughters to drop out of school (ibid). As a result, poverty is feminized and passed down from generation to generation of women. Therefore, it is necessary to invest in and empower women's abilities to improve their lives and, consequently, the lives of everyone around them.

Although Ecuador belongs to middle-income nations, there are significant gender differences, especially in wages and resource ownership. Therefore, the state, private sector, and civil society must help solve this issue. In this sense, non-profits can help by complementing or filling the gaps in state intervention.

The author of this FGP has the vision of creating a women's aid non-profit organization in Ecuador that will benefit from the qualities and advantages that Project Management offers, as it ensures better resource use, provides tools for achieving organizational efficiency and productivity, aligns the expectations of all stakeholders, assists in mitigating initial risks, and offers methods that are adaptable for any size project (Pandey, 2022).

The FGP's general objective is to create a Project Management Plan for developing a non-profit organization to assist women in vulnerable situations in the Ecuadorian territory. The specific objectives are to create a Project Charter to formally authorize the project, to create a Scope Management Plan that included all the work required to complete the project successfully, to create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints, to create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints, to develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval, to create a Human Resource Management Plan that ensures that all human resources are identified and managed effectively, to develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders, to create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion, to develop a Procurement Management Plan designed to manage the project acquisitions; and to develop a Stakeholder Management Plan that identifies and supports the effective participation of all project stakeholders.

This Final Graduation Project is based on qualitative research methods. Regarding the sources of information, it uses primary sources, such as interviews with specialists in the non-

profit sector. In addition, it used secondary sources from books, such as the PMBOK® Guide and other books related to the establishment and management of non-profit organizations.

This Final Graduation Project successfully presents a Project Management Plan to guide the creation of an NGO to assist vulnerable women in the Ecuadorian territory. The scope management plan provides direction and a sense of purpose to the management of the project from start to end. In this matter, the project manager's role is key to bringing everyone on the same page. According to the schedule management plan, there is a chance that some activities can be performed simultaneously, which will support the project's successful completion in case of delays. It is important to state that there is only one source of income, which is the donation of \$ 64,800 by the project sponsor, and according to the WBS, the project does not include an alternative fundraising plan. For this reason, staff must manage the budget wisely. Thanks to the quality management plan, members of the project team with varying levels of experience can determine whether a task was completed with acceptable quality. For this purpose, the project team must conduct regular quality checks and make necessary improvements to the project processes. Regarding the resource management plan, the project team considers the necessary skills and knowledge required. Hiring individuals who share the passion for the mission of the new NGO is crucial. Referring to the physical resources, it is important to understand that additional resources may be needed as the project progresses. For this reason, team members must prioritize the physical resources necessary for the NGO's creation and allocate funds accordingly. The project management plan sets the communication channels most appropriate for each audience. Although the NGO will not provide its services until it is legally constituted, it is important to include a communication strategy for raising awareness and expectations for the community and potential beneficiaries. One of the most worrying risks identified is running out of funding; therefore, timely monitoring of the budget and quarterly inspections is critical. Regarding the project procurement management plan, the Project Manager must seek appropriate advice to find the best options in the market and even search for donations for the potential NGO. It is important that the project team conduct regular stakeholder engagement activities and promptly address any concerns or questions from the stakeholders.

Finally, in terms of sustainability, this project directly impacts the Sustainable Development Goals (SDGs) number 1,4,5,8,10, and 17. Moreover, it is a robust regenerative approach by supporting each related principle, mainly the social ones focused on providing workshops and professional guidance to help women develop skills and achieve economic independence.

Once the NGO is established, it is recommended that the project team keep using the management process and studying the documents developed during this Project Management Plan as a basis for implementing a methodology for the NGO operation, projects, and programs. The Project Manager can evaluate the possible implementation of a Project Management Officer (PMO) since its activities will be centered on programs and projects. Once the NGO is inaugurated, the project team should develop a robust system for measuring the impact of the NGO's programs and campaigns to evaluate the effectiveness and identify areas for improvement.

1. INTRODUCTION

1.1 Background

When looking at poverty from a female perspective, it is stated that women are poor due to gender discrimination. In addition, the subordinate nature of women's participation in society limits their access to ownership and control of economic, social, and political resources. This leads to economic insecurity, unequal remuneration, and an imbalance in working (paid and unpaid) hours (Di Cesare, 2014).

A source of vulnerability and marginalization for girls and women is the restriction of women's education, leading to lifelong and intergenerational consequences (ibid). For example, unable to deal with excessive labor, women delegate child-care obligations to older daughters, who are then forced to drop out of school (Buvinic, 1998). As a result, deprivation is passed down from generation to generation of women, resulting in the feminization of poverty.

Furthermore, nowadays, women are simultaneously becoming economic agents, household heads, and mothers. Therefore, as society's important stakeholders, their poverty, aggravated by the lack of education, has an alarming effect on global economic progress (ibid).

Empowering women within the global food systems can significantly impact the climate crisis and reduce poverty. If given equal resources as men, it is estimated that women could grow 20 to 30% more food on the same land. This would lift 150 million people out of poverty and reduce emissions by 2 billion tons by 2050 (Food and Agriculture Organization of the United Nations, 2010).

For these reasons, investing in and reinforcing women's capabilities is crucial as it makes them achieve significant social, cultural, and economic improvements in their lives and immediate surroundings.

1.2 Statement of the problem

In October 2022, Ecuador had 18.3 million people, with a 9.2 million male population (50.1%) and a 9.1 million female population (Departamento de Asuntos Económicos y Sociales de las Naciones Unidas, 2022). However, due to women's limited or non-existent presence in decision-making spaces involving economic policies and the biased view of the market as the only source of economic wealth, the Ecuadorian economic system has relegated women to subordination and dependence on the labor market. Meanwhile, they also must play a key role in delivering sustenance in non-market spheres, such as caregiving.

Although Ecuador belongs to middle-income nations, there are significant gender differences. For example, the wage gap in Ecuador is 15.2%, according to data from the National Institute of Statistics and Census (Instituto Nacional de Estadísticas y Censos de Ecuador, 2021), meaning that for every dollar a man earns in his job, a woman only receives \$0.84.

According to (ONU Mujeres, 2020), in Ecuador, women work an average of 15 hours and 47 minutes longer each week than males. Moreover, in rural regions, this ratio climbs to 23 hours greater than men's weekly work time. In addition, women spend an average of 31:49 hours per week on unpaid work (domestic and care activities), compared to 9:09 hours per week for men, i.e., 22:40 hours per week more, according to the Specific Survey on Time Use conducted by the National Institute of Statistics and Census of Ecuador (Instituto Nacional de Estadísticas y Censos de Ecuador, 2014).

The pandemic has heightened this inequality when women try to access the labor market. According to the National Survey of Employment, Unemployment, and Underemployment (ENEMDU), in August 2022, the unemployment rate for women was 4.7%, while for men, it was 3.5% (Instituto Nacional de Estadísticas y Censos de Ecuador, 2022).

Solving this problem requires the participation of the state, the private sector, and civil society. Looking at civil society initiatives, non-profit organizations are a practical option to influence this situation. The non-profit sector is a significant economic and social force locally, nationally, and worldwide. Its development is encouraged by various causes, including increased demand for human services, welfare reform, and privatization policies, the spread of democracy, and improvements in information and communication technology, which result in lower organizational costs (Anheier, 2005).

Non-governmental organizations (NGOs) arose to meet society's remaining unfulfilled need for public goods (Sama, 2010). Indeed, individuals establish NGOs when the government or market cannot offer universal public goods or promote the general interests of everyone.

For these reasons, citizen initiatives are necessary, especially to complement or fill the gaps in state intervention, especially in the most neglected topics, such as gender and education.

The vision to create a women's aid foundation is originally from the author of this FGP, who holds a bachelor's degree in economics and is highly committed to understanding social matters and proposing improvements in people's lives.

1.3 Purpose

The primary goal of this Final Graduation Project is to provide a Project Management Plan to create a non-profit organization dedicated to empowering women and promoting gender equality in the Ecuadorian community.

A non-profit organization can benefit from Project Management as it ensures better resource utilization, provides tools to achieve organizational efficiency and productivity, aligns the expectations of all stakeholders, helps mitigate initial risks, and provides scalable processes to any project (Pandey, 2022). It becomes even more critical for non-profit startup projects that lack resources, time, and expertise.

Even though Project Management has principles, good practices, and guidelines, it can be tailored according to the project's needs. In this case, the Project Management Plan process detailed in the PMBOK® Guide will be adapted according to the characteristics and requirements of the organizations in the non-profit sector.

1.4 General objective

To create a Project Management Plan for developing a non-profit organization to assist women in vulnerable situations in the Ecuadorian territory.

1.5 Specific objectives

1. To create a Project Charter to formally authorize the project.
2. To create a Scope Management Plan to ensure that it includes all the work required to successfully complete the project.
3. To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.

4. To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.
5. To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.
6. To create a Resource Management Plan that ensures all resources are identified and managed effectively.
7. To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.
8. To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.
9. To develop a Procurement Management Plan designed to manage the project acquisitions.
10. To develop a Stakeholder Management Plan that identifies and supports the effective participation of all project stakeholders.

2. THEORETICAL FRAMEWORK

2.1 Company/Enterprise framework

2.1.1 Company/Enterprise background

This Project Management Plan has been designed to create a non-profit organization considering the Ecuadorian legislation. The author of this FGP will be the founder of the NGO. Professionals in project management, sociology, economics, psychology, and other fields will establish the board. The elected shall be aligned with the mission and vision of the organization.

Mission and vision statements

The following mission and vision statements for the NGO are proposed.

- **Mission**

To help disadvantaged women living in Ecuador develop skills and achieve economic independence by providing them with workshops, support networks and professional guidance to succeed in all areas of their lives.

- **Vision**

To be the most effective organization at promoting women's rights, education, and professionalization in Ecuador.

2.1.2 Products Offered

The non-profit organization will provide educational services to women in vulnerable situations living in the Ecuadorian territory, specifically to women farmers, craftswomen, informal traders, and small-scale producers, with low or no schooling.

The non-profit organization's services will be counseling sessions, workshops, mentorship programs, and seminars. The primary objective is to develop skills, secure employment, and foster pathways to social inclusion.

2.2 Project Management concepts

2.2.1 Project

The Project Management Institute (2017, p.4) defines a project as "a temporary endeavor undertaken to create a unique product, service, or result". Projects have well-defined goals, and the scope is refined throughout the project life cycle.

Projects enable business value creation. PMI defines business value as "the net quantifiable benefit from a business endeavor" (Project Management Institute, 2017, p.7). The benefit may be tangible, intangible, or both.

In business analysis, the business value is the return of an element such as time, money, goods, or intangibles for something exchanged. Tangible elements include monetary assets, stockholder equity, utility, fixtures, tools, and market share. Intangible elements include goodwill, brand recognition, public benefit, trademarks, strategic alignment, and reputation (Project Management Institute, 2017, p.7). Therefore, business value in projects is the benefit that the results of a specific project provide to its stakeholders.

Considering the FGP purpose, although a non-profit organization is not a business, it is an organization that seeks to deliver a product or service to society. Specifically, an NGO seeks to offer intangible benefits to society, in this case, delimited to women in vulnerable situations.

2.2.2 Project Management

Project Management is “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (Project Management Institute, 2017).

Organizations rely on project management to conduct tasks successfully and efficiently.

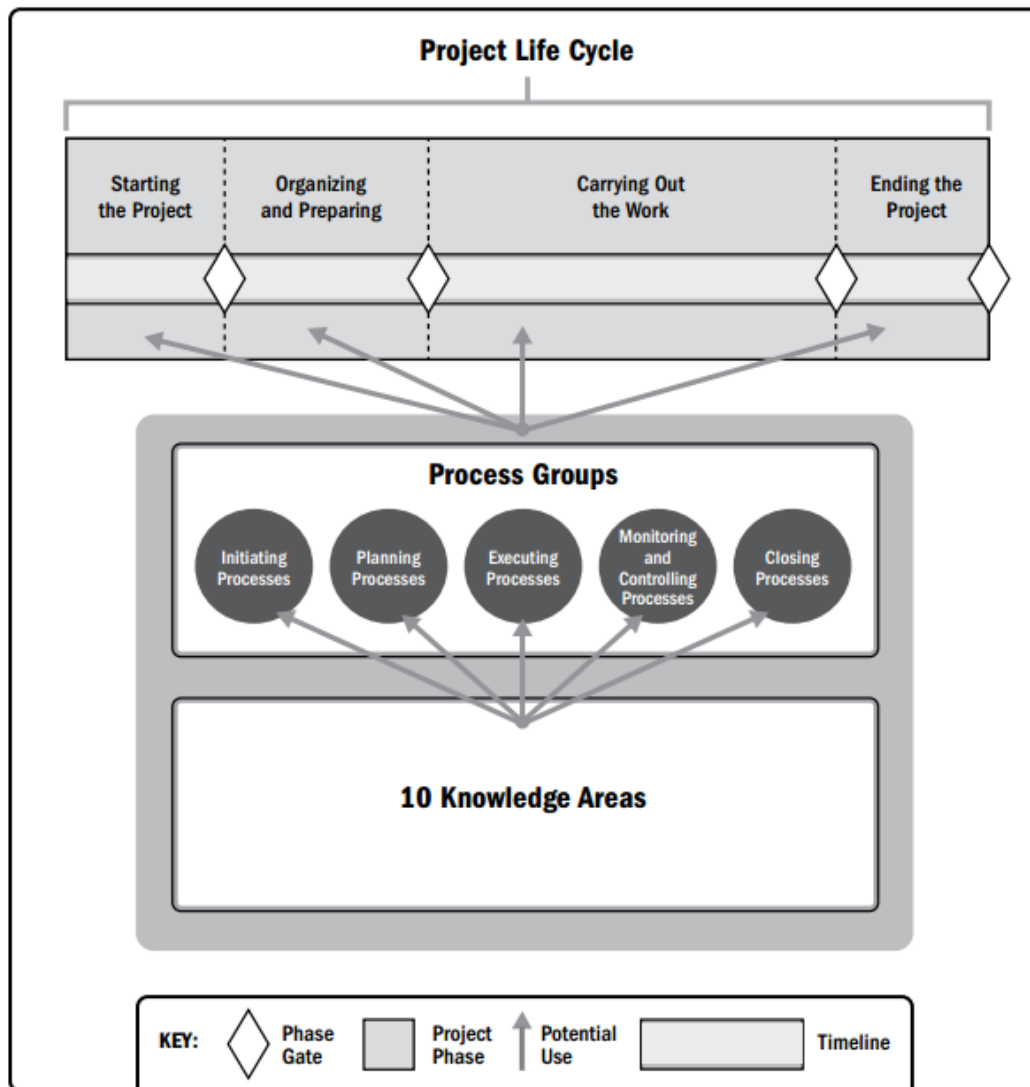
Project Management is widely recognized as a discipline that significantly improves the efficiency with which projects are implemented (Kiznyte et al., 2016). Additionally, project management is an excellent fit for idea validation. These are advantageous for meeting deadlines, fostering collaboration, and reducing costs. Finally, the more effective the management, the greater the likelihood of achieving the desired results (Kiznyte et al., 2016).

Creating a non-profit organization is a way to give back to the community and assist deprived people. However, developing and sustaining a non-profit organization can take years of effort and commitment, so it is critical to comprehend each step of the project management process before establishing an NGO.

2.2.3 Project life cycle

According to PMI, the project’s life cycle is “the series of phases that a project passes through from its start to its completion” (Project Management Institute, 2017, p.18). It provides the fundamental structure for project management. The phases could be sequential, iterative, or overlapping. In this case, the Project Management Plan for creating the NGO will follow the stages depicted in Figure 1.

Figure 1. Interrelationship of PMBOK® Guide Key Components in Projects (Project Management Institute, 2017, p. 18)



2.2.4 Project management processes

According to PMI (2017), the life cycle of a project is managed by performing a series of project management activities called project management processes. Each process generates outputs from one or more inputs using suitable project management tools and methodologies. A deliverable or an outcome might be the output. The outcome of a process is its conclusion.

Project management processes are grouped into the following five Project Management Process Groups (Project Management Institute, 2017, p. 23).

- **Initiating Process Group:** these processes are "performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase."
- **Planning Process Group:** those processes are required "to establish the project's scope, refine the objectives and define the course of action required to attain the objectives that the project was undertaken to achieve."
- **Executing Process Group:** those processes are performed "to complete the work defined in the project management plan to satisfy the project requirements."
- **Monitoring and Controlling Process Group:** those processes are required "to track, review, and regulate the project's progress and performance, identify any areas in which changes to the plan are required and initiate the corresponding changes."
- **Closing Process Group:** those processes are performed "to formally complete or close the project, phase, or contract."

Because of the schedule constraints in the delivery of the FGP, the scope is the first two phases of the project's life cycle, which correspond to the initiation and planning groups. The author encourages using project management guidelines in the subsequent phases of the life cycle to ensure the successful functioning of the NGO when it starts operating.

2.2.5 Project Management Knowledge Areas

In addition to Process Groups, processes are also categorized by Knowledge Areas. "A Knowledge Area is an identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs,

tools, and techniques" (Project Management Institute, 2017, p.23). The ten Knowledge Areas are described below.

- **Project Integration Management**

Project Integration Management "includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups" (Project Management Institute, 2017. p. 23). The Project Integration Management Plan considers the Project Charter and the Project Management Plan.

- a. **Project Charter**

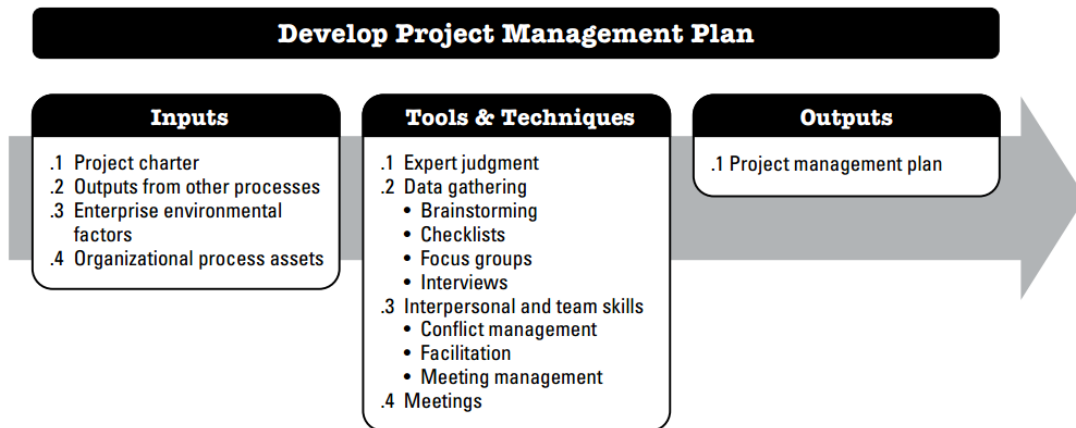
The project charter is a "document issued by the project sponsor that formally authorizes the existence of a project and provides the project manager with authority to apply organizational resources to project activities" (Project Management Institute, 2017).

- b. **Project Management Plan**

The Project Management Plan implies "defining, preparing, and coordinating all plan components and consolidating them into an integrated project management plan" (Project Management Institute, 2017, p.70).

The primary benefit is creating a detailed document outlining the basis for all project work and how it will be completed. Figure 2 illustrates the process's inputs, tools, procedures, and outputs.

Figure 2. Develop Project Management Plan: Inputs, Tools & Techniques, and Outputs (Project Management Institute, 2017, p. 82)



For the creation of the NGO, the Project Management Plan will include the following subsidiary plans:

1. Scope management plan
2. Requirements management plan
3. Schedule management plan
4. Cost management plan
5. Quality management plan
6. Resource management plan
7. Communications management plan
8. Risk management plan
9. Procurement management plan
10. Stakeholder engagement plan

- **Project Scope Management**

Project Scope Management "includes the processes required to ensure the project includes all the work required, and only the work required, to complete the project successfully"

(Project Management Institute, 2017, p. 129). The Project Scope Management in this FGP requires the processes with their outputs, detailed in Chart 1.

Chart 1. Project Scope Management (Source: J. Bilbao, The Author, November 2022)

Process	Outputs used in this FGP
Plan Scope Management	-Scope management -Requirements management plan
Collect Requirements	-Requirements documentation -Requirements traceability matrix
Define Scope	-Project scope statement -Create WBS -Scope baseline

▪ **Project Schedule Management**

Project Schedule Management "includes the processes required to manage the timely completion of the project" (Project Management Institute, 2017, p. 173). Five of the six project schedule management processes will be applied to this project. Chart 2 details the processes and outputs related to the FGP.

Chart 2. Project Schedule Management (Source: J. Bilbao, The Author, November 2022)

Process	Outputs used in this FGP
Plan Schedule Management	-Schedule management plan
Define Activities	-Activity list -Activity attributes -Milestone list -Change requests -Project Management Plan updates
Sequence Activities	-Project schedule network diagrams

Process	Outputs used in this FGP
Estimate Activity Durations	-Duration estimates -Basis of estimates
Develop Schedule	-Schedule baseline -Project schedule -Schedule data -Project calendars -Change requests

▪ Project Cost Management

Project Cost Management "includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so the project can be completed within the approved budget" (Project Management Institute, 2017, p. 231).

This FGP will use three of four cost management processes with detailed outputs to determine a budget.

Chart 3. Project Cost Management (Source: J. Bilbao, The Author, November 2022)

Process	Outputs used in this FGP
Plan Cost Management	-Cost management plan
Estimate Costs	-Cost estimates -Basis of estimates
Determine Budget	-Cost Baseline -Project funding requirements

▪ Project Quality Management

"Includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements to meet stakeholders' expectations" (Project Management Institute, 2017, p 271).

There are three project quality management processes: Plan Quality Management, Manage Quality, and Control Quality. The first process will be captured in the FGP to ensure a guide for quality assurance with the following outputs.

Chart 4. Project Quality Management (Source: J. Bilbao, The Author, November 2022)

Process	Outputs used in this FGP
Plan Quality Management	-Quality management plan -Quality metrics -Project Management Plan updates

The second and third processes will be the responsibility of the NGO when it comes into operation.

- **Project Resource Management**

Project Resource Management "includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project" (Project Management Institute, 2017, p. 307). Since this FGP focuses on planning rather than implementation, the following processes will be used.

Chart 5. Project Resource Management (Source: J. Bilbao, The Author, November 2022)

Process	Outputs used in this FGP
Plan Resource Management	-Resource management plan -Team charter - Project document updates
Estimate Activity Resources	-Resource requirements -Basis of estimates -Resource breakdown structure -Project document updates

- **Project Communications Management**

Project Communications Management "includes the processes required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and ultimate disposition of project information" (Project Management Institute, 2017, p.359). In this case, all the plan communications management processes will be used.

- **Project Risk Management**

Project Risk Management "includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project" (Project Management Institute, 2017, p. 395).

This area of knowledge is crucial as creating an organization is a risky decision that requires a solid comprehension of all the possible scenarios to implement the best strategy. In this case, the processes that will be developed are:

1. Plan Risk Management
2. Identify Risks
3. Perform Qualitative and Quantitative Risk Analysis
4. Plan Risk responses

- **Project Procurement Management**

"Includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team" (Project Management Institute, 2017, p. 459). This NGO is built from scratch and will only use the first Plan Procurement Management process.

- **Project Stakeholder Management**

Project Stakeholder Management "includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution" (Project Management Institute, 2017, p. 503). Therefore, before being in operation, the NGO will need the Identify Stakeholder process and plan the stakeholder engagement process.

2.3 Other applicable concepts

2.3.1 Non-Governmental Organizations (NGOs)

The non-governmental organizations (non-profit sector) comprise legally recognized private, voluntary organizations and associations that create goods and services but do not generate revenue, profit, or other financial gains for the entities that establish, govern, or finance them. Instead, these organizations are defined by their contribution to economic and social development, often at a local level. Individuals who volunteer for non-profit organizations do so out of altruistic motivations, such as a desire to improve their communities (Anheier, 2005).

Non-profits rely on charitable or philanthropic resources, such as gifts and grants, membership dues, and governmental subsidies, in the ideal or average case. However, since charitable financing is likewise vulnerable to the free-rider problem, charities frequently confront chronic resource insufficiency, which tends to constrain organizational size compared to public and private sector organizations (Young & Steinberg, 1995).

While non-profit organizations constitute a distinct institutional sector, they share several qualities with businesses and government agencies (Young & Steinberg, 1995). Non-profits, like governments, have a mission, aims, and activities that benefit the public rather than a small set of owners. They serve the public interest rather than the owners' economic interests or equivalents.

Non-profit organizations, like corporations, are private ventures that rely on the participation and contributions of citizens for their establishment and continuous operation. Also, non-profit organizations, like any other business, must "balance their books" so that revenues and expenditures match over time.

For management purposes, in terms of operations, non-profit organizations should be viewed as businesses with interests and demands. However, in the end, both for-profit and non-profit organizations have the same goal: to solve a frequent problem by delivering goods or services.

What distinguishes a non-profit from a for-profit company is not whether the organization produces money but how the profit is used. Therefore, any funds a non-profit organization raises must be used to conduct the organization's mission.

2.3.2 Gender economics

Women are simultaneously becoming entrepreneurs, workers, housekeepers, and mothers. So, as key stakeholders, their poor status threatens global economic progress, and their drawbacks lead to a vicious cycle of poverty (Buvinic, 1998).

When looking at poverty from a female perspective, it is stated that women are poor due to gender discrimination. The subordinate character of women's participation in society restricts

their access to ownership and control of economic, social, and political resources. This leads to economic insecurity, unequal remuneration, and an imbalance in working hours (paid and unpaid) (Di Cesare, 2014).

There are four forms of exclusion that most severely affect women in the labor market (Arriagada, 2005): i) unemployment; ii) precarious forms of labor market insertion; iii) unpaid work; and iv) exclusion from opportunities to develop their potential. In addition, these forms of exclusion are compounded by inequalities in the occupations to which they have access (horizontal and vertical occupational segregation) and wage discrimination in the labor market.

Poverty is feminized and passed down from generation to generation of women when, for example, poor women, unable to work and do housekeeping, compel their older daughters to drop out of school. Alternatively, when women work more and earn less. As a result, their children get less food and less maternal time (Buvinic, 1998).

According to (UNICEF, 2020), the key to addressing the vicious cycle of poverty that unfolds from gender inequality is promoting girls' education. When young women are educated, they are more equipped to make informed choices about their futures and can obtain the specialist skills that qualify them for more diverse positions. Another benefit is that women make better decisions about their lives when they know more about their health. For example, when they know more about nutrition and sexual health, they protect themselves, plan their families, and fight for their health rights.

According to Roberts (1993), empowering women within the global food systems can significantly impact the climate crisis and reduce poverty. Conventional industrial agriculture and corporate food systems contribute greatly to environmental degradation and carbon emissions, yet these crises disproportionately affect women. However, when allowed to lead within food systems, they often demonstrate the ability to transform and sustainably regenerate them.

The intersection of gender equity and climate-smart agriculture provides a pathway to increase resilience in nations and communities through improved disaster readiness, food and water security, and health. This requires redressing structural and economic inequities by removing barriers for women, securing their land rights, and strengthening their capacity to contribute and lead (Roberts, 1993). If given equal resources as men, it is estimated that women could grow 20 to 30% more food on the same amount of land, which would lift 150 million people out of poverty and reduce emissions by 2 billion tons by 2050 (Food and Agriculture Organization of the United Nations, 2010)

3. METHODOLOGICAL FRAMEWORK

3.1 Information sources

Information sources are tools for knowledge, search, and access to data. There are diverse types of sources of information, depending on the level of search (Maranto & González, 2015).

3.1.1 Primary sources

This type of source contains original information. It results from ideas, concepts, theories, and research outcomes. Primary sources contain direct information before being interpreted or evaluated by another person (Maranto & González, 2015).

This Project Management Plan will use primary sources such as interviews with specialists in the non-profit sector.

3.1.2 Secondary sources

These types of sources have already processed information from a primary source. This information is processed by interpretation analysis and extracting and reorganizing information from the primary source. This Project Management Plan will be tailored using secondary sources from books such as the PMBOK® Guide and other books related to creating a non-profit organization.

Chart 6. Information sources (Source: J. Bilbao, The Author, November 2022)

Objectives	Information sources	
	Primary	Secondary
to create a Project Charter to formally authorize the project.	-	PMBOK® Guide and other books related to the creation of a non-profit organization

Objectives	Information sources	
	Primary	Secondary
To create a Scope Management Plan to ensure that it includes all the work required to complete the project successfully.	Interviews	PMBOK® Guide and other books related to the creation of a non-profit organization
To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.	-	PMBOK® Guide and other books related to the creation of a non-profit organization
To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.	-	PMBOK® Guide and other books related to the creation of a non-profit organization
To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.	Interviews	PMBOK® Guide and other books related to the creation of a non-profit organization
To create a Resource Management Plan that ensures all human resources are identified and managed effectively.	-	PMBOK® Guide and other books related to the creation of a non-profit organization
To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.	Interviews	PMBOK® Guide and other books related to the creation of a non-profit organization

Objectives	Information sources	
	Primary	Secondary
To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.	Interviews	PMBOK® Guide and other books related to the creation of a non-profit organization
To develop a Procurement Management Plan designed to manage the project acquisitions.	-	PMBOK® Guide and other books related to the creation of a non-profit organization
To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.	-	PMBOK® Guide and other books related to the creation of a non-profit organization

3.2 Research methods

The term "research methods" refers to a researcher's procedures to answer research questions correctly, objectively, and accurately. The plan is the research's comprehensive design or program. It contains a detailed description of the investigator's procedures, from formulating hypotheses and their operational implications to the final data analysis (Kumar, 2011).

3.2.1 Qualitative Methods

Qualitative research is "an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The research process involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data" (Creswell & Creswell, 2018).

3.2.2 Quantitative methods

It uses data collection to evaluate hypotheses based on numerical and statistical analysis to establish patterns of behavior and test theories (Creswell & Creswell, 2018).

3.2.3 Mixed methods

It incorporates elements of both qualitative and quantitative approaches. "The researcher bases the inquiry on the assumption that collecting diverse types of data best provides a complete understanding of a research problem than quantitative or qualitative data alone. The study begins with a broad survey to generalize results to a population and then, in a second phase, focuses on qualitative, open-ended interviews to collect detailed views from participants to help explain the initial quantitative survey" (Creswell & Creswell, 2018). This Final Graduation Project will use qualitative methods.

Chart 7. Research Methods (Source: J. Bilbao, The Author, November 2022)

Objectives	Qualitative
To create a Project Charter to formally authorize the project.	
To create a Scope Management Plan to ensure that it includes all the work required to complete the project successfully.	In an interview, the directors of other foundations will be asked about their experience defining the scope of their NGO actions.
To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.	
To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.	

Objectives	Qualitative
To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.	The directors of other foundations will be asked in an interview about their experience in defining the quality strategy of their NGOs.
To create a Resource Management Plan that ensures all human resources are identified and managed effectively.	
To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.	The directors of other foundations will be asked in an interview about how they manage their communication in their NGOs.
To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.	The directors of other foundations will be asked about their Risk Management Plans.
To develop a Procurement Management Plan designed to manage the project acquisitions.	
To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.	

3.3 Tools

According to the PMBOK® Guide, a tool is "something tangible, such as a template or software program, used in performing an activity to produce a product or result" (Project Management Institute, 2017, p.725). The tools used for this FGP are described below.

Chart 8. Tools and descriptions (Source: J. Bilbao, The Author, November 2022)

Tool	Description
Project charter template	It guides the development of the project charter.
Requirements traceability matrix template	It ensures that project requirements are necessary and will be met.
Work Breakdown Structure (WBS)	It breaks down the project into smaller components to be more easily managed.
Requirements Management Plan Template	It describes how the requirements will be analyzed, documented, and managed.
Requirements documentation template	It captures the requirements documentation.
Scope Management Plan Template	It guides the development of the scope management plan and all its subcomponents.
Project Management Plan Template	It guides the development and organization of the Project Management Plan and all its subcomponents.
Schedule Management Plan Template	It guides the development of the Project Management Plan and all its subcomponents.
Scheduling tool	Developed in MS Project, creates the Project Schedule using Schedule network analysis.
Activity List template	It captures the list of activities for the project.
Cost Management Plan Template	Develop a cost management plan to guide the project team during the project's lifecycle.
Project Budgeting Template	Created in Microsoft Excel, develops the project budget and tracks financial transactions throughout the project's lifecycle.

Tool	Description
Cost Baseline template	It outlines the development of the cost baseline.
Quality Management Plan Template	It outlines the development of the Quality Management Plan.
Quality Management tools	Examples include cause-and-effect diagrams, flowcharts, check sheets, and control charts.
Human Resource Management Plan Template	It guides the planning of human resource management.
Responsibility Assignment Matrix	Identifies team members and assigns them responsibilities.
Communications Management Plan Template	It guides the development of the communications management plan.
Communication Matrix	Created in Microsoft Excel 2016, plans communications between the project team and stakeholder management.
Risk Management Plan and Risk Register template	Developed in Microsoft Excel 2016, identifies and classifies risks and plans risk responses.
Procurement Management Plan Template	It aids in the identification of contracts and purchasing decisions.
Stakeholder Management Plan Template	It aids in the identification and classification of stakeholders and plans stakeholder management.
Stakeholder Analysis Chart	It aids in the analysis and classification of project stakeholders.
Stakeholder Register Template	It aids in the identification of project stakeholders.
Stakeholder Engagement Assessment Matrix	Details how each project stakeholder should be engaged based on their level of involvement.

Each tool used and the related objective is detailed in Chart 9.

Chart 9. Tools for the FGP (Sources: J. Bilbao, The Author, November 2022)

Objectives	Tools
to create a Project Charter to formally authorize the project.	<ul style="list-style-type: none"> - Project Charter template - Project Management Plan Template
To create a Scope Management Plan that included all the work required to complete the project successfully.	<ul style="list-style-type: none"> - Requirements traceability matrix template - Requirements Documentation template - Requirements Management Plan Template - Work Breakdown Structure - WBS Dictionary
To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.	<ul style="list-style-type: none"> - Schedule Management Plan Template - Activity List template
To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.	<ul style="list-style-type: none"> - Cost Management Plan Template - Project Budgeting Template - Cost Baseline Template
To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.	<ul style="list-style-type: none"> - Quality Management Plan Template - Quality Management tools
To create a Resource Management Plan that ensures all human resources are identified and managed effectively.	<ul style="list-style-type: none"> - Human Resource Management template - Responsibility Assignment Matrix

Objectives	Tools
To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.	<ul style="list-style-type: none"> - Communications Management Plan Template - Communications Matrix
To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.	<ul style="list-style-type: none"> - Risk Management Plan Template - Risk Register template
To develop a Procurement Management Plan designed to manage the project acquisitions.	<ul style="list-style-type: none"> - Procurement Management Plan Template
To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.	<ul style="list-style-type: none"> - Stakeholder Management Plan Template - Stakeholder Analysis Chart - Stakeholder Register Template - Stakeholder Engagement Assessment Matrix - Power/Interest Grid

3.4 Assumptions and constraints

PMI defines an assumption as "a factor in the planning process considered to be true, real, or uncertain, without proof or demonstration" (Project Management Institute, 2016, p. 1). It also defines a constraint as "a limiting factor that affects the execution of a project, program, portfolio, or process" (Project Management Institute, 2016, p. 2). The assumptions and constraints on the Final Graduation Project for each specific objective are set out in Chart 10.

Chart 10. Assumptions and Constraints (Source: J. Bilbao, The Author, November 2022)

Objectives	Assumptions	Constraints
To create a Project Charter to formally authorize the project.	The Project Charter will summarize all the NGO creation process needs.	However, as it is a hypothetical new organization, there is no actual Project Charter approval.
To create a Scope Management Plan that included all the work required to complete the project successfully.	The Scope Management Plan will identify all the work required.	The time for completing the FGP is only three months.
To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.	The time allocated for the creation of the non-profit organization is sufficient.	Paperwork in Ecuador tends to be slow and cumbersome.
To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.	The budget created during planning will accurately depict the financial resources required to create the non-profit organization.	Not necessarily only donations will cover the budget for creating the non-profit organization.
To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.	The Quality Management Plan will identify all the project's technical and managerial quality requirements.	There is a budget that constrains the Quality Management Plan.

Objectives	Assumptions	Constraints
To create a Resource Management Plan that ensures all human resources are identified and managed effectively.	The Resource Management Plan will ensure that all human resources are identified and managed effectively.	Only the resources identified and budgeted will be hired/ bought.
To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.	The Communication Management plan fulfills the communication needs of all stakeholders.	There is a budget that constrains the Communication Management Plan.
To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.	There is sufficient information required to identify most, if not all, project risks.	All project risks must be identified within the planning phase (stage) or as early as possible.
To develop a Procurement Management Plan designed to manage the project acquisitions.	The budget is enough for the project acquisitions	Only the resources identified and budgeted will be hired/ bought.
To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.	The stakeholder management plan will include a complete list of all stakeholders involved and a plan to manage each one properly.	There is a budget that constrains the Stakeholder Management Plan.

3.5 Deliverables

A deliverable is “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project” (Project Management Institute, 2017). The summary of the deliverables is shown in chart 11.

Chart 11. Deliverables (Source: J. Bilbao, The Author, November 2022)

Objectives	Deliverables
To create a Project Charter to formally authorize the project.	<ul style="list-style-type: none"> ▪ Project Charter
To create a Scope Management Plan that included all the work required to complete the project successfully.	<ul style="list-style-type: none"> ▪ Scope Management Plan ▪ Requirements Management Plan ▪ Requirements Document ▪ Requirements Traceability Matrix
To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.	<ul style="list-style-type: none"> ▪ Schedule Management Plan Activity List ▪ Schedule Network Diagram ▪ Resource assignments and activity durations ▪ Schedule in Gantt chart
To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.	<ul style="list-style-type: none"> ▪ Cost Management Plan ▪ Cost Baseline ▪ Project Funding Requirements
To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.	<ul style="list-style-type: none"> ▪ Quality Management Plan
To create a Resource Management Plan that ensures all human resources are identified and managed effectively.	<ul style="list-style-type: none"> ▪ Human Resource Management Plan

Objectives	Deliverables
To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.	<ul style="list-style-type: none"> ▪ Communication Management Plan ▪ Communications Matrix
To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.	<ul style="list-style-type: none"> ▪ Risk Management Plan ▪ Risk Register
To develop a Procurement Management Plan designed to manage the project acquisitions.	<ul style="list-style-type: none"> ▪ Procurement Management Plan
To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.	<ul style="list-style-type: none"> ▪ Stakeholder Management Plan ▪ Stakeholder Analysis Chart ▪ Stakeholder Register

4. RESULTS

4.1 Project Charter

This project charter provides a detailed insight into all project areas associated with creating a women's aid NGO in Ecuador. In addition, the charter presents a background into the problems facing women in Ecuador and how this future NGO aims to solve these challenges. Besides this, this project charter also enlists all the goals and objectives of this project, along with deliverables, milestones, assumptions, constraints, and stakeholders. Also, this charter overlooks this project's scope, schedule, and organizational structure.

Chart 12. Creation of a women's aid NGO Project Charter (Source: J. Bilbao, The Author, November 2022)

PROJECT CHARTER	
Date	Project Name:
November 13th, 2022	Creation of a women's aid non-profit organization in Ecuador
Knowledge Areas / Processes	Application Area (Sector / Activity)
Knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Risk Management, Project Procurement Management, Project Communications Management, Stakeholder Management Process groups: Initiating, Planning, Monitoring, Controlling, and Closing	Non-profit organizations (Third sector) Social development
Start date	Finish date

April 3th, 2023	April 1th, 2024
Project Objectives (general and specific)	
<p>General objective:</p> <p>To create a non-profit organization intended to assist women in vulnerable situations in the Ecuadorian territory.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To conduct a feasibility study of the project by examining the market, technical, legal, and financial aspects to guide the creation of the NGO. 2. To design an organizational strategy to set up an effective non-profit organization. 3. To obtain all legal clearance from the authorities and government to launch the non-profit organization. 4. To launch the non-profit organization in order to initiate its operations and services. 	
Project purpose or justification (merit and expected results)	
<p>Ecuador is a country with high gender gaps, and, day by day, more women are becoming active members of the working force as, at the same time, they are the main ones responsible for housekeeping activities. To address this situation, it is important to support them to access better-paying jobs or to own businesses. Creating an NGO will help reduce gender gaps and cut women's economic dependence, which often leads to violence and perpetuates the cycle of poverty.</p>	
Description of Product or Service to be generated by the Project deliverables	
<ul style="list-style-type: none"> ▪ Feasibility study ▪ Design of organizational strategy ▪ Legal clearance for NGO operations ▪ NGO kick-off 	
Assumptions	
<ul style="list-style-type: none"> ▪ The establishment of the NGO will only take one year. 	

<ul style="list-style-type: none"> ▪ The initial budget of \$ 60.000 is enough to perform all the activities for establishing the NGO. ▪ The Ecuadorian government will grant the permissions for the NGO operation. ▪ Proof of registration is obtained. 		
Constraints		
<ul style="list-style-type: none"> ▪ The NGO will generate income once legally constituted, so the initial budget is the only source of money. ▪ The establishment of the NGO depends on government times. 		
Exclusions		
<ul style="list-style-type: none"> • The project excludes the operational activities of the NGO. • The project does not involve raising money for the operations of the NGO. 		
Preliminary risks		
<ul style="list-style-type: none"> ▪ If the milestones are not met according to schedule, the NGO will not be operational on time. ▪ The budget may not be sufficient for the NGO to be legally established, and it will not start working at the expected time. 		
Budget		
The overall budget is \$ 64.800		
Milestones and dates		
Milestone	Start date	End date
Feasibility study	03/04/2023	10/05/2023
Organizational Structure Diagram Draft	11/05/2023	12/07/2023
Strategic management plan	01/06/2023	21/06/2023
Program and projects proposals	22/06/2023	12/07/2023
Bylaws draft	13/07/2023	15/11/2023
Government paperwork for registration and licensing	17/11/2024	04/03/2024
Renting property and buying furniture	01/01/2024	12/01/2024
Recruitment of staff	01/01/2024	09/02/2024
Staff training	05/02/2024	01/04/2024
Relevant historical information		
None		
Stakeholders		

<p>Direct stakeholders:</p> <p>Project Sponsor - Rocío Jiménez</p> <p>Project Manager - Jasmine Bilbao</p> <p>Project team:</p> <p>Team lead - Silvia Barragán</p> <p>Team Member 1 Ana Laufer</p> <p>Team member 2 Margarita Bilbao</p> <p>Board of Members</p> <p>Accountant</p> <p>Lawyer</p>	<p>Indirect Stakeholders:</p> <p>Government</p> <p>Community</p> <p>Legal authorities</p> <p>Women Beneficiaries</p>
<p>Project Manager: Jasmine Bilbao</p>	<p>Signature:</p>
<p>Authorized by:</p>	<p>Signature:</p>

4.2 Scope Management Plan

The Scope Management Plan provides the scope for Ecuador's women's aid NGO development project. The project scope management plan aims to outline effectively all the requirements, tasks, activities, and operations that fall within the project's scope. Furthermore, the document presents the blueprint for defining, developing, validating, managing, and controlling the project scope.

4.2.1 Scope Management Approach

The scope of the project is defined by the Scope Statement and the Work Breakdown Structure (WBS). At the same time, other processes, such as validation and control, are incorporated to manage the project scope effectively. With proper implementation, the scope management processes will facilitate the management of the triple constraint elements of the project; cost, scope, and time to support the development of a high-quality project.

All the changes in the project scope will be initiated and proceeded by the project manager or any project team member after the required approvals are obtained. All change proposed requests shall be submitted to the project manager, who will evaluate the scope change. The project manager must submit the scope change request to the Change Control Board and project sponsor for approval after analyzing the change request. Upon Change Control Board and project sponsor approval of scope adjustments, the project manager will update all project documents and notify all stakeholders of the scope change. The project sponsor is responsible for accepting the final project deliverables and project scope based on the project manager's and stakeholders' feedback and input.

For the measurement and verification of the scope, a quality checklist and Work Performance Measurements will be used (see Quality Management Plan). The project manager shall be entrusted with overseeing the quality requirements.

4.2.2 Roles and Responsibilities

The project stakeholders' specific roles and responsibilities pertinent to the project scope management are presented in Chart 13.

Chart 13. Role and Responsibilities for Project Scope Management (Source: J. Bilbao, The Author, November 2022)

Name	Role	Responsibilities
Rocío Jiménez	Sponsor	<ul style="list-style-type: none"> ▪ Approval of the scope management plan. ▪ Review the extant scope issues and identify mechanisms for addressing them. ▪ Taking all the decisions regarding the scope management activities. ▪ Analysis and approval of the scope change requests after a thorough evaluation.

Name	Role	Responsibilities
Jasmine Bilbao	Project Manager	<ul style="list-style-type: none"> ▪ Approval and acceptance of all the project deliverables. ▪ Responsible for overseeing the overall project scope management. ▪ Overseeing and guiding the development of the scope management plan and passing it to the project sponsor for approval. ▪ Measurement and verification of the project scope. ▪ Facilitating role in the scope change requests, approving the change requests within her authority and evaluating the request before passing it on to the Change Control Board and Project sponsor. ▪ Facilitating role in the impact assessments of scope change requests ▪ Organizing and overseeing the change control meetings. ▪ Updating all the project documents when any scope change required is approved.
Silvia Barragán	Team Lead	<ul style="list-style-type: none"> ▪ Guiding and motivating the team members. ▪ Communicate all the feedback from the project manager and sponsor to the team members. ▪ Measurement and verification of the project scope ▪ Validating the scope change requests. ▪ Participation in impact assessments of scope change requests led by the project manager. ▪ Communicating the verdict and the outcomes of scope change requests to the project team members. ▪ Facilitating role in the team-level change review process to identify the need for change.
Ana Laufer	Team Member	<ul style="list-style-type: none"> ▪ Mandatory participation in defining the change resolutions. ▪ Evaluation of the need for scope changes. ▪ Communicating the need for scope changes and requesting approval from the project manager.

Name	Role	Responsibilities
Margarita Bilbao	Team Member	<ul style="list-style-type: none"> ▪ Mandatory participation in defining the change resolutions. ▪ Evaluation of the need for scope changes. ▪ Communicating the need for scope changes and requesting approval from the project manager.

4.2.3 Requirements Management Plan

The purpose of this requirement management plan is to gather and organize the relevant information that is essential for the direct stakeholders of this project. In addition, this plan will help them to manage all project requirements, from definitions to their delivery through traceability. This plan is created during the planning phase and is primarily targeted to provide requirement insights to the project manager, project sponsor, and project team.

4.2.3.1 Requirements management approach

The project requirements are broadly categorized into three sets: skills, staff, and essential documents, which are discussed below.

A. Skills

The project manager and team leader must have the required leadership skills, including, but not limited to, project monitoring and control over the budget and time constraints, management of team members, budget, and progress monitoring, leadership style, communication, monitoring team members, coordination, and support. In addition, the management must be able to manage tasks by prioritizing and developing strategic plans.

Staff

Key staff requirements include a project manager, a project lead, two team members, an accountant, and a lawyer.

B. Documentation

For successful project completion, certain documents are essential, such as project purpose, project plan, contact details of team members and role in the project, and employment details. In addition, any changes in budget or operation, identified risks, risk management strategies, and evaluation must also be adequately documented.

4.2.3.2 Requirements Traceability Matrix

Implementing a traceability matrix helps ensure that each requirement adds value by linking it to the project objectives. In addition, it provides a means to track requirements throughout the project life cycle, helping to ensure that requirements approved in the requirements documentation are delivered at the end of the project. Finally, it provides a structure for managing changes to the product scope (Project Management Institute, 2017, p. 185). The requirements traceability matrix is depicted in Chart 14.

Chart 14. Requirements Traceability Matrix (Source: J. Bilbao, The Author, November 2022)

Requirement Information			Relationship Traceability	
ID	Requirement	Priority	Objective	Deliverables
REQ-001	To define the target market, the market size, and potential competitors for the creation of the NGO.	Medium	1. To conduct a feasibility study of the project by examining the market, technical, legal, and financial aspects to guide the creation of the NGO.	Feasibility study
REQ-002	To define the technology and the administrative and operational processes required for the creation of the NGO, including assessing any potential risks or challenges.	Medium	1. To conduct a feasibility study of the project by examining the market, technical, legal, and financial aspects to guide the creation of the NGO.	Feasibility study
REQ-003	To hire a lawyer to analyze the legal and regulatory requirements	High	1. To conduct a feasibility study of the project by examining the market, technical, legal, and financial aspects to guide the creation of the NGO.	Feasibility study
REQ-004	To hire an accountant that defines the budget and secures funding for the NGO, including the creation of financial management systems and potential financial scenarios.	High	1. To conduct a feasibility study of the project by examining the market, technical, legal, social, and financial aspects to guide the creation of the NGO.	Feasibility study

Requirement Information			Relationship Traceability	
ID	Requirement	Priority	Objective	Deliverables
REQ-005	Mission and Vision statement: Clearly define the purpose and goals of the NGO, including the target population and the specific issues to be addressed.	Low	2. To design an organizational strategy to set up an effective non-profit organization.	Design of organizational strategy
REQ-006	Setting the Board of Members: Appoint a Board of Members with relevant skills and experience to govern the NGO, such as sociologists, psychologists, labor workers, etc.	Medium	2. To design an organizational strategy to set up an effective non-profit organization.	Design of organizational strategy
REQ-007	Programs and Services: Develop programs and services that align with the NGO's mission and vision and meet the target population's needs.	Medium	2. To design an organizational strategy to set up an effective non-profit organization.	Design of organizational strategy
REQ-008	Submit a statement regarding the activities of the NGO to the relevant authorities.	High	3. To obtain all legal clearance from the authorities and government to launch the non-profit organization.	Legal clearance for NGO operations
REQ-009	Legal Requirements: research and comply with all relevant laws and regulations	High	3. To obtain all legal clearance from the authorities and government to launch the non-profit organization.	Legal clearance for NGO operations
REQ-010	Registering the NGO with the appropriate authorities	High	3. To obtain all legal clearance from the authorities and government to launch the non-profit organization.	Legal clearance for NGO operations

Requirement Information			Relationship Traceability	
ID	Requirement	Priority	Objective	Deliverables
REQ-011	Name the NGO	High	3. To obtain all legal clearance from the authorities and government to launch the non-profit organization.	Legal clearance for NGO operations
REQ-012	To rent an office space and purchase equipment and supplies	Medium	4. To launch the non-profit organization in order to initiate its operations and services.	NGO Launch
REQ-013	NGO website and social media presence	Low	4. To launch the non-profit organization in order to initiate its operations and services.	NGO Launch
REQ-014	To hire and train staff with experience in sociology, psychology, and social labor.	Low	4. To launch the non-profit organization in order to initiate its operations and services.	NGO Launch

4.2.4 Project Scope Statement

The project scope statement provides a detailed description of all the elements of the women's aid NGO creation project, including the objectives, planned deliverables, exclusions, constraints, and assumptions. The scope statement contains only the work that should be performed. Any work outside of the scope statement should not be performed.

Chart 15. Project Scope Statement (Source: J. Bilbao, The Author, November 2022)

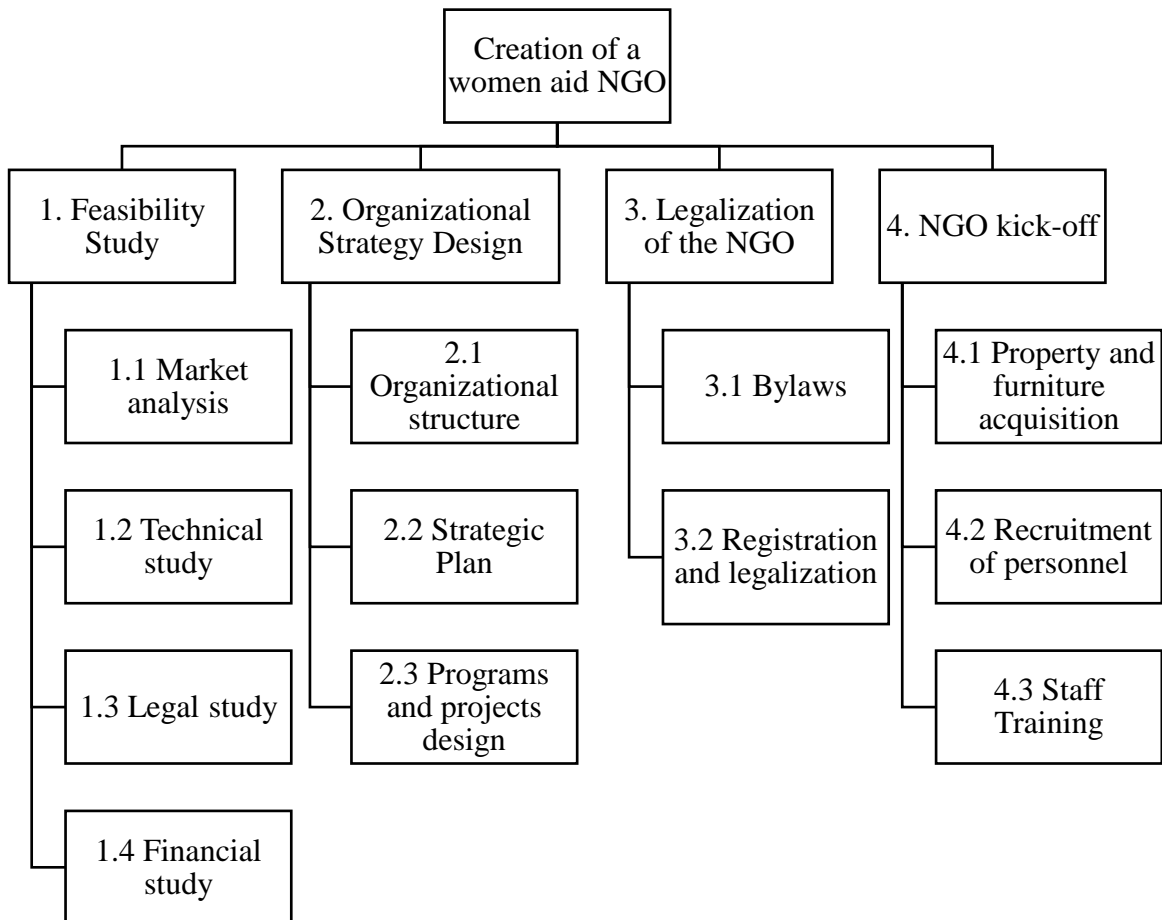
Project Name	
Creation of a women's aid non-profit organization in Ecuador	
Product Scope Description	
The project is associated with creating a women's aid NGO in Ecuador that will help them develop sufficient skills required for achieving economic independence with the provision of workshops, a network of support, and professional mentoring that will enable them to succeed in all areas of their lives.	
Project Deliverables	Acceptance Criteria
Feasibility study	Report on the market, technical, legal, and financial analysis of the proposed NGO.
Design of organizational strategy	Organizational structure, clear vision and mission statement, specific strategies, objectives, goals, indicators, programs, and projects for the organization.
Legal clearance for NGO operations	Compliance with all relevant laws and regulations, as well as obtaining any necessary licenses or permits.
NGO Launch	Having all the necessary funding and resources and a team of staff and volunteers to conduct the organization's mission and activities.
Project Exclusions	
The following activities are not included in the scope of the project: <ul style="list-style-type: none"> • The activities after the launch of the women's aid NGO in Ecuador 	

<ul style="list-style-type: none"> • Fundraising activities for supporting the operations of the NGO. • Any legal assistance needed when the NGO has been launched and operational
Project Constraints
<p>The following are key constraints for the current project:</p> <ul style="list-style-type: none"> • The non-profit organization will generate income once legally constituted, so the initial budget is the only source of money. • The development of the non-profit organization is heavily dependent on government permission.
Assumptions
<p>For the current NGO creation project, the following reasonable assumptions have been made:</p> <ul style="list-style-type: none"> • The establishment of the non-profit organization in Ecuador will be completed within one year. • The allocated budget of 60,000 USD will be sufficient to perform all the activities for establishing the non-profit organization. • The Ecuadorian government will grant the permissions for the operation given the non-profit or humanitarian nature of the services and operations.

4.2.5 Work Breakdown Structure (WBS)

The work breakdown structure (WBS) facilitates dividing a complex project into smaller, manageable tasks. Thus, it makes project management more convenient and facilitates tracking the project's progress (See Figure 3).

Figure 3. Work Breakdown Structure (Source: J. Bilbao, The Author, November 2022)



4.2.6 WBS Dictionary

The Project Management Institute (2017, p.162) defines the WBS dictionary as “a document that provides detailed deliverable, activity, and scheduling information about each component in the WBS”. Therefore, the project team will use the WBS Dictionary as a statement of work for each WBS element. Chart 16 shows the WBS Dictionary.

Chart 16. Work Breakdown Structure Dictionary (Source: J. Bilbao, The Author, November 2022)

L e v e l	WBS Code	Element Name	Description of Work	Responsible
1	1	Feasibility Study		
2	1.1	Market analysis	Market research involves gathering and analyzing data to understand the NGO landscape, identify gaps in services and find collaborators.	Project manager
2	1.2	Technical study	Assess the technical requirements for creating and running the NGO, including infrastructure, equipment, and technology.	Project team
2	1.3	Legal study	Research and understand the legal requirements for creating and running an NGO in the country.	Accountant
2	1.4	Financial study	Analysis of financial requirements and budgetary limits.	Lawyer
1	2	Organizational Strategy Design		
2	2.1	Organizational structure	Design the hierarchy and functional roles of the NGO Board of Members.	Project manager
2	2.2	Strategic Plan	Develop a strategic plan for the NGO outlining the mission, vision, goals, and objectives.	Project manager and Board of Members
2	2.3	Programs and projects offer.	Design the programs and projects to be implemented by the NGO, including the scope, budget, and timelines.	Project team
1	3	Legalization of the NGO		

L e v e l	WBS Code	Element Name	Description of Work	Responsible
2	3.1	Bylaws	Create the rules and laws to regulate the NGO operations and management.	Project manager, Board of Members, and Lawyer
2	3.2	Registration and legalization	Gather legal requirements and do all the paperwork for establishing the NGO.	Project manager and Lawyer
1	4	NGO kick-off		
2	4.1	Property and furniture acquisition	Rent an office, buy furniture, computers, and stationery.	Project team and accountant
2	4.2	Recruitment of personnel	Hire personnel for the NGO having relevant qualifications and experience.	Project manager
2	4.3	Staff Training	Train the staff to manage NGO operations and activities.	Project manager

4.2.7 Scope Validation

All project deliverables will be validated and accepted via a formal acceptance process of the project sponsor. The process is developed to ensure that the deliverables meet the established standards and acceptance criteria. In this regard, the project manager shall verify the interim project deliverables. The project manager shall evaluate the deliverables against the acceptance criteria and the project requirements. Once the project's scope is verified, the project manager will formally meet with the project sponsor to gain final approval. The Project Sponsor will provide approval by signing a project deliverable acceptance document.

4.2.8 Control Scope

The project manager and project team shall work together to manage the project's scope. The project team shall use the scope statement and WBS to ensure that the tasks and activities fall within the project's scope, while the project manager shall oversee the progress to guide and track the performance. All the project scope change requests will be managed through the project's change management process. The change request will be submitted to the project manager, who can either reject the request after evaluation or pass it on to the project sponsor for approval. The impact on project time and the cost is analyzed, and the project manager will perform a scope change risk assessment before approving the project and submitting it to the project sponsor. The project sponsor shall grant the final approval. Once the changes are approved, the scope statement, WBS, project plan, and requirement plans shall be updated.

4.3 Schedule Management Plan

Schedule management is an important aspect of projects to ensure the completion on time. This document provides the schedule management plan for the project of creation of a Women-Aid NGO in Ecuador.

4.3.1 Project Schedule Approach

The project schedule will be created using MS Project. Activity definition will identify the specific activities necessary to complete the work packages necessary to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Finally, activity duration estimation will be used to calculate the number of work periods required to complete each activity.

4.3.2 Roles and Responsibilities

The project manager will be responsible for breaking down the work packages into activities that will provide a basis for sequencing and estimating duration with the project team. The project team members will create the project schedule using MS Project, and the project lead will validate the schedule. The project manager will obtain schedule approval from the project sponsor.

4.3.3 Activities definition

Defining activities is identifying and documenting the specific actions d to produce the project deliverables (Project Management Institute, 2017, p.183).

The activities definition process was done relying heavily on expert judgment. The project activities for this project are shown in Chart 17.

Chart 17. Activity list (Source: J. Bilbao, The Author, November 2022)

WBS Code	Activity List	Duration	Resource Names
1	Feasibility Study	28 days	
1.1	Market analysis	07 days	
1.1.1	Define the scope of the market analysis: Establish the objectives and goals of the study.	01 days	Project Manager
1.1.2	Research the current NGO landscape, identify gaps in services, and assess the potential for success.	01 days	Project Team
1.1.3	Identify potential partners and collaborators.	01 days	Project Team
1.1.4	Identify opportunities and challenges for the proposed NGO.	01 days	Project Manager
1.1.5	Gather data and information on the target population, including demographics, needs, and preferences.	01 days	Project Team
1.1.6	Identify specific unmet needs	02 days	Project Manager
1.2	Technical study	07 days	
1.2.1	Analyze options for real estate and equipment alternatives within the budget	03 days	Project Manager
1.2.2	Design of administrative and operational processes, including project and program management	01 days	Project lead

WBS Code	Activity List	Duration	Resource Names
1.2.3	Identify physical and human resources	01 days	Project Manager
1.2.4	Determine if the technical resources meet capacity	02 days	Project Manager
1.3	Legal study	07 days	
1.3.1	To hire a lawyer	10 days	Project Manager
1.3.2	Research and collect regulatory requirements	04 days	Lawyer
1.3.3	Estimate legal costs	03 days	Lawyer
1.4	Financial study	07 days	
1.4.1	To hire an accountant		Project Manager
1.4.2	Determine the costs of production, labor, and other expenses	01 days	Accountant
1.4.3	Prepare financial projections (cash flow)	01 days	Accountant
1.4.4	Forecast an expected return on investment (ROI)	02 days	Accountant
1.4.5	Develops sensitivity analysis	01 days	Accountant

WBS Code	Activity List	Duration	Resource Names
1.4.6	Identify financial risks	01 days	Accountant
1.4.6	Define the organization's financial and funding requirements.	01 days	Accountant
2	Organizational Strategy Design	45 days	
2.1	Organizational structure	15 days	
2.1.1	Define the size of the board, roles, and duties of directors and officers	10 days	Project Manager, Project Lead and Project Team
2.1.2	Draft an Organizational Structure Diagram	02 days	Project Manager
2.1.3	Outline a governance plan	03 days	Project Manager
2.2	Strategic Plan	15 days	
2.2.1	Perform a PESTEL analysis	04 days	Board of Members, Project

WBS Code	Activity List	Duration	Resource Names
			Manager, Project Lead and Project Team
2.2.2	Develop a SWOT analysis	04 days	Board of Members, Project Manager, Project Lead and Project Team
2.2.3	Set Goals and Strategies	02 days	Board of Members, Project Manager, Project Lead and Project Team

WBS Code	Activity List	Duration	Resource Names
2.2.4	Design a fundraising plan	05 days	Project Manager
2.3	Programs and projects offer	15 days	
2.3.1	Define key programs/projects based on market analysis	02 days	Project Lead and Project Team
2.3.2	Set objectives and goals for each program/ project	05 days	Project Lead and Project Team
2.3.3	Plan specific activities and strategies	05 days	Project Lead and Project Team
2.3.4	Design evaluation and monitoring components to measure the success of the programs or projects	03 days	Project Lead and Project Team

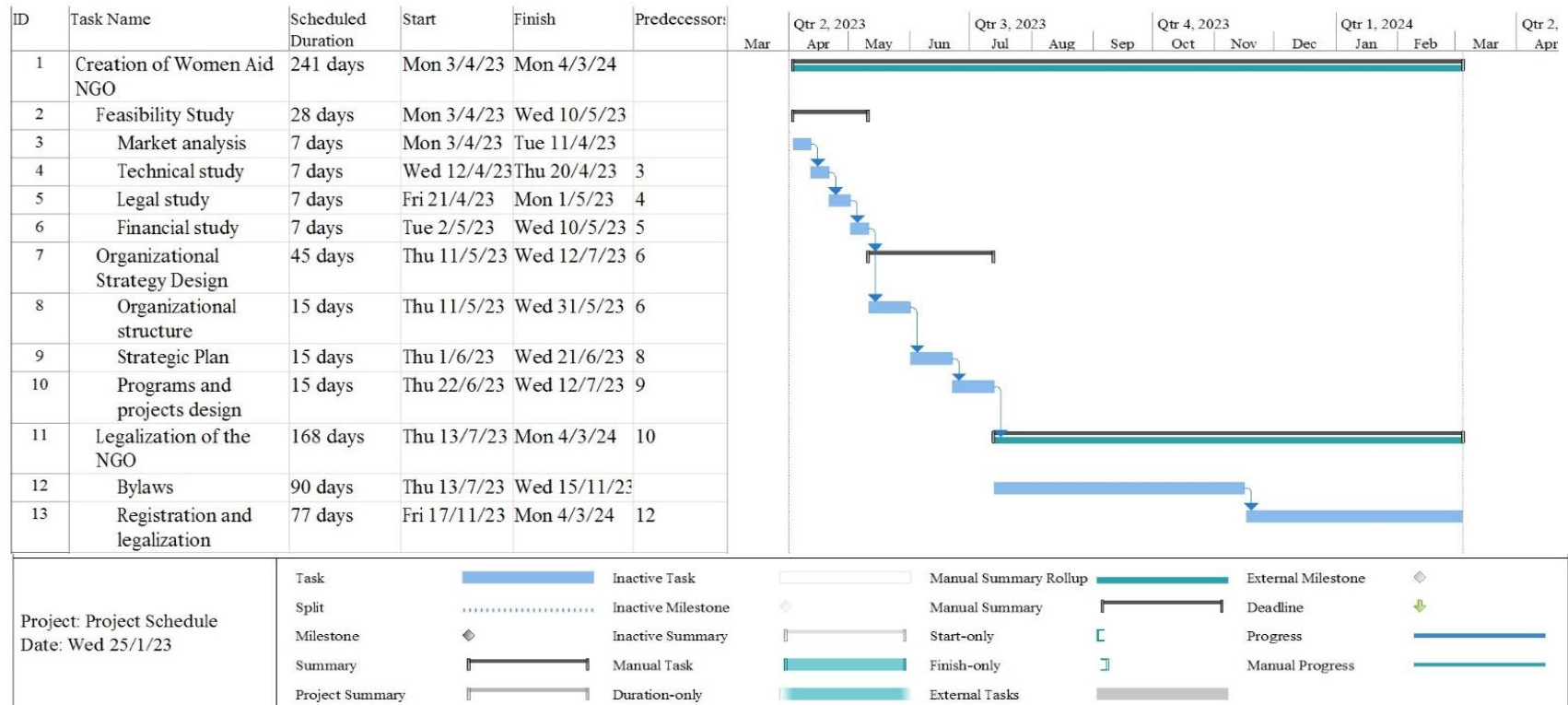
WBS Code	Activity List	Duration	Resource Names
3	Legalization of the NGO	168 days	
3.1	Bylaws	90 days	
3.1.1	Hire a lawyer	15 days	Project Manager
3.1.2	Draft bylaws and articles of incorporation	75 days	Lawyer
3.2	Registration and legalization	77 days	
3.2.1	Organize the necessary documentation for the application.	10 days	Lawyer
3.2.2	Submit the article of incorporation to state authorities and fill out any necessary forms.	50 days	Lawyer
3.2.3	Develop a compliance manual that must include measures to avoid all forms of money laundering	17 days	Lawyer
4	NGO Launch	46 days	
4.1	Property and furniture acquisition	10 days	
4.1.1	Rent an office	5 days	Project Manager
4.1.2	Purchase equipment and supplies	5 days	Project Manager
4.2	Recruitment of personnel	30 days	
4.2.1	Identify key staff	05 days	Project Manager

WBS Code	Activity List	Duration	Resource Names
4.2.3	Hire relevant staff	05 days	Project Manager
4.2.4	Develop volunteer recruitment guidelines	15 days	Project Manager
4.3	Staff training	21 days	
4.3.1	Train new hires on orientation	07 days	Project Lead and Project Team
4.3.2	Train on compliance and regulatory	07 days	Project Lead and Project Team
4.3.2	Train on service knowledge	07 days	Project Lead and Project Team

4.3.4 Sequence Activities

After the activity definition process, the sequence activities process follows. This process involves identifying and recording the relationships between project activities. MS Project was used to sequence the activities, find relationships, and create a network diagram (Figure 4).

Figure 4. Creation of a women’s aid NGO Gantt Chart (Source: J. Bilbao, The Author, November 2022)



ID	Task Name	Scheduled Duration	Start	Finish	Predecessor:	Qtr 2, 2023				Qtr 3, 2023			Qtr 4, 2023			Qtr 1, 2024			Qtr 2, 2024
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
14	NGO kick-off	46 days	Mon 1/1/24	Mon 4/3/24															
15	Property and furniture acquisition	10 days	Mon 1/1/24	Fri 12/1/24															
16	Recruitment of personnel	30 days	Mon 1/1/24	Fri 9/2/24															
17	Staff Training	21 days	Mon 5/2/24	Mon 4/3/24															

Project: Project Schedule Date: Wed 25/1/23	Task		Inactive Task		Manual Summary Rollup		External Milestone	
	Split		Inactive Milestone		Manual Summary		Deadline	
	Milestone		Inactive Summary		Start-only		Progress	
	Summary		Manual Task		Finish-only		Manual Progress	
	Project Summary		Duration-only		External Tasks			

4.3.5 Schedule Control and Reporting

Controlling and reporting the project schedule are essential to ensure that the project activities are not delayed. Delays in project activities can prove to be harmful to project viability and might even cause the project to fail. In this regard, the project's schedule will be monitored to ensure it does not deviate from the current plan.

All the project team members will be tasked to ensure that they work according to the schedule, produce the project deliverables, and reach the milestones within the specified time. The responsibility of the project schedule control will be given to the project manager, who will use the project software to ensure that the project is completed within the desired timeframe.

Apart from controlling, reporting the project schedule is of crucial significance. All projects suffer from various risks and contingencies that can cause the project activities to delay. It is incumbent upon the responsible person to report such a risk/contingency to the supervisor or project manager so that the desired action can be taken to mitigate the situation. Besides this, in case of severe contingency, the project manager will contact the project owner to discuss the situation and implement any changes to avoid the project delay. The following key measures will be adopted to ensure effective control and reporting of this project.

Every two weeks, the project schedule will be reviewed and updated with the task owners' start and finish times and their actual completion rates. In line with the project's communication plan, the project manager must convene biweekly schedule updates and reviews, assess the effects of schedule deviations, seek schedule changes, and report schedule status.

The project team is accountable for taking part in biweekly schedule updates and reviews, notifying the project manager of any changes to the actual start and completion dates, and taking part in activities to resolve schedule variances, as necessary.

The Project Manager must submit any requests for schedule changes to the Project Sponsor, who will keep them under review and approval.

4.3.6 Schedule Change

The project schedule change will have to be avoided in all instances. However, the responsible project team member must communicate the need on priority with the project manager. The change in the schedule of the project can only take place with the approval of the project manager. The project manager will review the change required and evaluate the impacts on the overall project. The final decision for a schedule change will be made after consultation with the project sponsor. The project manager's approval is necessary for either of the following conditions.

The proposed modification is expected to either result in an individual work package's length increasing or decreasing by 10% or less.

According to estimates, the adjustment will either result in an overall baseline timetable that is 10% longer or 10% shorter than it was previously.

With the project manager's approval and a complete evaluation of the change, the schedule can deviate from the actual plan.

4.4 Cost Management Plan

Project Management Institute (2017) defines Project Cost Management as “the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget” (p. 231).

4.4.1 Cost Management Approach

The Cost Management Plan covers the planning and estimating of cost, cost tracking, cost metrics, and cost control. This section described the cost management plan for the project of creation of a Women-Aid NGO in Ecuador.

The Project Manager will be responsible for managing and reporting on the project’s budget throughout the project. The Project Manager will email a monthly financial report to all relevant stakeholders. In addition, updates will be presented in the bi-monthly progress meeting by the Project Manager and Project Lead on the previous month’s cost performance.

4.4.2 Plan Cost Management

The project charter and the schedule management plan served as the inputs for project cost management. In this procedure, meetings, data analysis, and expert judgment were the instruments and approaches used. In addition, experts in the third sector were consulted and provided the information needed to compile a concise, easy-to-follow cost management plan.

4.4.3 Estimate Project Costs

Parametric estimates, and meetings with the project manager and project lead were the tools and methods employed in this procedure. The costs were initially estimated for each activity to ascertain each work package's cost. (See Chart 18).

Chart 18. Estimation of costs (Source: J. Bilbao, The Author, November 2022)

WBS Code	Activity List	Activity Cost Estimate
1.1.1	Define the scope of the market analysis: Establish the objectives and goals of the study.	\$200.00
1.1.2	Research the current NGO landscape, identify gaps in services, and assess the potential for success.	\$400.00
1.1.3	Identify potential partners and collaborators.	\$200.00
1.1.4	Identify opportunities and challenges for the proposed NGO.	\$500.00
1.1.5	Gather data and information on the target population, including demographics, needs, and preferences.	\$500.00
1.1.6	Identify specific unmet needs	\$200.00
1.2.1	Analyze options for real estate and equipment alternatives within the budget	\$200.00
1.2.2	Design of administrative and operational processes, including project and program management	\$200.00
1.2.3	Identify physical and human resources	\$300.00
1.2.4	Determine if the technical resources meet capacity	\$300.00
1.3.1	Hire a lawyer	\$200.00
1.3.2	Research and collect regulatory requirements	\$250.00
1.3.3	Estimate legal costs	\$550.00

WBS Code	Activity List	Activity Cost Estimate
1.4.1	Hire an accountant	\$200.00
1.4.2	Determine the costs of production, labor, and other expenses	\$100.00
1.4.3	Prepare financial projections (cash flow)	\$200.00
1.4.4	Forecast an expected return on investment (ROI)	\$200.00
1.4.5	Develops sensitivity analysis	\$100.00
1.4.6	Identify financial risks	\$100.00
1.4.7	Define the organization's financial and funding requirements.	\$100.00
2.1.1	Define the size of the board, roles, and duties of directors and officers	\$1,200.00
2.1.2	Draft an Organizational Structure Diagram	\$500.00
2.1.3	Outline a governance plan	\$3,300.00
2.2.1	Perform a PESTEL analysis	\$900.00
2.2.2	Develop a SWOT analysis	\$600.00
2.2.3	Set Goals and Strategies	\$300.00
2.2.4	Design a fundraising plan	\$1,200.00
2.3.1	Define key programs/projects based on market analysis	\$1,250.00
2.3.2	Set objectives and goals for each program/ project	\$250.00
2.3.3	Plan specific activities and strategies	\$2,500.00
2.3.4	Design evaluation and monitoring components to measure the success of the programs or projects	\$6,000.00
3.1.1	Draft bylaws and articles of incorporation	\$3,500.00

WBS Code	Activity List	Activity Cost Estimate
3.2.1	Organize the necessary documentation for the application.	\$750.00
3.2.2	Submit the article of incorporation to state authorities and fill out any necessary forms.	\$4,500.00
3.2.3	Develop a compliance manual that must include measures to avoid all forms of money laundering	\$3,250.00
4.1.1	Rent an office	\$6,000.00
4.1.2	Purchase equipment and supplies	\$8,000.00
4.2.1	Identify key staff	\$150.00
4.2.3	Hire relevant staff	\$3,000.00
4.2.4	Develop volunteer recruitment guidelines	\$2,850.00
4.3.1	Train new hires on orientation	\$1,500.00
4.3.2	Train on compliance and regulatory	\$1,500.00
4.3.2	Train on service knowledge	\$2,000.00
Total		\$ 60,000.00

4.4.1 Determine Project Budget

As stated in chart 17, the activities' costs are \$ 60,000. Chart 19 shows the project's budget distributed for each deliverable. Additionally, the budget includes a contingency reserve of 3% and a management reserve of 5%

Chart 19. Project Budget (Source: J. Bilbao, The Author, November 2022)

WBS Code	Deliverable	Budget (USD)
1	Feasibility Study	\$ 5,000.00
2	Organizational Strategy Design	\$ 18,000.00
3	Legalization of the NGO	\$ 12,000.00
4	NGO Launch	\$ 25,000.00
Budget		\$ 60,000.00
5% Management Reserve		\$ 1,800.00
3% Contingency Reserve		\$3,000.00
Total		\$ 64,800.00

4.4.2 Control and monitoring

Earned Value Management will be used to gauge cost performance (EVM). The project's financial performance will be monitored and managed using Earned Value calculations for the Cost Accounts (CA) produced at the second level of the WBS. At the work package level, credit for accomplished work will be given. The amount of work accomplished at the evaluation time about the overall cost needed to complete the work package will be used to determine the percentage of credit provided to each work package. Project Management Institute (2017) defines earned value analysis as an analysis that, "compares the performance measurement baseline to the actual schedule and cost performance. EVM integrates the scope baseline with the cost baseline and

schedule baseline to form the performance measurement baseline” (p. 261). EVM develops the following three dimensions for each work package and control account:

1. Planned Value (PV) – the authorized budget assigned to scheduled work.
2. Earned Value (EV) – the measure of work performed expressed in terms of the budget authorized for that work.
3. Actual Cost (AC) – the realized cost incurred for the work performed on an activity during a specific time.

Cost variance (CV) is defined as the amount of budget deficit or surplus at a given time, expressed as the difference between earned value and actual cost. It is equal to the EV minus the AC. The cost performance index (CPI) measures the cost efficiency of budgeted resources, expressed as a ratio of earned value to actual cost.

A CPI value of less than 1.0 indicates a cost overrun for work completed and a CPI value greater than 1.0 indicates a cost underrun of performance to date. (Project Management Institute, 2017, p.262-263) . In the case of this project, a CPI change of -0.1 will change the status of the control account to cautionary, where this control account should be monitored more closely to see if it changes further. A CPI change of -0.2 will change the status of the control account to alert where corrective action will be needed to bring the control account back to cautionary status at the minimum.

Another useful measure is the schedule performance index (SPI) that is the ratio of Earned Schedule (ES) and Actual Time (AT). This indicates the efficiency with which work is being accomplished

(PMI, 2017,p. 233). An SPI value lower than 1.0 indicates that fewer tasks were completed than originally planned. An SPI value higher than 1.0 indicates that more tasks were completed than expected.

The project manager will use these values to determine the rate of progress of the project and will take corrective action if the SPI and CPI values fall outside of the predetermined thresholds of 0.9 and 1.2, respectively. The project sponsor will then review and approve the corrective action plan within a period of three business days.

The project manager will submit potential courses of action for corrective action to the project sponsor, who will then decide which course of action to take. Upon choosing a course of action, the project manager will present the project sponsor with a detailed corrective action plan that outlines all the steps required to bring the project back within time or budget.

4.5 Quality Management Plan

This quality management plan entails documenting the significant information that is needed for effective project quality management from the very beginning of the project till its delivery.

4.5.1 Quality Management Approach

The project's quality management approach aims to ensure the project deliverables meet the prescribed requirements. This includes planning for project quality, given the scope of the project.

To ensure that the sponsor is satisfied with the deliverables of the project, the quality management plan will verify that the processes and materials used during the project will be of adequate standard.

All the tasks involved in completing this project will be analyzed before and after the submission. Different modifications and alterations in the project tasks will also be required after the task completion. For example, rejections at the legal stage would require the NGO to redevelop or redesign the documentation as per legal requirements.

4.5.2 Roles and Responsibilities

The hierarchy of NGO governance is already established in the project charter. The project sponsor will not be managerially responsible or active in the quality management processes. Therefore, the most prominent responsibility lies on the project manager. Along with measuring and verifying project scope, controlling scheduled meetings, and approving the most relevant tasks, the project manager will also work as a quality manager catering to all the aspects of the quality management plan.

The project manager will be the person who will be reported on the ongoing progress, quality updates, changes required, challenges faced, and recommended strategies. The team lead will perform all the communication with the project manager as well as the team members. Team members will ensure the tasks and deliverables are performed and achieved on time which will then be forwarded to the team lead. The team lead will also ensure progress while completing their tasks. After performing initial scrutiny, the team lead will forward the revised progress to the project manager for decisive actions, including any further alteration in the task.

Though the final authority for quality management is in the hands of the project manager, it is also important to consider that all individuals including the team lead and members are liable to maintain high-quality deliverables throughout the period of one year of the program.

4.5.3 Quality Metrics

It is important to consider the quality assurance of the timing and processing activity of the deliverables defined. For this purpose, all the key deliverables must be categorized in terms of broader definitions. The project deliverables are therefore provided with the broad aspects of comprehensiveness, structure, and time. They further include five different quality indicators that help in the understanding of the progress of the deliverables. The five key quality indicators for ensuring the quality of the project deliverables are described in Chart 20.

Chart 20. Description of the quality indicators (Source: J. Bilbao, The Author, November 2022)

Quality indicators	Description
Completeness	This indicator will assure that the deliverable is fully submitted, reviewed, revised, and achieved. It is the first and preliminary indication of quality assurance.
Accuracy	It determines the deliverables precision and its relationship to the project aims and specific goals.
Relevance	The indicators of relevance work for the content of the deliverables and classifies if some action is useful or not.
Uniformity	The uniformity indicator helps in the assurance of the deliverables and their adherence to the quality standards.
Punctuality	This indicator measures how much the stakeholders adhered to the duration provided for every task.

Chart 21 shows all the probable indications along with short symbols as quality indication codes. These codes indicate whether a finished task is approved by the quality team in terms of comprehensiveness, structure, and time.

Chart 21. List of deliverable aspects and quality indicators of the Project. (Source: CIRCE, 2012)

#	Deliverable aspects	Quality indicators	Quality indication	Quality indication code
1.	Comprehensiveness	Completeness	Complete	C
			Incomplete	I
		Accuracy	Non-compliant	NC
			Accurate	A
			Erroneous submission	ES
			Lack of documentation	LD
			Vagueness	V
		Relevance	Irrelevant	IR
			Relevant	R
2.	Structure	Uniformity	Adherent to standards	AS
			Non-adherent to standards	NAS
3.	Time	Punctuality	Timely	T
			Delayed	D

4.5.4 Quality control

The quality control of the deliverables will ensure certain key indicators for maintaining the quality of the deliverables.

The project team will ensure to propose contents that entail the entire operational work and objectives covered under the deliverables to the associated members. The project manager will also ensure that all the working members are agreed on the operational processes that are needed for the deliverables. The prime responsibility of the project manager is to keep track of the contribution of the members and assure their delivery participation.

- **Control of quality records**

Controlling the quality records of the NGO is a potential managerial concern. The management of the NGO would ensure to hold a complete and comprehensive record of the quality aspects which need to be kept confidential. They could be released to only the quality management authority and submitted to any other authority in case of any legal and social compliance. The record will include every organizational process starting from the very beginning of the project information to the finalization such as the complete documents and authority letters.

- **Internal quality audits**

During the execution of the project, the management would face challenges and hurdles that need to be solved on a priority basis. The internal audit of the project will help in the objective assurance and independence of the project quality. It furthers the overall project operations and processes. The quality management team will conduct an internal audit for the quality check. This will be entirely task-specific and subject to the problem that arose.

4.5.5 Project reporting and monitoring

All the members will ensure to send a brief bi-monthly progress report to the project manager. The project manager will use these reports to generate milestones and acknowledge the ongoing progress. Both budget and time-related concerns claimed in the submitted reports will be given the most priority and must be resolved within the developed time of setting.

4.6 Resource Management Plan

The Resource Management Plan is a crucial tool in the creation of the NGO. It will aid in the management of the project's team and physical resources throughout the project until its closure. These processes help ensure that the right resources will be available to the project manager and the project team at the right time and place (Project Management Institute, 2017, p.307).

As it relates to human and physical resources, this plan will assist in ensuring that the most suitable candidates are chosen for the roles and that they are aware of their roles and responsibilities prior to the project. In addition, the physical resources needed for the project are also discussed within this plan.

4.6.1 Resource Management Approach

The document includes human and physical resources involved in the project for lined-up activities. The purpose of this document is to create a resource management plan from requirement gathering, and allocation of resources. Further, the report includes staff, skillset, data, roles, and project documentation details to give a comprehensive understanding of practical implementations.

4.6.2 Roles and Responsibilities

All the activities performed by the team for the project are controlled by the project manager. In this phase, the manager develops performance standards measuring organizational goals and contrasting them with the team performance. The project is closed, once all the activities planned in the project plan are fulfilled achieving specific objectives.

The project team consists of the project sponsor, project manager, team lead, two project team members, lawyer, and accountant all these stakeholders are direct stakeholders of the NGO affecting the project development, whereas the public, disadvantaged women, and government lie under the category of external stakeholders that indirectly affect the organization. The chart 22 shows the roles, responsibilities, and skill requirements of the direct stakeholders that will work towards the completion of the project.

Chart 22. Roles, responsibilities, and requirements of human resources (Source: J. Bilbao, The Author, November 2022)

Name	Role	Responsibilities	Requirements
Rocío Jiménez	Project Sponsor	<ul style="list-style-type: none"> ▪ Provision of financial resources. ▪ Serve as a liaison between the board of directors and project team. 	Excellent communication and leadership skills, experience in project management and funding.
Jasmine Bilbao	Project Manager	<ul style="list-style-type: none"> ▪ Authorize and approve all project expenditures. ▪ Ensure that work activities meet established acceptability criteria. ▪ Acquire human resources for the project by skillset. ▪ To ensure and monitor the optimal utilization of the resources. 	Strong leadership and project management skills, experience with project management methodologies.
Silvia Barragán	Team Lead	<ul style="list-style-type: none"> ▪ Organize and schedule staff meetings. ▪ Guide and motivating the team members. ▪ Communicate all the feedback from the project manager and sponsor to the team members. 	Project management experience, excellent communication skills, leadership, and teamwork abilities.
Ana Laufer	Team Member	<ul style="list-style-type: none"> ▪ Works on assigned project tasks. ▪ Provide support to the project manager, the accountant, and the lawyer. 	<ul style="list-style-type: none"> ▪ Strong research and analytical skills. ▪ Strong problem-solving and teamwork skills.

Name	Role	Responsibilities	Requirements
Margarita Bilbao	Team Member	<ul style="list-style-type: none"> ▪ Works on assigned project tasks. ▪ Provide support to the project manager, the accountant, and the lawyer. 	<ul style="list-style-type: none"> ▪ Strong research and analytical skills. ▪ Strong problem-solving and teamwork skills.
To be hired	Accountant	<ul style="list-style-type: none"> ▪ Responsible for all financial transactions. ▪ Maintain and reporting records. ▪ Perform the financial study. 	<ul style="list-style-type: none"> ▪ Accounting degree. ▪ Strong financial analysis skills, experience in financial planning and budgeting.
To be hired	Lawyer	<ul style="list-style-type: none"> ▪ Assure the paperwork for NGO registration. ▪ Write and review the bylaws. ▪ Review the procurement contracts for goods and services. 	<ul style="list-style-type: none"> ▪ Law degree. ▪ Strong legal knowledge, experience in NGO registration and compliance.
To be elected	Board of Members	<ul style="list-style-type: none"> ▪ Approval of project plans, budgets, and resources. ▪ Sets goals and policies for the NGO. 	Experience in managing non-profit organizations, excellent communication, and leadership skills.

4.6.3 Project Organizational Chart

The RACI chart shows the relationship between project tasks and team members. Any proposed changes to project responsibilities must be reviewed and approved by the project manager.

Chart 23. RACI Matrix (Source: J. Bilbao, The Author, November 2022)

TASK NAME	Project Manager	Team Lead	Project Member 1	Project Member 2	Board of members	Lawyer	Accountant
Feasibility Study	R	A	R	R	I	I	R
Organizational Strategy Design	R	A	R	R	R	I	I
Legalization of the NGO	R	A	I	I	A	R	I
NGO Launch	R	A	R	R	A	C	R

Key:

R: Responsible for completing the work

A: Accountable for ensuring task completion

C: Consulted before any decisions are made

I: Informed when a decision has been made.

4.6.4 Training

For the project manager, training will include advanced project management methodologies and leadership skills to effectively lead and manage the project team. The project lead will receive training in project management principles, stakeholder management and communication skills to effectively coordinate and communicate with team members. The two project members will receive training in project coordination, risk management and team management to support the project lead in day-to-day project activities. The accountant will receive training in financial forecasting, budgeting, and accounting software to effectively manage the financial aspect of the project. The lawyer will need training in legal compliance, risk management and contract negotiation to provide legal support for the project. It is important for the entire team to receive training in the specific tools, techniques, and processes to be used in the project for better collaboration and project success.

4.6.5 Physical resources

Chart 24 identifies the physical resources needed to create the NGO, considering the unit cost, quantities, and total costs. Interviews with directors of other NGOs were conducted to estimate the items needed in the day-to-day operations.

Chart 24 Estimated physical resources (Source: J. Bilbao, The Author, November 2022)

Resource	Description	Quantity	Unit Cost	Total Cost
Office space	A rented space for the NGO's operations, such as meetings, program implementation, and storage.	1	1,000/month	\$ 12,000/year
Furniture	Desks, chairs, filing cabinets, etc. for the office space.	15	200/piece	\$ 3,000
Computers and office equipment	Laptops, printers, scanner, etc. for the staff and volunteers.	10	500/piece	\$ 5,000
Communication equipment	Telephones, Wi-Fi routers, internet, smartphones.	-	100/month	\$ 1,200/year
Stationery and office supplies	Paper, pens, markers, envelopes, whiteboards.	-	1,000/year	\$ 800
Total				\$ 20,000

4.7 Communication Management Plan

A project manager keeps a good knowledge of the communication process during the project development cycle. In the NGO creation project, the project manager and the team members must develop effective communication channels between them to convey information regarding project processes. Communication done effectively leads to the successful completion of the project with an enhanced outcome. The purpose of this document is to provide the communication plan to be executed in the NGO development plan in Ecuadorian

territory for women's welfare. Moreover, the report involves the key stakeholders to be communicated the project information.

4.7.1 Project communication management approach

Project communication is often scoped as the significant element that must be ensured throughout the project. A project manager takes a proactive role to manage effective communication channels throughout the project. The project team consists of the manager, lead, and team members, so this report develops its communication activities in the approved budget, resources, and schedule. This plan identifies the roles and responsibilities of the entities involved in the project development, along with the meeting guidelines ensuring communication rules are followed in the meeting. By having proper communication rules to follow, the project's communication and information-related issues can be avoided.

Project planning must cover wide areas to ensure a communication plan within the team and outside for any legal or regulatory information. The project team will follow a standardized guideline to convey the project information to the reporting authority. While changing in plans must be communicated to the sponsor and must be approved by the sponsor in case of any constraints regarding exceeded budget or delay.

4.7.2 Stakeholder communication

An NGO project development includes a range of stakeholders whether having different interests but influencing the project development directly or indirectly. As the element of project communication, the project manager identifies all the stakeholders and communicate with them to determine communication method and frequency. Further, the project team and

stakeholders will follow the communication standards and details mentioned in the communication matrix.

4.7.3 Communication channels

For appropriate communication, the project members must ensure proper communication channels to keep updated about the project's progress. The team is liable to communicate formally every detail of the project operations, for the contact details and frequency for reporting team members must follow the communication matrix. Communication channels will be as follows:

- Emails
- Phone call
- Formal meetings
- Video conferencing

Social media channels are not included in the communication channels to maintain the formal flow of information. Communication channels must be selected appropriately considering the sensitivity of the information.

4.7.4 Technology arrangement

Organizing the technology will be the priority before setting up the communication channels. Communication planning requires a Wi-Fi network to ensure internal and external communication. The use of mobile phones, sim cards, laptops, computers, and Wi-Fi are enlisted under communication technology. The project manager has control over communication technology and will allocate it to the team lead and project team members.

4.7.5 Communication goal

The communication goal is set up by the project team lead to convey information timely using the communication technology and appropriate channels as allowed according to the communication matrix. The project leader will be presented with the weekly report of the project's progress. Reports must include every detail of the project implementation phase, further, the change in project requirements must be measured by team members and must be included in the report. Furthermore, risks arising during the plan implementation will be included in the weekly report to discuss in the meetings.

4.7.6 Project meetings

After the weekly and monthly report submission, the reports are analyzed by the team leader who will further measure the outcomes of change and will discuss with the team members before proceeding with the reports to the project manager. Meetings are set with the project manager monthly to discuss and analyze the project's progress. All the contents covered in the report are discussed as the minutes of the meeting enlisted by the project manager. The face-to-face meetings may last up to 1 hour and the timings will be noted by the team lead, further noting down the extracts from the discussion. Moreover, the information that must be conveyed in the project communication is highlighted in the communication matrix (Chart 25).

4.7.7 Communication matrix

The next chart shows the project communication matrix, considering the identified stakeholders.

Chart 25. Women aid NGO creation project. Communication matrix (Source: J. Bilbao, The Author, November 2022)

Communication	Goal	Medium/ channel	Frequency	Owner	Audience
Starting meeting	To review project objectives	Face-to-face Video conferencing	Once	Project Manager	Project sponsor, project team members
Team meetings	To communicate project progress and set activities for next week	Face-to-face Video conferencing	Weekly	Project Lead	Project manager and project team members
Bi-Monthly meetings	To review and discuss project status	Face-to-face Video conferencing	Bi-Monthly	Project Lead	Project sponsor, Project manager, Board of Members
Consultant Meeting	To discuss any issues found with the project design and to create solutions.	Face-to-face Video conferencing	As Necessary	Project Manager	Project Sponsor, lawyer, and accountant

Communication	Goal	Medium/ channel	Frequency	Owner	Audience
Change Order Meeting	To discuss proposed changes to the project	Face-to-face Video conferencing	As Necessary	Project Manager	Project Sponsor
Final financial report	To present complete audit of project finances.	Email	Once (At End of Project)	Project manager and accountant	Project Sponsor

4.7.8 Communication directory

The project team and stakeholders' details will be mentioned in the directory template (Chart 26) and will be accessed by team members, the lead, and the manager to communicate project status or details with one another. To communicate project details the entire team will follow the hierarchy for reporting and will respond effectively to avoid communication mishaps.

Chart 26. Women aid NGO creation project. Communication directory template

(Source: J. Bilbao, The Author, November 2022)

Name	Role	Email	Phone No.
Rocío Jiménez	Sponsor		
Jasmine Bilbao	Project manager		
Silvia Barragán	Team lead		
Ana Laufer	Team member 1		
Margarita Bilbao	Team member 2		
To be hired	Lawyer		
To be hired	Accountant		
To be elected	Board Member 1		
To be elected	Board Member 2		
To be elected	Board Member N		

4.7.9 Communicating risks

Risks can occur anytime during the project development cycle. Often, risks arise due to poor communication or misinformation. Hence, the communication plan also includes a risk management plan to manage the flow of risk communication. A team lead will be informed about the risks via email discussing the details of the risk and its outcomes. However, meetings can be held between the team members and team lead to have face-to-face and

comprehensive discussions along with assessing the risks and outcomes. Risk reports will be created separately but can be merged during the project finalizing phase.

4.7.10 Communication standards

In the NGO development project for the Ecuadorian region, team members will utilize formal communication methods and channels ensuring formal conduct in the emails and video conferencing as well. All the team members will refer to the communication matrix and communication directory to convey project status and information.

4.8 Risk Management Plan

The present document develops a risk management plan for the establishment of a Women's Aid Non-Profit Organization in Ecuador. The term risk is operationalized as an event or condition; the occurrence of which has an adverse impact on the overall project implementation and the outcome. In this regard, the present risk management plan outlines the protocols and procedures that will be followed in case of any such event to manage the risk in a systematic, effective, and efficient manner. In addition to this, the present plan also presents a risk register outlining the possible potential risks in terms of likeability of occurrence, severity, and impact as well as the risk response plan outlining the possible strategies that can be incorporated to deal with such events.

4.8.1 Risk Management Plan Approach

The project manager along with the team will be entrusted with the responsibility to assess and identify risks in the projects proactively and notify the project sponsor. It is important to ensure that the risk assessment is an ongoing activity for continuous identification throughout the implementation phase of the project. All the risks will be managed under the supervisor

of the project manager. The identification of risks will involve all the project stakeholders that will be involved in identifying various existing and potential risks, evaluating the Project Management Plan and ensuring that the identified risks fall within the scope of the project.

All the risks will be analyzed via both, quantitative and qualitative risk assessment. The risks will be analyzed in a comprehensive manner to facilitate the identification of a range of various possible potential outcomes for the project. The quantitative and qualitative qualifications will inform the prioritization of the risks to ensure that resources are invested in combatting the most severe risks first that cannot be neglected.

4.8.2 Risks Appetite

The tolerance and the attitude towards the risks can be explained in the light of the conceptualization of the “risk appetite” which refers to the willingness and capacity of the organization to take risks while pursuing specific objectives. The notion of risk appetite can also be conceptualized as the tendency of the organization to take risks after efficient management strategies and control mechanisms have been put into action (Danielsson et al., 2010). Thus, this notion can be used to specify the acceptable parameter of the risk exposure for the organization. In this regard, the project manager will discuss the risk appetite of the project with the team and the project sponsor to determine the level of risk that can be pursued by the project and the level of risks that can be tolerated to avoid investing resources.

4.8.3 Monitoring and Control

The level of identified risks will be monitored throughout the implementation phase of the project. The project manager will keep the risk register outlining all the possible risks and will be updating the register based on the ongoing scenarios and issues. In terms of risks, it

is also important to note that in the case of project change requests made by any stakeholders, their impact on the project risks will be analyzed before approval.

4.8.4 Risk Register: Assessment and Prioritization

Risk assessment involves analyzing the extent to which the planned outcomes of the project and the key objectives can be impacted and changed due to any undesired events (Oberlender, 2014). For effective project management, it is imperative to predict the potential possible risks in the planning phase that can hinder the progress and the outcomes of the project (Kendrick, 2015).

In the case of an NGO development project in Ecuador, a few risks were identified beforehand to ensure timely mitigation in case of risk events. Chart 27 presents the possible risks associated with the present project and the preventive strategies that can be adopted to reduce the likeability of the risk events:

Chart 27. Risk Register (Source: J. Bilbao, The Author, November 2022)

#	Risk Category	Risk Description	Causes	Likelihood of the Risk Occurrence	Impact of the Risk	Severity of the Risk
1	Management risk	Delay in the completion of the project (bypassing the projected completion date)	Improper monitoring, and not following the project plan.	Medium	High	High
2	Budgetary risk	Shortage of budget, inability to complete the project within the specified budget.	Ineffective estimation of the budgetary requirement Increase in the material cost	High	High	High
3	Health and safety risk / Management risk	Safety hazards that can cause injury or accident and harm the workforce	Ineffective safety protocols and measures for the site Inexperienced workforce	Low	Medium	Medium
4	Design/ project risk	Regulatory failure: failure to comply with the law, penalty or fine	Changes in industry laws, regulations of taxes	Medium	High	High
5	Systematic/environmental risk	Natural disaster	Earthquakes, landslides, floods, and tropical storms.	Low	High	High

#	Risk Category	Risk Description	Causes	Likelihood of the Risk Occurrence	Impact of the Risk	Severity of the Risk
6	Management risk	Conflict and clashes within the project team	Ineffective management of teamwork and supervision	Medium	High	High
7	Management risk	Delays in the acquisition of all permits and licenses	Ineffective management of the legal requirement of the project	Medium	High	High

For the qualitative assessment and prioritization of the risks, the Probability/Consequence risk Matrix will be incorporated (Chart 28). The matrix can be used to rank the risks based on the likelihood of their occurring and the consequent impact of the risk. The matrix assesses the overall severity of the risks by finding the product of probability and the consequence of the risks by multiplying the two measures.

Thus, risks with high severity can be prioritized that may require immediate and urgent mitigation interventions. Risks of highest concern are the ones characterized by high likelihood as well as a high consequence while the risks characterized by least concern are those having low likelihood as well as a low consequence. The red highlighted columns are characterized by greater severity and thus, require to be prioritized.

Chart 28. Risk prioritization via probability/consequence risk matrix (Source: J. Bilbao, The Author, November 2022)

Severity		Impact / Consequence		
		Low	Medium	High
Probability / Likelihood	High			Risk 2: Shortage of budget, inability to complete the project within the specified budget of \$ 64.800 USD.
	Medium		Risk 8: Delays in the acquisition of all permits and licenses	Risk 1: Delay in the completion of the project Risk 6: Conflict and clashes within the project teams
	Low	Risk 7: Conflict and clashes within the project teams	Risk 3: Safety hazards that can cause injury or accident and harm the workforce. Risk 4: Regulatory failure: failure to comply with the law, penalty or fine	Risk 5: Natural disaster

Chart 29 presents the planned responses for the mitigation of the potential risks.

Chart 29. Response plan (Source: J. Bilbao, The Author, November 2022)

ID	Risk	Risk Response
1, 7	Delay in the completion of the project Delays in the acquisition of all permits and licenses	Developing a milestone and ensuring strict adherence to each milestone (including legal measures to be completed)
2	Shortage of budget, inability to complete the project within the specified budget	Timely monitoring of budget and quarterly inspections for overseeing budget Developing a strategic fundraising plan
3	Safety hazards that can cause injury or accident and harm the workforce	Incorporating safety protocols and ensuring the presence of emergency teams for timely response
4	Regulatory failure: failure to comply with the law, penalty or fine	Hiring a legal advisor/consultant for ensuring adherence to recent regulations.
5	Natural disaster	Storing extra material away from the site and developing a recovery and response team
6	Conflict and clashes within the project teams	Hiring supervisors for each team responsible for overseeing and resolving conflicts within the teams

4.9 Procurement Management Plan

The purpose of the Procurement Management Plan is to provide a guideline which outlines the procurement activities needed to acquire the materials and services necessary for the achievement of project objectives. This plan encompasses the items to be procured, the procurement process, the types of contracts, the criteria to be used to select suppliers and the

contact process. The roles and responsibilities of project team members involved in the procurement process are also outlined. The plan was done using expert judgement from previous Project Managers of similar NGOs.

4.9.1 Procurement Management Approach

Procurement will be done in phases; the objectives of each phase should be clearly outlined to the team members involved as well as the criteria for moving from phase to phase and how the procurement process will be monitored.

Chart 30. Procurement Roles and Responsibilities (Source: J. Bilbao, The Author, November 2022)

Roles	Responsibilities
Project Manager	<ul style="list-style-type: none"> ▪ Preparation of bid proposals ▪ Deciding vendor selection criteria ▪ Approving purchases ▪ Identifying project risks ▪ Vendor selection and awarding contracts.
Accountant	<ul style="list-style-type: none"> ▪ Contract advertisement ▪ Controlling payment for goods and services ▪ Maintaining financial records ▪ Purchasing physical resources approved by the project manager
Lawyer	<ul style="list-style-type: none"> ▪ Advising in contract negotiation ▪ Contract reviewing

Chart 31 shows the procurement items and services that have been determined to be essential for project success.

Chart 31. Procurement Items and Services identification. Source (J. Bilbao, The Author, November 2022)

Procurement Item/Service	Justification
Office space rental	A physical location is needed to conduct meetings and house staff and equipment.
Computer equipment	Staff will need laptops and other equipment to conduct their work efficiently.
Software licenses	Various software programs will be needed for tasks such as budgeting, data analysis, and communication.
Legal services	Legal expertise will be needed to navigate the permitting process, establish the NGO as a legal entity, and manage other legal matters.
Financial services	Expertise will be needed in areas such as fundraising and financial accountability.

4.9.2 Types of Contracts

The process used for the selection of vendor or supplier will be tendering process. Under this process, NGO's management will invite bids from suppliers and vendors and will select the most optimal one for purchase. The need or requirement will function as the backbone of the request for proposal (RFP). The project manager will be responsible for sharing RFP with suppliers. The optimal response from a supplier will result in a statement of work (SOW) and time will be preferred in a contract.

The first step of this process is to conduct a review of all vendor proposals to determine which meet the criteria established by the project team. The criteria for the selection and award of procurement contracts under this project will be based on the following decision criteria:

- Quality
- Cost

- Past Performance

These criteria will be measured by the Project Manager and Project Lead and the contract will be awarded to the vendor who best meets all three criteria.

In every contract, an alternative dispute resolution system must be mentioned to resolve disputes. In case of non-performance of promises mentioned in the contract, both parties should prefer an alternative dispute resolution system to claim damages and resolve the matter at hand. If an alternative dispute resolution system does not lead to any conclusion, then parties will be allowed to sue under the privacy laws mentioned in Ecuador.

Chart 32. Performance Metrics (Source: J. Bilbao, The Author, November 2022)

Metrics	Description
Quality	This includes the comparison of ordered quantity vs. received quantity. These metrics demonstrate whether the vendor is supplying the quality it promised or not. Large variance in ordered quantity vs. received quantity reduces the attractiveness of vendor or supplier.
Timely delivery	This includes the time taken by the vendor or supplier to serve. It is the comparison of promised delivery time vs. actual delivery time. These metrics demonstrate whether the vendor is supplying the product or services at the time promised earlier or not. Large variance in promised delivery time vs. actual delivery time reduces the attractiveness of vendor or supplier.
Pricing	This includes the comparison of the ordered price versus the invoiced price. This metric demonstrates whether the vendor is supplying the product and service at the promised price or a different invoiced price.
Percentage of damaged goods	This represents the percentage of goods received by the vendor that can be classified as damaged or not fit for the purpose for which they

Metrics	Description
	were purchased. Having a higher percentage of damaged goods reduces the performance of the vendor or supplier.
Order fill rate	This metric reflects how quickly a vendor fulfills the order from available stock. In some supply chain studies, it is regarded as the demand satisfaction rate because satisfaction lies in how quickly a vendor is fulfilling the order. The quicker the order fill rate, the higher the vendor's performance.
Software downtime	Software downtime represents a period where any IT technology is unavailable. Vendors fulfilling their orders during software downtime will be preferred first.
Lead-time variance	Lead times represent the time taken by a party to fulfill the order. This time varies based on the product being procured. For complex goods, this time is usually high; hence, the performance of the vendor will be assessed based on product complexity. Vendors with lower lead time and higher quality will be preferred first compared to vendors with higher lead time and higher quality.

4.9.3 Procurement and Contract Risk

Chart 33 represents several risks that are likely to influence the performance of the contract or the procurement process. A brief description of risks is available, with their impact and likelihood of occurrence. Also, mitigation strategies are given to reduce the impact of these risks.

Chart 33. Procurement and Contract Risk (Source: J. Bilbao, The Author, November 2022)

Risk	Description	Impact	Likelihood	Mitigation Strategy
Inadequate vendor management	This represents a lack of quality products and inconsistent pricing from the vendor	High	High	Bidding process Due diligence Appropriate KPIs Strong supplier relationships
Inaccurate need analysis	This includes inaccurate forecasting of products and services that will be procured in the future.	High	Medium	Appropriate forecasting tools Effective procurement planning
Unfair advantage to the bidder	Issuing documents to bidders at a different time will give them an unfair advantage	High	Low	Issuing documents at similar times and providing online advertisements for vendors to get information about the procurement.
Price instability	Changes in macro-economic forces might lead to changes in inflation that will increase the prices of already contracted products and services from vendors	High	Low	Hedging contracts

4.10 Stakeholder Management Plan

Project Management Institute (2017) describes Project Stakeholder Management as, “the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution” (p. 503).

4.10.1 Stakeholder Management Plan approach

The processes needed to identify the individuals, organizations, and groups that the project may affect or be affected by, analyze stakeholder expectations and their effects on the project, and develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to their interest and involvement in the project are all included in this stakeholder management plan. To gain support for the project and prepare for resistance, conflict, or competing objectives among the project's stakeholders, the Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution throughout the project's lifecycle.

4.10.2 Stakeholder Identification

The following stakeholders are a direct part of the project as the project team:

- **Project Sponsor** - Rocío Jiménez
- **Project Manager** - Jasmine Bilbao
- **Project team**
 - Team lead - Silvia Barragán

- Team Member 1 - Ana Laufer
 - Team member 2 - Margarita Bilbao
 - Lawyer
 - Accountant
- **Board of Members**

The indirect stakeholders of the project include the following:

- Government
- Community
- Legal Authorities
- Women beneficiaries

Once the stakeholders have been identified, Chart 34 shows the expectations that each stakeholder has regarding the project.

Chart 34. Stakeholder Register Matrix (Source: J. Bilbao, The Author, November 2022)

Stakeholder	Main expectation
Project Sponsor	Successful completion of the project within the time and budget restrains
Project team	Support and resources for conducting their work
Accountant	Support and resources for conducting the work
Lawyer	Support and resources for conducting the work
Board of Members	Strategic direction and oversight of the NGO
Government	Compliance with regulations and laws
Community	Positive impact on community and engagement with community members
Legal authorities	Compliance with regulations and laws
Women Beneficiaries	Quality and effectiveness of programs and services

The Power Interest Grid is a tool used to understand and analyze the relationships between stakeholders. It helps to identify which stakeholders have the most power and interest in the project, and which ones have less. It also allows to prioritize the engagement and communication plan with each of them.

Chart 35. Stakeholder Analysis (Source: J. Bilbao, The Author, November 2022)

Stakeholder	Impact on Project	Power	Interest	Action
Project Sponsor	High	High	High	Manage closely
Project team	High	Medium	Medium	Manage closely
Accountant	High	Medium	High	Manage closely
Lawyer	High	Medium	High	Manage closely
Government	Medium	High	Medium	Monitor
Community	Low	Low	High	Keep informed
Legal authorities	Medium	High	Low	Keep satisfied
Women Beneficiaries	Low	Low	High	Keep informed

The analysis of how each stakeholder should be managed according to the Power-Interest relation can be seen in Chart 36.

Chart 36. Stakeholder engagement method (Source: J. Bilbao, The Author, November 2022)

Stakeholder	Role	Engagement Method
Project Sponsor	Leading	The project sponsor will be provided with weekly updates about the project through emails and meetings to ensure that is informed about the project and can also provide input on the performance.
Project team	Supportive	The project team will be engaged through weekly project reviews. These reviews will be conducted by the project lead. The project lead will also ask for feedback from team members to gain knowledge of any problems and risks.
Accountant	Supportive	Regular meetings and updates to ensure smooth and efficient operations of the NGO creation.
Lawyer	Supportive	Regular meetings and updates to ensure the register of the NGO and compliance with legal normative.
Board of Members	Supportive	Regular meetings and updates to ensure alignment with the mission and goals of the NGO
Government	Neutral	The government will be engaged in the project by the project manager, meeting with the relevant minister. Timely updates about the project will be provided to the government to keep it posted about the project.
Community	Unaware	Newsletters and emails will be used to keep the community informed about all the project activities. Also, a survey with the community will be conducted to gather information related

Stakeholder	Role	Engagement Method
		to women's problems and cover them through the NGO.
Legal authorities	Neutral	The legal authorities will be engaged in the project through their input about the laws, and the project manager will ensure that all the rules and laws are complied with during the project so that there is no harm to the project.
Women Beneficiaries	Unaware	Newsletters and emails will be used to keep the community informed about all the project activities. Also, a survey with the community will be conducted to gather information related to women's problems and cover them through the NGO.

4.10.3 Manage Stakeholder Engagement

The engagement of the stakeholders will also be examined during this project. A high focus will be kept on the government, legal authorities, and community as they have an impact on the project's performance. Community engagement will be ensured throughout the project so that it continues to support the project as a good initiative to solve women's problems. The response of the community towards the project will be noted through their feedback. Similarly, the government and legal authorities will also be integrated into the project through regular reviews and project updates. The feedback provided by these stakeholders about the project activities will be incorporated to ensure that the project is successful. In case there is a negative response from the community or any other stakeholder, suitable corrective measures will be adopted to mitigate the issues.

5. Sustainability and regeneration contribution



5.1 Analysis of project contribution





According to the NGO's offer, it will seek to provide training to women engaged in agriculture, handicrafts, commerce, and production in low scale. Addressing the Sustainable Development Goals (SDGs) and incorporating a regenerative development approach is critical to the success of the NGO creation project. By prioritizing the SDGs, the NGO can create a positive impact on the lives of disadvantaged women in Ecuador, as well as contribute to the larger goal of sustainable development. Furthermore, incorporating these objectives will also help ensure the long-term sustainability of the NGO itself, ensuring that it continues to have influence for generations to come.

5.1.1 NGO Contribution to SDGs

Chart 37 shows how the creation of the NGO will contribute to specific UN Sustainable Development Goals.

Chart 37. Contribution of the NGO according to the UN Sustainable Development Goals (Source: J. Bilbao, The Author, December 2022)

SDGs	Contribution of the NGO
 <p>1 NO POVERTY</p>	<p>The NGO will provide educational support to vulnerable women in the Ecuadorian territory, helping them to break the cycle of poverty.</p>
 <p>4 QUALITY EDUCATION</p>	<p>The NGO will provide educational programs and support to women, empowering them to acquire new skills and knowledge.</p>

SDGs	Contribution of the NGO
 <p>5 GENDER EQUALITY</p>	<p>The NGO will work to promote gender equality and empower women in the Ecuadorian territory, breaking down barriers to gender-based discrimination.</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>The NGO will provide job training and support, promoting economic growth and decent work for women in the Ecuadorian territory.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>The NGO will work to reduce inequalities in the Ecuadorian territory, providing support to vulnerable women and promoting equality and social inclusion.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>The NGO will establish partnerships with local organizations, businesses, and government agencies to achieve its goals.</p>

5.1.2 NGO alignment to Regenerative Development principles

A regenerative development approach goes beyond simply mitigating negative impacts and aims to enhance the well-being of communities, society, and the environment. Chart 38 shows how the creation of the NGO aligns to some of the regenerative development principles.

Chart 38 Contribution of the NGO according to the principles of regenerative development (Source: J. Bilbao, The Author, December 2022)

Principles of regenerative development	Contribution of the NGO
Environmental	By providing training to women engaged in agriculture, the NGO will help improve agricultural practices and encourage sustainable farming methods that enhance the functionality of the landscape.
Social	By empowering women with knowledge and skills in various fields, the NGO will help strengthen the community and reduce dependence on unsustainable consumption patterns.
Economic	By helping women achieve economic independence through training in commerce, handicrafts, and low-scale production, the NGO will promote a more people-centered approach to economic development, focused on human well-being.
Political	By promoting women's empowerment, the NGO will contribute to a more democratic and participatory political structure that prioritizes the well-being of all.
Cultural	By valuing and promoting local knowledge, traditions, and skills, the NGO will contribute to the conservation of living culture and help maintain the bond within families, communities, and society as a whole.
Values	By promoting ethics, transparency, and holistic well-being, the NGO will contribute to a more peaceful and harmonious relationship between humanity and the environment.

5.2 Goals and indicators

The alignment of the NGO's goals and indicators with regenerative development principles and sustainable practices reinforces the critical role that empowering women and addressing systemic inequalities play in creating a viable and just future for all. Chart 39 details the goals of the NGO, with the indicators and targets.

Chart 39. Goals and Indicators (Source: J. Bilbao, The Author, December 2022)

Goals	Indicators	Target
Provide educational services to women in vulnerable situations living in the Ecuadorian territory	% of women reached by the NGO	2% annual growth in the number of beneficiaries
Improve the skill level of women who work in food systems	% of women who successfully complete workshops	80%
Increase women's employment rate	% of women who secure employment	60%
Teach managerial skills to women entrepreneurs	% of women entrepreneurs who complete the workshop	50%
Establish partnerships with local organizations, businesses, and government agencies to achieve its goals	Number of partnerships established	Two per year

6. CONCLUSIONS

1. The present Project Management Plan guides the creation of a non-profit organization to assist vulnerable women in the Ecuadorian territory. A comprehensive set of plans and strategies have been generated for the successful creation of the NGO. The designed Project Charter is vital as it authorizes the project to be performed officially. This charter serves as a guide for the project team and stakeholders and will be reviewed and updated as necessary throughout the project life cycle. Also, this Project Management Plan will serve as an example for future NGO creation projects that address other issues, different from the one proposed in this FGP.
2. The project scope management successfully defined all the work packages and activities, with a detailed process for capturing any changes to the project scope. Because of the nature of this project, the scope management plan is key to provide direction and a sense of purpose to the management of the project from start to end. The scope management plan will aid the project team in determining exactly what work is required to meet project objectives and what is excluded for not engaging in any extra. The role of the Project Manager is key to bring everyone on the same page. Fortunately, the Project Manager developed this plan and understands exactly what is expected. Therefore, will support the successful project delivery.
3. The schedule management plan effectively defined the project schedule and established a timeline for each activity and task. The Gantt chart displays the task packages regarding the estimated time required. This increases the likelihood of the project manager fulfilling project schedule goals and finishing the project on time. Even the activities were sequenced linearly, there is the chance that some activities

can be performed simultaneously. This will support project implementation in case of delays.

4. Project cost management effectively sets the project budget and identifies the costs per activity. It is important to state that there is only one source of income, which is the donation of \$ 64,800 by the project sponsor, and according to the WBS, the project doesn't include an alternative fundraising plan. For this reason, staff must manage the budget wisely. The plan provides advice for the cost variance, which outlines the indicators for corrective action if required. This will reduce overspending and financial waste. Also, it is important to remember that the costs may fluctuate depending on the location, taxes, and other factors. This is why a contingency reserve was set for unexpected expenses.
5. The project quality management successfully ensured that the deliverables met specified quality standards. Because the factors that constitute acceptable quality are documented in the Quality Management Plan, members of the project team with varying levels of experience can determine whether a task was completed with acceptable quality. The project team must conduct regular quality checks and make necessary improvements to the project processes. The quality indicators and measures presented are generic in nature, so that team members can customize them according to the nature of the deliverables. For example, conducting a feasibility study for an NGO is not the same as for a company. Consequently, it is recommended to ask for advice from professionals in the third sector.
6. The project resource management effectively ensured that the project had the necessary human and physical resources to carry out the project activities. The project

team was adequately staffed, and all the staff had the necessary skills and knowledge to conduct their roles and responsibilities. The resource management plan assures hiring individuals with a range of skills and expertise who share the passion for the mission of the new NGO. This way, building a strong and dedicated team to lead and manage the creation of the NGO is possible. Referring to the physical resource identification, it is important to understand that additional resources may be needed as the project progresses. For this reason, team members must prioritize the physical resources necessary for the NGO's creation and allocate funds accordingly.

7. The project communications management ensures that all stakeholders will be informed of the project status and any changes to the project plan. The plan sets the communication channels most appropriate for each audience, ensuring the message is communicated, and the information is accurate and reliable. The project members must become flexible with the communication strategy and be open to adjusting as needed because the communication strategy is a living document that should be updated regularly to reflect changes in the project and the communication needs of the stakeholders. Although the NGO will not provide its services until it is legally constituted, it is important to include a communication strategy for raising awareness and expectations for the community and potential beneficiaries.
8. The project risk management successfully identified potential risks throughout the project, including a mitigation plan. However, the likelihood and impact of each risk may change over time; this is why the project team must regularly review and update the risk matrix as the project progresses and to develop mitigation strategies for high-priority risks. Also, the team should brainstorm and gather information from stakeholders to identify all the possible risks that could impact the project, including

economic, legal, and operational risks, and create a new mitigation strategy. One of the most worrying risks is running out of funding, so the team will need to focus on mitigating this risk through the creation of a robust fundraising plan.

9. The project procurement management effectively designed the strategy for acquiring the goods and services required promptly and cost-effectively. Likewise, the project plan ensures that all procurement activities are conducted transparently and competitively. Furthermore, it would ensure that vendors who supply exceptional services or products are acknowledged and can be utilized by the project team in future endeavors. The procurement process falls mainly in the hands of the project manager, so it is vital that she seeks appropriate advice to find the best options in the market and even arrange donations for the potential NGO.

10. The project stakeholder management effectively ensured that all stakeholders were engaged and involved. It is important that the project team carry out regular stakeholder engagement activities and promptly address any concerns or questions from the stakeholders. An extremely important actor is the government and the legal authorities, as the inauguration of the NGO depends on them, so the time it takes to legalize will depend on the agility of the governmental procedures, then the project manager, lawyer and accountant should put pressure and follow up on these stakeholders. Since this project is the inaugural one, it does not include other NGOs as potential collaborators or competition for funding. It is important to include these stakeholders in the following plans, for their level of impact and interest over the NGO.

7. RECOMMENDATIONS

1. Once the NGO is established and the current Project Management Plan is completed, it is suggested that the project team continue to use the management process and study the documents created during this Project Management Plan as a foundation for implementing a methodology for the NGO's operations, projects, and programs.
2. The team should continuously review the project's performance and identify areas for improvement. This will help to continuously improve the project's processes, ensuring that the project remains aligned with the original goals and objectives.
3. A balanced scorecard approach can help the NGO measure the performance of key areas, identify areas of improvement, focus resources, and make adjustments. It also serves as an effective monitoring tool to ensure that activities remain focused and productive.
4. Key Performance Indicators (KPIs) are specific and measurable indicators of performance that are used to gauge progress against goals. They can be used to identify areas where improvements can be made and can help to motivate and reward staff. For example, the NGO can generate KPIs related to fundraising, volunteer engagement, and public outreach. By using KPIs, the NGO can track its performance and make adjustments, accordingly, thereby improving overall efficiency and productivity.
5. It is recommended that team members with experience in project management offer a brief management training to the less experienced members, as the accountant and

the lawyer, to align their job with the project objectives and raise awareness about the advantages of using project management tools.

6. To obtain guidance for each project activity, members of the project can reach out to potential partners and allies, such as other non-governmental organizations (NGOs), government agencies, and community organizations.
7. It is recommended that the Project Manager evaluates the possible implementation of a Project Management Officer (PMO), which could be very useful once the NGO becomes operational since its activities will be centered in programs and projects.
8. Once the NGO is inaugurated, the project team should develop a robust system for measuring the impact of the NGO's programs and campaigns to evaluate its effectiveness and identify areas for improvement.

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9. APPENDICES

Appendix 1: FGP Charter

PROJECT CHARTER	
Date	Project Name:
September 19th, 2022	Project Management Plan for the creation of a women's aid non-profit organization
Knowledge Areas / Processes	Application Area (Sector / Activity)
<p>Knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Risk Management, Project Procurement Management, Project Communications Management, Stakeholder Management</p> <p>Process groups: Initiating, Planning, Monitoring, Controlling, and Closing</p>	<p>Non-profit organizations (Third sector)</p> <p>Social development</p>
Start date	Finish date
September 19th, 2022,	December fifth, 2022
Project Objectives (general and specific)	
<p>General objective:</p> <p>To create a Project Management Plan for developing a non-profit organization to assist women in vulnerable situations in the Ecuadorian territory.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To create a Project Charter to formally authorize the project. 2. To create a Scope Management Plan that includes all the work required to complete the project successfully. 	

3. To create a Schedule Management Plan supporting the development and management of a schedule that ensures the project delivery within the time constraints.
4. To create a Cost Management Plan that defines the processes for developing and managing the project budget, ensuring the project develops within the budget constraints.
5. To develop a Quality Management Plan that identifies the project's quality requirements, ensuring that results meet expectations for approval.
6. Create a Resource Management Plan that ensures all resources are identified and managed effectively.
7. To develop a Communication Management plan that ensures timely and effective communication of the project status and other key information to the stakeholders.
8. To create a Risk Management Plan that identifies, analyzes, and minimizes risks for the project's successful completion.
9. To develop a Procurement Management Plan to manage the project acquisitions.
10. To develop a Stakeholder Management Plan that identifies and supports all the project stakeholders for effective stakeholder engagement.

Project purpose or justification (merit and expected results)

This FGP aims to create a Project Management Plan that will guide the statement of a women's aid non-profit organization. The Project Management Plan will help to define project objectives, success criteria, resource allocation, mitigate risks and gain stakeholders' commitment.

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

The FGP will provide a comprehensive Project Management Plan with all its subsidiary management plans:

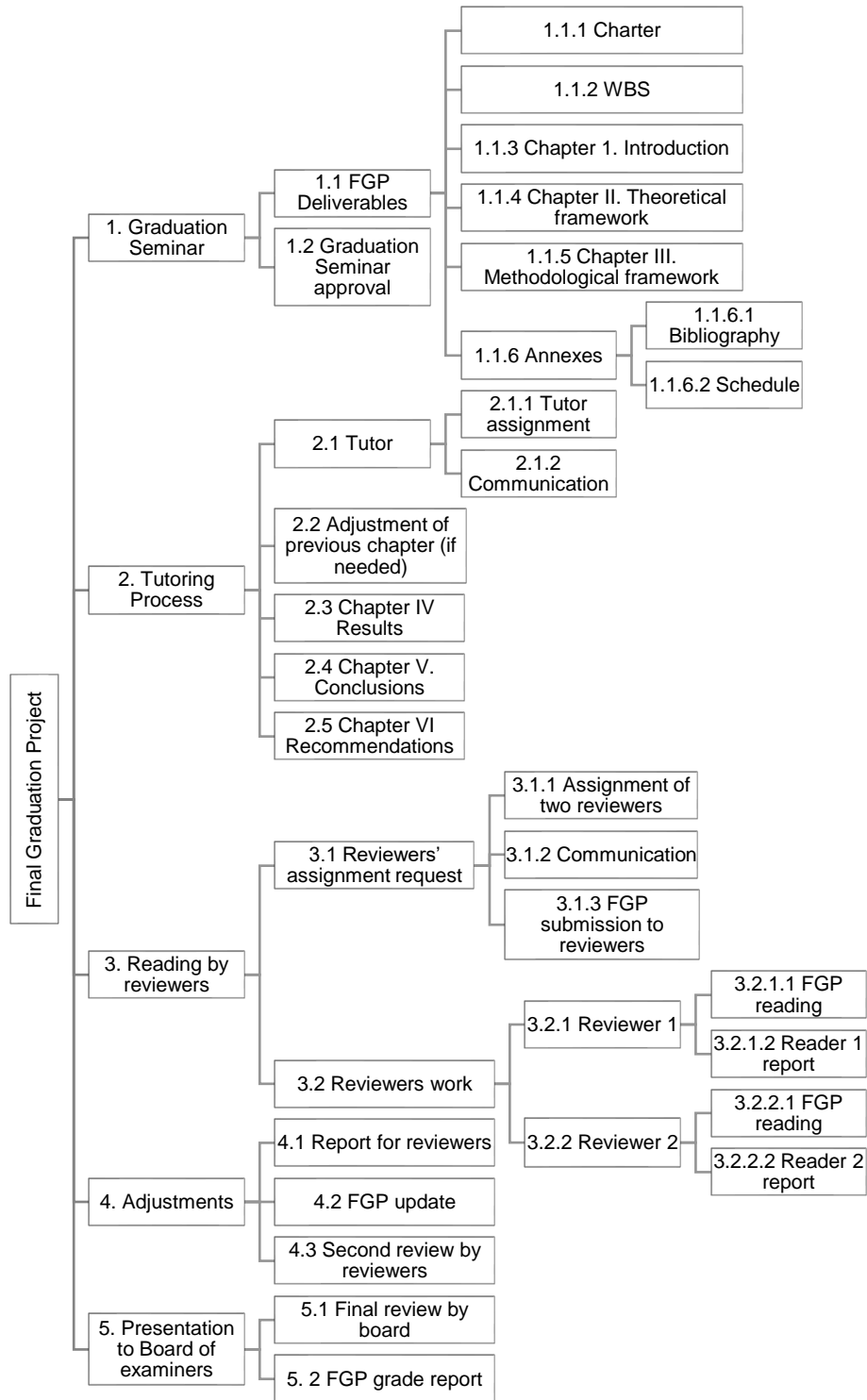
- Project Charter
- Scope Management Plan
- Cost Management Plan
- Time Management Plan
- Resource Management Plan
- Quality Management Plan
- Risk Management Plan
- Communications Management Plan
- Procurement Management Plan
- Stakeholder Management Plan

Assumptions		
It is assumed that all the required information to execute the FGP will be available.		
It is assumed that the FGP can be completed in three months.		
It is assumed that one person can complete the FGP.		
Constraints		
Time: three months, resources: one person in charge of the FGP		
Preliminary risks		
If the milestones are not met according to schedule, the FGP will not be delivered on time.		
If inadequate communication and timely response from the tutor, the quality of the FGP can be compromised.		
Budget		
The overall budget is \$ 0.00, as there is currently no cost in the deliverables.		
Milestones and dates		
Milestone	Start date	End date
Project Charter	01/03/2022	01/07/2022
WBS	01/03/2022	01/07/2022
Chapter I: Introduction Chapter	01/10/2022	01/14/2022
Chapter II: Theoretical Framework	01/17/2022	01/28/2022
Chapter III: Methodological Framework	01/31/2022	02/04/2022
Bibliography	02/07/2022	02/11/2022
Schedule	02/07/2022	02/11/2022
Graduation Seminar approval	02/14/2022	02/14/2022
Tutoring Process	09/19/2022	01/30/2022
Chapter IV Results	11/07/2022	12/30/2022
Project Charter	11/07/2022	11/08/2022
Scope Management Plan	11/07/2022	11/11/2022
Time Management Plan	11/21/2022	11/25/2022
Cost Management Plan	12/05/2022	12/09/2022
Quality Management Plan	12/05/2022	12/09/2022

Resource Management Plan	11/28/2022	12/02/2022
Communication Management Plan	12/19/2022	12/23/2022
Risk Management Plan	12/12/2022	12/16/2022
Procurement Management Plan	12/19/2022	12/23/2022
Stakeholder Management Plan	12/26/2022	12/30/2022
Chapter V Conclusions and Recommendations	12/26/2022	12/30/2022
Philological Review	01/02/2023	01/13/2023
Tutor final revision	01/16/2023	01/30/2023
Tutor approval	01/31/2023	01/31/2023
Readership phase	02/01/2023	03/02/2023
FGP end	03/03/2022	03/20/2023

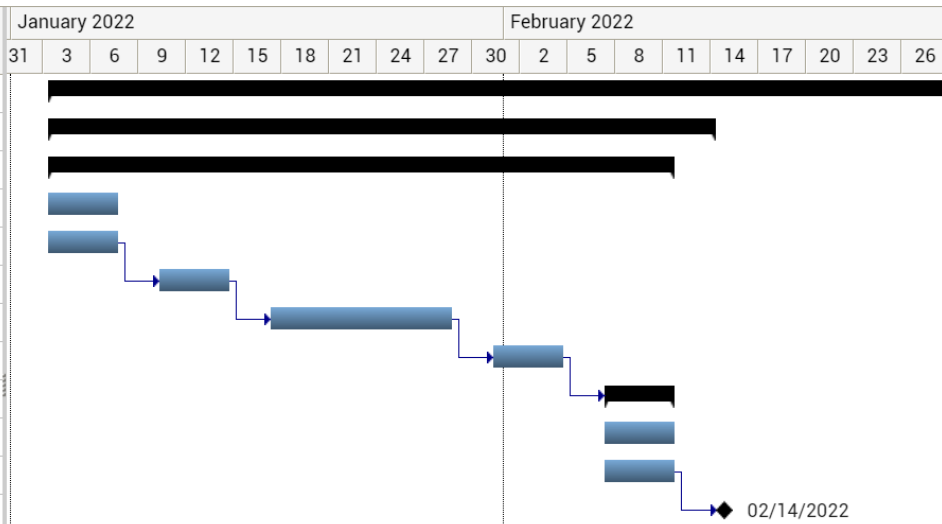
Relevant historical information	
None	
Stakeholders	
Direct stakeholders: Tutor Project Manager - Jasmine Rebeca Bilbao Jiménez	
Indirect stakeholders: Academic Assistant	
Reviewers	
Project Manager: Jasmine Rebeca Bilbao Jiménez	Signature:
Authorized by:	Signature:

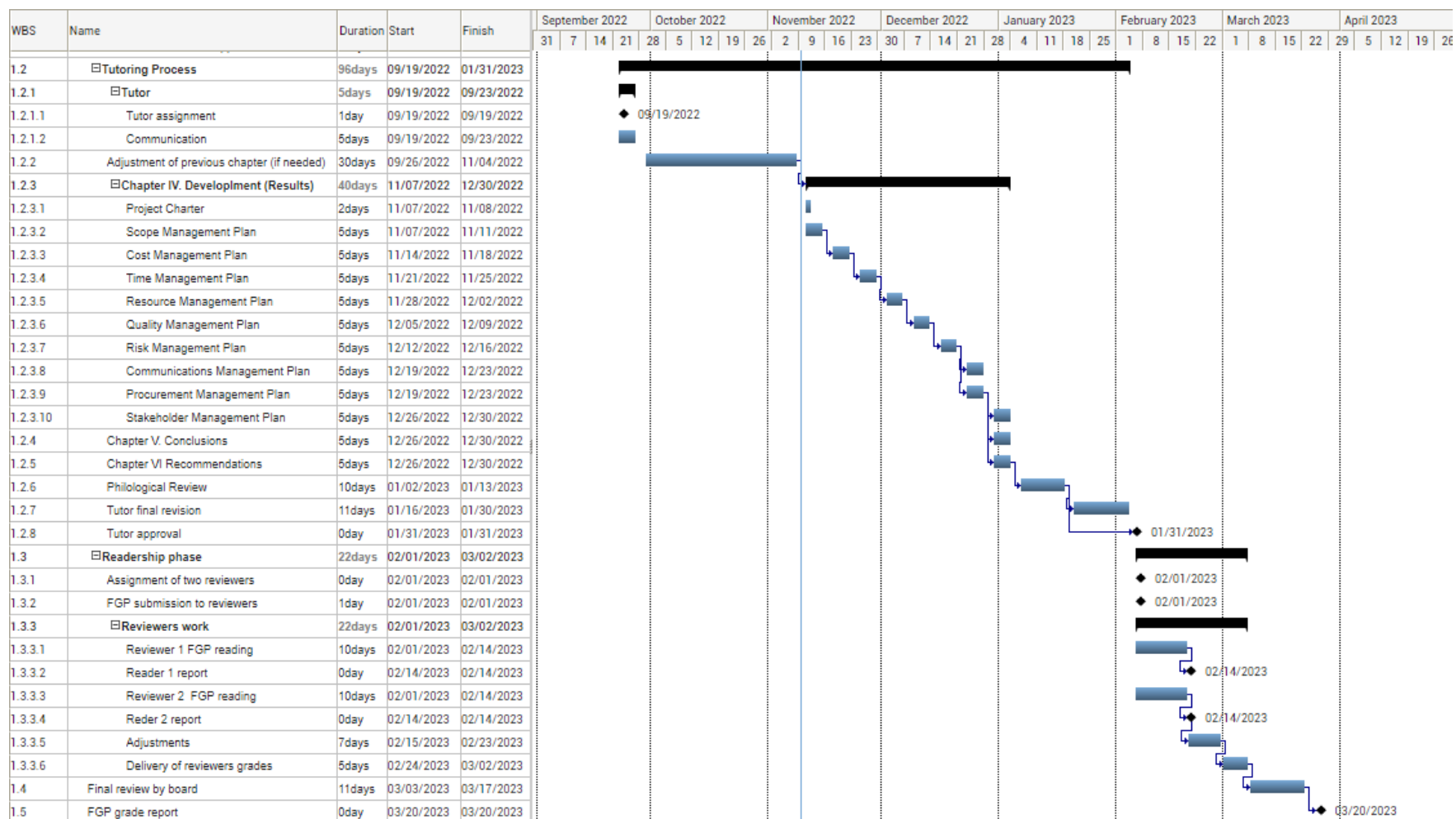
Appendix 2: FGP WBS



Appendix 3: FGP Schedule

WBS	Name	Duration	Start	Finish	January 2022											February 2022													
					31	3	6	9	12	15	18	21	24	27	30	2	5	8	11	14	17	20	23	26					
1	Final Graduation Project	315days	01/03/2022	03/20/2023	[Gantt bar for 1.1.1.1 - 01/03/2022 to 01/07/2022]																								
1.1	Graduation Seminar	30days	01/03/2022	02/14/2022	[Gantt bar for 1.1.1.2 - 01/03/2022 to 01/07/2022]																								
1.1.1	FGP Deliverables	30days	01/03/2022	02/11/2022	[Gantt bar for 1.1.1.3 - 01/03/2022 to 01/07/2022]																								
1.1.1.1	Project Charter	5days	01/03/2022	01/07/2022	[Gantt bar for 1.1.1.4 - 01/03/2022 to 01/07/2022]																								
1.1.1.2	WBS	5days	01/03/2022	01/07/2022	[Gantt bar for 1.1.1.5 - 01/03/2022 to 01/07/2022]																								
1.1.1.3	Chapter 1. Introduction	5days	01/10/2022	01/14/2022	[Gantt bar for 1.1.1.6 - 01/10/2022 to 01/14/2022]																								
1.1.1.4	Chapter II. Theoretical framework	10days	01/17/2022	01/28/2022	[Gantt bar for 1.1.1.6.1 - 01/17/2022 to 01/28/2022]																								
1.1.1.5	Chapter III. Methodological framework	5days	01/31/2022	02/04/2022	[Gantt bar for 1.1.1.6.2 - 01/31/2022 to 02/04/2022]																								
1.1.1.6	Annexes	5days	02/07/2022	02/11/2022	[Gantt bar for 1.1.2 - 02/07/2022 to 02/11/2022]																								
1.1.1.6.1	Bibliography	5days	02/07/2022	02/11/2022	[Gantt bar for 1.1.2 - 02/07/2022 to 02/11/2022]																								
1.1.1.6.2	Schedule	5days	02/07/2022	02/11/2022	[Gantt bar for 1.1.2 - 02/07/2022 to 02/11/2022]																								
1.1.2	Graduation Seminar approval	0day	02/14/2022	02/14/2022	[Gantt bar for 1.1.2 - 02/14/2022 to 02/14/2022]																								





Appendix 4: Philologist's Remarks and Qualifications



Language
Cert

This is to certify that

fatma igueziri

has been awarded the

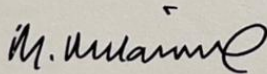
**LanguageCert Level 3
Certificate in ESOL International
(Listening, Reading)
(LanguageCert Test of English C2)
603/5301/6**

Certificate Number
GR908009199FI

Candidate Number
9980034468094314

Exam Date
24 Mar 2022

Issue Date
30 Mar 2022



Michael Milanovic
LanguageCert
Chairman



Marios Molfetas
LanguageCert
Responsible Officer

LanguageCert is a business name of PeopleCert Qualifications Ltd, UK company number 09620926.
This certificate can be verified through www.languagecert.org

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REGULATED
register.ofqual.gov.uk



Appendix 5: Revision Dictum

January 29, 2023

Ms. Karolina Jiménez
University for International Cooperation

Re: Philologist Approval for Final Graduation Project Review and Correction

Dear Ms Karolina Jiménez,

I, Fatma IGUEZIRI, with a Diploma in English Literature and Civilization, declare that I have reviewed and corrected the Final Graduation Project (FGP) of Ms. Jasmine Bilbao, entitled "Project Management Plan for the creation of a women's aid Non-Profit Organization", dated January 2023.

I hereby confirm that the FGP meets the literary and linguistic standards expected of a student for a degree at the master's level.

Yours sincerely,


IGUEZIRI Fatma
Trainer of Trainers (T.O.T)